

2016 City of Madison

Executive Operating Budget



Submitted by Mayor Paul R. Soglin
October 2015



live work learn play



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CITY OF MADISON VISION AND MISSION STATEMENTS

Vision Statement:

The City of Madison will be a safe and healthy place for all to live, learn, work and play.

Mission Statement:

The City of Madison, through the efforts of dedicated employees and elected officials, will deliver the highest quality services and provide a fair and orderly system of governance for our citizens and visitors.

FINANCIAL AND BUDGET MANAGEMENT POLICIES

To avoid the creation of future structural budget deficits, the City of Madison will not use one-time revenue sources to fund ongoing operating expenses.

Consistent with recommended financial and budget management practices, the City of Madison has a goal of maintaining an unassigned general fund balance on December 31st equal to 15% of subsequent year budgeted general fund appropriations. In order to achieve and maintain that goal, the City will allocate excess balances in ways that avoid structural deficits (e.g., through one-time appropriations), and will take actions to increase the balance if it is below the 15% goal (e.g., through prudent spending reductions or revenue increases). The City will also seek to avoid appropriations outside of its regular budget process other than to respond to emergency situations (as expressed by the Mayor and Council through resolution) or to address year-end reconciliation and expenditure restraint requirements.

EXECUTIVE BUDGET USER'S GUIDE

Agency Budgets

Agencies were instructed to submit 2016 budget requests that did not exceed the 2015 adopted budget. Agency requests were updated to include planned salary adjustments (step and longevity increases), a revised fleet rate, and adjustments to utility budgets. Agencies were also instructed to submit reduction proposals totaling 3% of their 2015 adopted budgets.

Agency budgets are presented in Section 3 of the Executive Budget. Budgets are presented in alphabetical order. Agency budget are presented by service at the major object level.

- Service-An activity or set of activities performed by an agency that has: identifiable costs for budgetary purposes, and a clear purpose with measurable objectives.
- Major Object: A set of like accounts defining the nature of expenditures. Major objects within the City of Madison's chart of accounts include:
 - Revenue
 - Salaries
 - Fringe Benefits
 - Supplies
 - Purchased Services
 - Debt/Other Financing Uses
 - Inter Departmental Billings and Charges
 - Transfers Out

Agency chapters consist of the following components:

- Agency Overview-Includes the agency overview, mission, and key highlights included in the Executive Budget. The budget is displayed at the service and major level.
- Service Overview-Includes a description discussing the scope of work provided by the service. All service budgets are presented at the major object level. The budget presentation includes a change column calculating the change from the 2015 Adopted Budget to the 2016 Executive Budget.

Supplement Document

As was the practice in prior budgets, a Supplement Document will provide the count and salary of Full Time Equivalent positions by agency as well as agency budgets by minor line item.

Wage Increases

The Executive Budget includes the following wage increases:

- 3% for sworn Police and Fire staff
- 2% for Teamsters
- 2.25% for all other civilian positions

The increases are included in the agency requested budget amounts.

Payroll Allocations

The 2016 budget reflects budgeted payroll allocations for all budgeted positions. Many internal support agencies allocate a portion of their salaries to enterprise agencies to which they provide services. Prior to the implementation of MUNIS this transaction was handled through end of year budget transfers. With the implementation of MUNIS, time is now allocated through the biweekly payroll process allowing for a more accurate real-time representation of financial data.

Agency salary budgets reflect allocated amounts. The salary scheduled provided in the supplement document includes the full position cost of each position based on the primary agency where the position is located. This schedule does not reflect payroll allocations, therefore data presented in the salary major will not equal amounts presented in the supplement.

Allocation of Fringe Benefits

In prior budgets, funding for fringe benefits were allocated to agency budgets based on a percentage calculation that proportionately divided the City's total fringe benefit budget to agencies. This calculation was based on the number of full time equivalents in agency budgets.

Funding for fringe benefits in the 2016 budget were calculated by employee based on the 2016 budgeted salary. Funding for health insurance is based on employees' current enrollment and the 2016 rates. The agency requests include transitioning to a deductible style health insurance plan as was approved by Common Council in 2015.

Enterprise Funds

The operating budget includes revenue and expenditure information pertaining to several City enterprises. Operations of the Parking Utility, Sewer Utility, Stormwater Utility and Water Utility have historically been fully supported by enterprise revenues and have required no General Fund subsidy or contribution. There has been no subsidy budgeted for the Golf Enterprise. The budget contains appropriations to other enterprises including Metro Transit and Monona Terrace (from the Room Tax Fund).

Those enterprises subsidized by the General Fund receive an appropriation consistent with the budgeted level. Savings resulting from lower than anticipated expenses and revenues generated in excess of budgeted levels are maintained in the individual enterprise operating funds. This policy affords enterprise managers the opportunity to utilize positive budget variances to benefit future year operations. It also builds capacity to respond to future budget shortfalls from enterprise resources, without affecting General Fund expenditure levels.

Account Crosswalk

The 2016 Executive Budget is the first budget prepared utilizing the City's newly implemented enterprise wide financial system, MUNIS. The budget was prepared under the revised chart of accounts. Due to this transition 2014 actuals were reclassified to the new account structure. This transition resulted in the reclassification of a number of expenditures. The figures presented in this document may vary slightly from financial system; however these adjustments had no impact on agency budgets or the actual levy amount.

Figures presented as the 2015 Adopted Budget reflect reconciled amounts that were entered in MUNIS following the adoption of the 2015 budget. Budget amounts at the agency level are consistent with the 2015 adopted amount; however data at the object level may vary slightly. Refer to the printed 2015 Adopted Budget for actual budget amounts.

CITY OF MADISON

2016

EXECUTIVE

OPERATING BUDGET

SUMMARIES

CITY TAX RATE COMPUTATION

	2015 Adopted	2016 Executive	2016 Adopted	\$ Change	Percent Change
ASSESSED VALUE					
Real Property:					
Residential	\$ 13,631,704,800	\$ 14,168,407,400	\$ -	\$ 536,702,600	3.94%
Commercial	7,302,706,600	7,722,350,400	-	\$ 419,643,800	5.75%
Agricultural	22,885,300	20,869,100	-	\$ (2,016,200)	-8.81%
Manufacturing	251,678,400	257,381,250	-	\$ 5,702,850	2.27%
Total Real Property	\$ 21,208,975,100	\$ 22,169,008,150	\$ -	\$ 960,033,050	4.53%
Personal Property:					
Locally Assessed	\$ 621,098,000	\$ 624,503,500	\$ -	\$ 3,405,500	0.55%
Manufacturing	84,445,400	89,729,000	-	\$ 5,283,600	<u>6.26%</u>
	<u>\$ 705,543,400</u>	<u>\$ 714,232,500</u>	<u>\$ -</u>	<u>\$ 8,689,100</u>	<u>1.23%</u>
Manufacturing Adjustments	\$ -	\$ (2,000,000)	\$ -		
Board of Review Adjustments	-	8,000,000	-	\$ 8,000,000	0.00%
Total Assessable Property	<u>21,914,518,500</u>	<u>22,889,240,650</u>	<u>\$ -</u>	<u>\$ 976,722,150</u>	<u>4.45%</u>
Less TIF Increment Value	\$ (551,556,400)	\$ (716,741,100)	-	\$ (165,184,700)	29.95%
Net Taxable Property	<u>\$ 21,362,962,100</u>	<u>\$ 22,172,499,550</u>	<u>\$ -</u>	<u>\$ 811,537,450</u>	<u>3.79%</u>
BUDGETED REVENUES AND EXPENDITURES					
General Fund Expenditures	\$ 268,200,497	\$ 273,465,954	\$ -	\$ 5,265,457	1.96%
Net Library Fund Expenditures	<u>15,453,333</u>	<u>16,078,171</u>	<u>-</u>	<u>624,838</u>	<u>4.04%</u>
Total Budgeted Expenditures	<u>283,653,830</u>	<u>289,544,125</u>	<u>\$ -</u>	<u>\$ 5,890,295</u>	<u>2.08%</u>
Less Anticipated General Fund Lapse	<u>(550,000)</u>	<u>(550,000)</u>	<u>-</u>	<u>-</u>	
Net Expenditures	<u>\$ 283,103,830</u>	<u>\$ 288,994,125</u>	<u>\$ -</u>	<u>\$ 5,890,295</u>	<u>2.08%</u>
Total Revenues	\$ 78,866,993	\$ 79,550,507	\$ -	\$ 683,514	0.87%
Fund Balance Applied	<u>1,366,506</u>	<u>-</u>	<u>-</u>	<u>(1,366,506)</u>	<u>-100.00%</u>
Total Revenues and Fund Balance	<u>\$ 80,233,499</u>	<u>\$ 79,550,507</u>	<u>\$ -</u>	<u>(682,992)</u>	<u>-0.85%</u>
PROPERTY TAX LEVY	<u>\$ 202,870,331</u>	<u>\$ 209,443,618</u>	<u>\$ 0</u>	<u>\$ 6,573,287</u>	<u>3.24%</u>
MILL RATE	<u>9.4964</u>	<u>9.4461</u>		<u>-0.0503</u>	-0.53%
General Fund Portion	8.7730	8.7209		-0.0521	-0.59%
Library Portion	0.7234	0.7252		0.0018	0.25%
Average Home Value	\$ 237,678	\$ 245,894	\$	8,216	3.46%
Taxes on Average Home	\$ 2,257.09	\$ 2,322.74	\$	65.65	2.91%

GENERAL FUND REVENUES

Payments in Lieu of Tax

	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
CDA	236,200	242,800	242,800	242,800	250,000
Parking Utility	1,313,440	1,421,165	1,300,000	1,421,165	1,201,248
Parking Meter Occ. Fee	247,949	241,848	241,848	241,848	241,848
Water Utility	5,587,851	6,135,522	5,700,000	6,135,522	6,325,880
Golf Enterprise	186,003	175,000	175,000	175,000	172,230
Monona Terrace	331,300	338,200	338,200	338,200	338,200
Other	960,122	971,056	1,146,056	971,056	1,201,428
Total	\$ 8,862,865	\$ 9,525,591	\$ 9,143,904	\$ 9,525,591	\$ 9,730,834

Other Local Taxes

	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Room Tax	3,110,209	5,064,943	5,564,943	5,019,704	5,563,118
Mobile Home Tax	78,423	100,000	100,000	100,000	100,000
Use Value Tax	8,934	14,000	14,000	14,000	14,000
Prior Year Taxes	64,338	20,000	20,000	20,000	20,000
Penalties on Delinquent Taxes	31,677	222,500	222,500	222,500	222,500
Total	\$ 3,293,581	\$ 5,421,443	\$ 5,921,443	\$ 5,376,204	\$ 5,919,618

Fines And Forfeitures

	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Moving Violations	624,321	800,000	626,000	800,000	700,000
Uniform Citations	778,779	1,000,000	800,000	1,000,000	850,000
Parking Violations	5,180,413	5,535,000	5,200,000	5,535,000	5,421,287
Total	\$ 6,583,513	\$ 7,335,000	\$ 6,626,000	\$ 7,335,000	\$ 6,971,287

Licenses And Permits

	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Dog Licenses	76,193	65,000	65,000	65,000	75,000
Cat Licenses	18,143	24,000	24,000	24,000	20,000
Bicycle Licenses	27,393	30,000	30,000	30,000	30,000
Miscellaneous Licenses	612,372	599,000	599,000	599,000	699,000
Liquor Licenses	419,536	437,500	437,500	437,500	437,500
Building Permits	3,867,289	5,450,000	4,700,000	5,450,000	4,950,000
Reinspection & Extension Fees	143,520	140,000	140,000	140,000	150,000
Weights and Measures Permits	56,424	193,000	225,000	193,000	225,000
Street Opening Permits	244,664	200,000	200,000	200,000	250,000
Other Permits	-	-	-	-	-
Total	\$ 5,465,534	\$ 7,138,500	\$ 6,420,500	\$ 7,138,500	\$ 6,836,500

Ungrouped Revenues

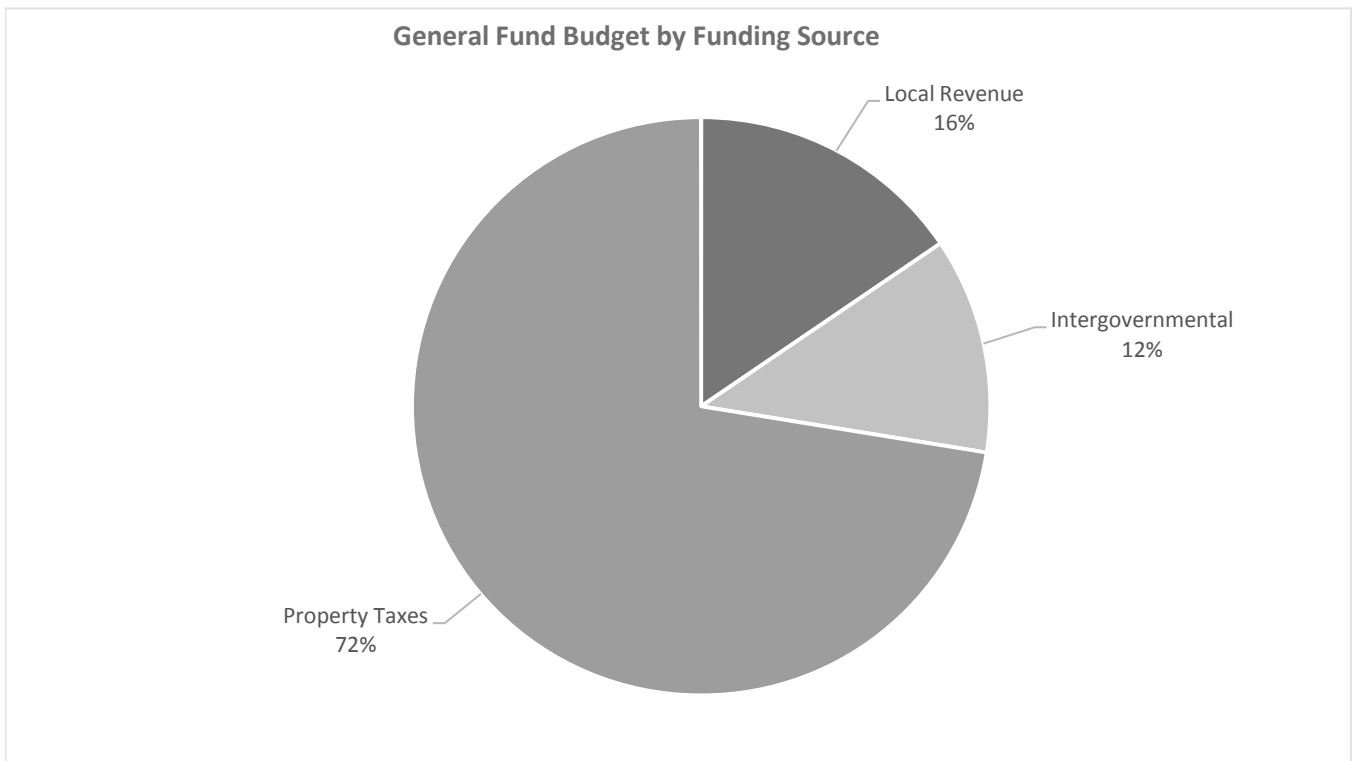
	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Interest on Investments	2,070,942	1,200,000	950,000	1,200,000	1,200,000
Other Interest	120,734	285,000	150,000	285,000	285,000
P-Card Rebates	271,478	270,000	265,104	270,000	270,000
Rental of City Property	726,491	800,000	750,000	800,000	800,000
Sale of Surplus Property	96,408	-	17,700	-	50,000
Cable Franchise Revenues	2,662,562	2,600,000	2,600,000	2,600,000	2,700,000
Broadband Revenues	31,528	50,000	50,000	50,000	70,000
TIF Reimbursements	200,000	190,000	190,000	190,000	-
Halloween Revenues	104,185	100,000	100,000	100,000	100,000
ATC Annual Fee	187,013	187,000	159,800	187,000	159,800
IZ Fund Transfer In	-	-	-	-	-
Shorewood Hills Fire Service	431,413	476,000	476,600	507,000	507,000
Bloomington Fire Service	-	75,000	75,000	75,000	75,000
Miscellaneous Revenues	216,090	300,000	225,000	300,000	400,000
Total	\$ 7,118,844	\$ 6,533,000	\$ 6,009,204	\$ 6,564,000	\$ 6,616,800

Intergovernmental Revenues

	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
St Municipal Aid Program	4,763,269	4,763,269	4,763,269	4,763,269	4,763,269
St Utility Aid Payment	1,419,231	1,392,622	1,312,828	1,392,622	1,286,793
St Expenditure Restraint	6,432,976	6,568,026	6,510,114	6,568,026	6,398,824
St Pmt for Municipal Services	8,350,298	8,097,000	8,097,000	8,097,000	8,063,000
St Gen Transportation Aid	9,312,879	9,710,000	9,710,000	9,710,000	9,710,000
St Connecting Highway Aid	553,628	560,000	560,000	560,000	560,000
St Recycling Aid	803,798	800,000	800,000	800,000	630,000
St Exempt Computer Reimb	2,696,911	2,559,542	2,559,542	2,559,542	2,559,542
Fire Insurance Dues Pmt	863,366	850,000	876,001	850,000	890,000
Total	\$ 35,196,356	\$ 35,300,459	\$ 35,188,754	\$ 35,300,459	\$ 34,861,428

FUNDING SOURCE BY MAJOR CATEGORY

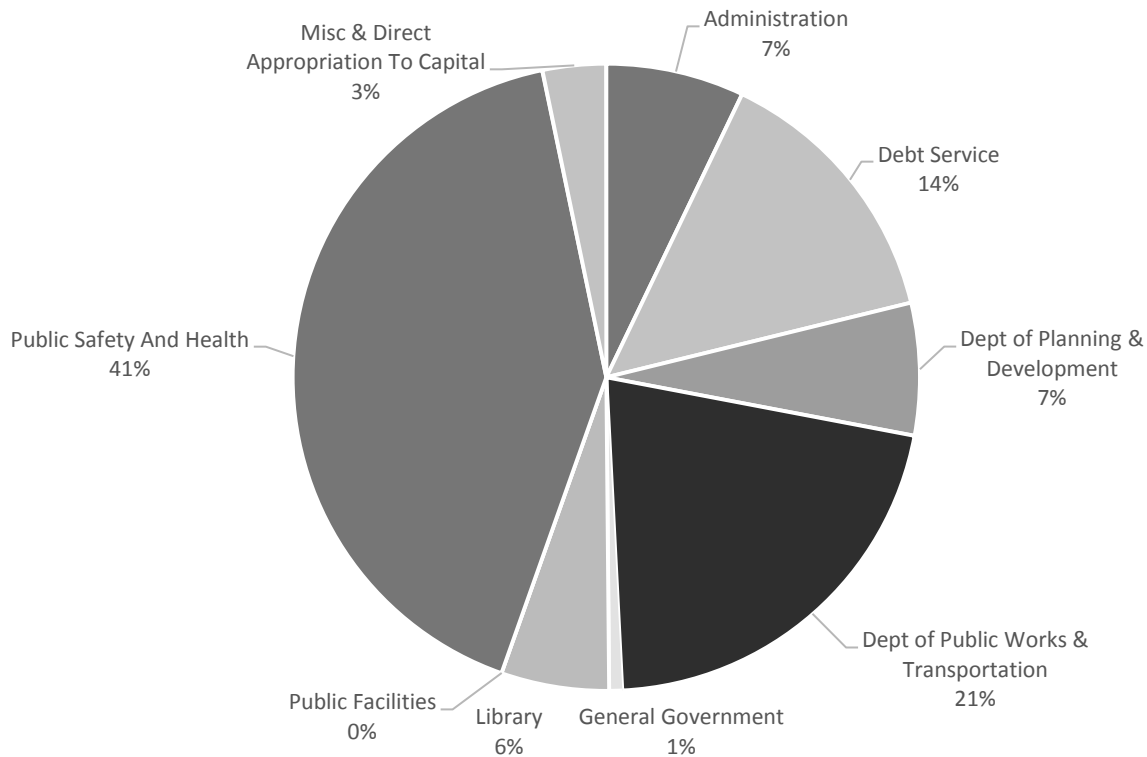
	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Payments in Lieu of Tax	8,862,865	9,525,591	9,143,904	9,525,591	9,730,834
Other Local Taxes	3,293,581	5,421,443	5,921,443	5,376,204	5,919,618
Fines and Forfeitures	6,583,513	7,335,000	6,626,000	7,335,000	6,971,287
Charges for Services	7,617,607	7,613,000	7,983,000	7,613,000	8,614,000
Licenses and Permits	5,465,534	7,138,500	6,420,500	7,138,500	6,836,500
Ungrouped Revenues	7,118,844	6,533,000	6,009,204	6,564,000	6,616,800
Local Revenues	\$ 38,941,944	\$ 43,566,534	\$ 42,104,051	\$ 43,552,295	\$ 44,689,039
Intergovernmental	35,196,356	35,300,459	35,188,754	35,300,459	34,861,428
Total Revenues	\$ 74,138,300	\$ 78,866,993	\$ 77,292,805	\$ 78,852,754	\$ 79,550,507
Fund Balance Applied (Generated)	3,533,999	1,366,506			
Total Revenue and Fund Balance	77,672,299	80,233,499	77,292,805	78,852,754	79,550,507
Property Taxes	197,372,075	202,870,331	202,602,146	213,402,507	209,443,618
Total Sources	\$ 275,044,374	\$ 283,103,830	\$ 279,894,951	\$ 292,255,261	\$ 288,994,124



EXPENDITURE SUMMARY BY FUNCTION

<i>Function</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Administration	19,040,345	19,392,809	18,724,568	19,974,303	20,570,649
Debt Service	37,027,412	37,669,343	37,671,966	40,635,303	40,635,302
Dept of Planning & Development	19,202,320	19,865,566	19,205,176	19,048,474	19,713,648
Dept of Public Works & Transportation	61,174,585	62,488,724	61,754,148	65,667,210	60,633,598
General Government	1,966,326	1,800,565	1,743,080	1,924,938	1,924,938
Library	14,513,083	15,453,333	15,273,840	15,918,304	16,078,171
Public Facilities	-	-	(87,276)	-	-
Public Safety And Health	114,149,313	119,011,054	117,504,681	120,037,321	120,893,853
Misc & Direct Appropriation To Capital	7,970,990	7,422,436	8,079,980	9,049,407	9,093,965
Total	\$ 275,044,374	\$ 283,103,830	\$ 279,870,163	\$ 292,255,260	\$ 289,544,124
Anticipated General Fund Lapse					(550,000)
TOTAL EXPENDITURES					\$288,994,124

Expenditure by Function



AGENCY BUDGETS BY FUNCTION

Public Safety And Health

<i>Agency</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Fire	45,145,106	47,908,990	46,518,200	48,666,148	48,534,470
Police	64,051,935	66,313,359	66,197,776	66,579,387	67,579,307
Public Health	4,923,663	4,788,705	4,788,705	4,791,786	4,780,076
Total	\$ 114,120,704	\$ 119,011,054	\$ 117,504,681	\$ 120,037,321	\$ 120,893,853

General Government

<i>Agency</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Common Council	404,356	496,759	439,274	527,241	527,241
Mayor	1,381,706	1,303,806	1,303,806	1,397,697	1,397,697
Municipal Court	180,264	-	-	-	-
Total	\$ 1,966,326	\$ 1,800,565	\$ 1,743,080	\$ 1,924,938	\$ 1,924,938

Administration

<i>Agency</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Assessor	2,269,148	2,374,582	2,226,727	2,492,656	2,492,656
Attorney	2,722,413	2,669,815	2,587,605	2,760,727	2,760,727
Civil Rights	1,258,921	1,461,951	1,161,741	1,378,890	1,378,890
Clerk	1,559,667	1,307,597	1,246,912	1,869,681	1,894,681
Eap	-	-	-	-	358,068
Finance	3,226,293	3,311,157	3,224,717	3,475,002	3,608,629
Human Resources	1,751,958	1,789,278	1,798,437	1,476,001	1,466,001
Information Technology	5,745,059	5,903,059	5,903,059	6,006,452	6,096,103
Treasurer	506,886	575,370	575,370	514,895	514,895
Total	\$ 19,040,345	\$ 19,392,809	\$ 18,724,568	\$ 19,974,304	\$ 20,570,650

Public Facilities

<i>Agency</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Monona Terrace Comm Conv Ctr	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Department of Public Works and Transportation

<i>Agency</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Engineering	3,656,423	3,790,476	3,513,273	4,684,461	3,779,164
Golf Courses	-	-	-	-	-
Landfill	-	-	196,191	-	-
Metro Transit	12,485,426	12,974,926	12,974,926	12,658,712	12,067,176
Parking	-	-	-	-	-
Parks	15,391,012	14,800,865	14,772,380	15,262,279	-
Sewer	-	-	-	-	13,492,405
Stormwater	-	-	-	-	-
Streets	24,130,658	25,258,893	24,644,744	27,328,507	25,693,857
Traffic Engineering	5,511,066	5,663,564	5,663,564	5,733,251	5,600,996
Water	-	-	-	-	-
Total	\$ 61,174,585	\$ 62,488,724	\$ 61,765,078	\$ 65,667,210	\$ 60,633,598

Department of Planning and Development

Agency	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Building Inspection	4,190,032	4,341,631	4,051,283	4,435,454	4,434,703
CDA Housing Operations	196,244	196,244	31,271	196,244	180,456
CDA Redevelopment	-	-	-	-	-
Community Development	8,777,092	9,171,847	9,171,847	9,938,559	10,232,727
Economic Development	1,370,284	1,152,259	1,150,325	1,190,575	1,473,492
Pced Office Of Director	637,984	621,222	584,978	603,374	708,002
Planning	4,030,684	4,382,363	4,382,363	2,684,268	2,684,268
Total	\$ 19,202,320	\$ 19,865,566	\$ 19,372,067	\$ 19,048,474	\$ 19,713,648

Library

Agency	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Library	14,513,083	15,453,333	15,273,840	15,918,304	16,078,171
Total	\$ 14,513,083	\$ 15,453,333	\$ 15,273,840	\$ 15,918,304	\$ 16,078,171

GENERAL OBLIGATION DEBT SERVICE SUMMARY

	2015 ADOPTED			2016 EXECUTIVE		
	Principal	Interest	Total	Principal	Interest	Total
TYPE OF DEBT						
Promissory Notes	\$ 45,250,000	\$ 10,167,552	\$ 55,417,552	\$ 48,486,574	\$ 11,310,044	\$ 59,796,618
General Obligation Bonds	760,000	431,300	1,191,300	760,000	419,900	1,179,900
Build America Bonds	9,570,000	1,732,405	11,302,405	9,570,000	1,487,105	11,057,105
Recovery Zone ED Bonds	805,000	140,090	945,090	805,000	123,990	928,990
Paying Agent Fees	0	10,000	10,000	0	10,000	10,000
TOTAL	\$ 56,385,000	\$ 12,481,347	\$ 68,866,347	\$ 59,621,574	\$ 13,351,039	\$ 72,972,613

SOURCE OF FUNDS

Transit Utility	\$ 1,211,569	\$ 331,527	\$ 1,543,096	\$ 1,351,771	\$ 376,477	\$ 1,728,248
Golf Courses	7,838	4,106	11,944	8,603	3,969	12,572
TIF Districts	6,751,866	1,175,740	7,927,606	7,591,709	1,421,328	9,013,037
Impact Fee Funds	336,336	83,785	420,121	336,254	82,132	418,386
Madison Public Library	1,926,479	618,189	2,544,668	2,071,884	655,211	2,727,095
Room Tax	20,017	6,600	26,617	19,998	6,199	26,197
CDBG	6,258	3,279	9,537	6,870	3,169	10,039
Fleet Service	4,539,949	900,017	5,439,966	4,766,148	1,024,638	5,790,786
Stormwater Utility	4,769,648	1,019,043	5,788,691	4,933,316	1,098,726	6,032,042
Water Utility	74,249	38,897	113,146	81,499	37,597	119,096
Monona Terrace	27,374	14,341	41,715	30,048	13,862	43,909
CDA Housing Operations	29,833	15,629	45,462	32,747	15,107	47,854
CDA Redevelopment	1,001,301	154,977	1,156,278	1,001,301	140,915	1,142,216
Madison/Dane Co Health	115,324	22,407	137,731	115,315	20,708	136,023
Special Revenue Fund	50,000	0	50,000	50,000	0	50,000
Special Assessment Fund	200,174	65,997	266,171	199,981	61,994	261,975
Special Debt Reserves	26,391	660	27,051	0	0	0
ARRA Interest Credit	0	669,382	669,382	0	427,837	427,837
General Debt Reserves	3,861,196	766,626	4,627,822	3,212,292	787,708	4,000,000
Interest Earnings	0	350,000	350,000	0	350,000	350,000
TOTAL NON-GENERAL FUND	\$ 24,955,803	\$ 6,241,202	\$ 31,197,004	\$ 25,809,736	\$ 6,527,577	\$ 32,337,313
General Fund Portion	\$ 31,429,197	\$ 6,240,146	\$ 37,669,343	\$ 33,811,838	\$ 6,823,462	\$ 40,635,300

STATEMENT OF INDEBTEDNESS AND DEBT SERVICE

SUMMARY BY PURPOSE OF ISSUE

Purpose	Principal, 2016		Interest	
	Outstanding January 1	Payable	Outstanding December 31	Payable 2016
Promissory Notes				
Streets	\$ 118,067,606	\$ 24,716,342	\$ 93,351,264	\$ 5,623,758
Parks Improvements	14,583,397	2,235,366	12,348,031	525,342
Land Acquisition	1,027,883	170,240	857,643	21,212
Public Buildings	10,082,074	2,301,376	7,780,698	370,955
Equipment Purchase	15,436,534	3,231,455	12,205,079	530,091
Planning & Development	6,738,440	1,484,885	5,253,555	247,038
Refuse Reduction & Landfill	0	0	0	0
Police	6,713,046	1,128,869	5,584,177	244,021
Fire	10,923,043	1,755,599	9,167,444	388,754
Total General Purposes	\$ 183,572,023	\$ 37,024,132	\$ 146,547,891	\$ 7,951,171
TIF Districts	35,958,805	7,591,709	28,367,096	1,421,328
Impact Fees	2,182,129	336,254	1,845,875	82,132
Library	5,228,960	1,311,884	3,917,076	235,311
Monona Terrace	400,566	50,046	350,520	20,061
Golf Enterprise	114,688	8,603	106,085	3,969
Fleet Service	22,023,832	4,766,148	17,257,684	1,024,638
Transit Utility	8,399,175	1,351,771	7,047,404	376,477
Stormwater Utility	24,889,293	4,933,316	19,955,977	1,098,726
Water Utility	1,086,465	81,499	1,004,966	37,597
Public Health of Madison and Dane County	560,292	115,315	444,977	20,708
CDBG	91,577	6,870	84,707	3,169
CDA Housing Operations	436,543	32,747	403,796	15,107
CDA Redevelopment	6,129,610	1,001,301	5,128,309	140,915
Room Tax	179,983	0	179,983	0
Brownfield Remediation Revolving Fund	1,450,000	50,000	1,400,000	0
Special Assessments	1,799,826	199,981	1,599,845	61,994
Debt Service Reserves	0	0	0	0
ARRA Interest Credit	0	0	0	427,837
Total Non-General Purposes	\$ 110,931,743	\$ 21,837,444	\$ 89,094,299	\$ 4,969,969
General Obligation Bonds				
Library	12,920,000	760,000	12,160,000	419,900
Land Contracts & Mortgages	0	0	0	0
TOTAL G.O. DEBT	\$ 307,423,767	\$ 59,621,576	\$ 247,802,190	\$ 13,341,039
Paying Agent Fees	0	0	0	10,000
Revenue Debt	173,915,000	10,115,000	163,800,000	6,740,156
TOTAL	\$ 481,338,767	\$ 69,736,576	\$ 411,602,190	\$ 20,091,195

MISCELLANEOUS APPROPRIATIONS

Supplemental Compensation

	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Compensated Absence Escrow	2,383,413	1,297,521	3,283,679	2,360,377	2,360,377
Flexible Spending Benefits	-	10,600	21,412	10,600	10,600
Unemployment Benefits	28,631	346,474	323,860	396,474	396,474
Health Insurance Benefit	34,107,997	45,677,929	39,298,328	37,970,331	38,389,486
Dental Insurance Benefit	175,508	197,121	197,121	196,999	196,999
Life Insurance Benefit	855,460	45,389	51,230	48,974	48,974
Wage Insurance Benefit	1,347,743	1,271,818	1,238,163	1,327,744	1,327,653
Matse Health Benefit	29,780	-	620	21,781	21,781
Health Insurance Retiree	555,654	690,501	704,403	1,721,079	1,721,079
Accident Death Dismember Insurance	71,278	-	702,761	961,025	961,025
WI Retirement System	16,766,112	16,844,608	15,614,014	16,274,989	16,275,289
WI Retirement System Prior Service	138,138	-	88,920	648,716	648,716
FICA Medicare Benefits	12,193,424	13,017,676	12,453,464	13,199,728	13,199,138
Moving Expenses	3,000	-	8,667	-	-
Tuition	870,998	995,971	974,130	151,920	151,920
Bus Pass Subsidy	-	150,000	-	150,000	150,000
Home Purchasing Assistance	-	-	722	-	-
Licenses And Certifications	6,688	242	5,247	242	242
Grant	79,039	79,000	79,000	-	-
Post Employment Health Plans	405,946	38,671	602,436	-	-
Work Permits	70	-	144	-	-
Tool Allowance	6,598	6,500	6,500	108,549	108,549
Other Post Employment Benefit	624,638	310,000	310,000	310,000	310,000
Total Supplemental Comp	70,650,115	80,980,021	75,964,821	75,859,528	76,278,302
Budgeted within Agencies	68,825,452	75,600,350	75,109,591	76,086,958	76,308,234
Net Benefits Appropriation	1,824,663	4,275,152	4,178,516	2,451,539	2,451,539

Budgeted authority for supplemental compensation is included in agency budgets based on budgeted staffing levels. Portions of supplemental compensation that remain centrally budgeted include the General Fund portion of sick leave escrow, flexible spending benefits, unemployment benefits, and funding for the City's bus pass subsidy program. With the transition to the new financial system, presentation of some of the amounts under 2015 Adopted may overstate actual amounts budgeted. Refer to the printed 2015 Adopted Budget for actual budget amounts.

Direct Appropriation to Capital

	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Direct Appropriation to Capital	4,053,000	4,627,822	4,627,822	4,000,000	4,000,000
Total	\$ 4,053,000	\$ 4,627,822	\$ 4,627,822	\$ 4,000,000	\$ 4,000,000

Direct Appropriations

	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Martin Luther King Holiday (a)	2,100	7,100	7,100	7,100	7,100
Martin Luther King Awards	231	600	600	600	600
Police and Fire Commission	28,609	25,000	25,000	25,000	25,000
Taxes and Special Assessments	25,000	50,000	50,000	50,000	50,000
Revenue Sharing Payments	403,675	242,707	242,707	242,707	242,393
Zoo	372,075	359,972	359,972	359,972	385,272
Federal Liaison	31,948	33,000	33,000	33,000	40,000
State Liaison	30,000	33,000	33,000	33,000	33,000
City Memberships	72,733	74,500	74,500	74,500	86,033
THRIVE / MadREP	-	18,000	18,000	18,000	18,000
MadMarket (b)	-	25,000	25,000	25,000	25,000
Community Gardens Partnership (c)	-	25,000	25,000	25,000	25,000
Overture Sales Tax	136,485	-	-	-	-
Improvement Initiatives (d)	15,085	15,000	15,000	15,000	21,000
Capital Area Regional Planning Comm	60,000	-	-	-	-
Clean Air Coalition	-	6,000	6,000	6,000	6,000
Clean Lakes	-	-	-	-	-
Transit for Jobs (e)	80,000	80,000	80,000	80,000	80,000
Operation Badger Base (f)	-	1,000	1,000	1,000	1,000
Prior Year Encumbrances (g)	-	400,000	-	400,000	400,000
Madison Food Policy Council (h)	50,000	50,000	50,000	50,000	50,000
Day Shelter and Gap Services (i)	-	50,000	50,000	50,000	50,000
Comm. Building and Engagement (j)	-	100,000	100,000	100,000	100,000
Joint Land Use Study (j)	30,000	-	-	-	-
Performing Arts Study (Webb Mgmt)	5,655	-	-	-	-
Reimburse Joyce Foundation	8,889	-	-	-	-
License Suspension	-	-	75,000	75,000	75,000
RESJI Initiatives (k)	-	-	-	20,000	20,000
Police Policy Review(l)	-	-	-	50,000	50,000
Contingent Reserve (m)	-	1,200,000	-	1,200,000	1,200,000
Total	\$ 1,352,486	\$ 2,795,879	\$ 1,270,879	\$ 2,940,879	\$ 2,990,398

General Fund Lapse (n)

(550,000)

Direct Appropriation Notes

(a) **Martin Luther King Holiday**-In 2015, an additional \$5,000 was provided for the Martin Luther King Jr. Holiday celebration to increase equitable access to the event by supporting more transportation options and child care. The additional funding is continued in 2016.

(b) **MadMarket**-Funds are for the purchase of services for a vendor to provide the administration of Electronic Benefits Transfer (EBT) programming for Supplemental Nutritional Assistance Program (SNAP) participants at farmers' markets and the operation of the MadMarket Double Dollars program at participating markets. The City is partnering with the County at a matching level to provide services and Dane County Human Services is managing the contract. Community Action Coalition is the current vendor.

(c) **Community Gardens**-The City of Madison is partnering with Community GroundWorks and Dane County UW-Extension to provide operations and support of community gardens programming. Forward Community Investments delivered a business plan early in 2015 that provided a framework for the organizational structure and fundraising goals. The Common Council authorized the City to sign a Memorandum of Understanding with the parties to define roles and funding. The City contribution to the operations (contract with Community GroundWorks) is \$25,000 general support and \$54,000 in Community Development Block Grant funds.

MISCELLANEOUS APPROPRIATIONS

Direct Appropriation Notes (Continued)

(d) **Improvement Initiatives**-This funding may be used to contract for services for employee and leadership development, as well as strategic planning and customer satisfaction surveys in conjunction with success indicators. This appropriation includes funding for periodic resident satisfaction surveys administered by the University of Wisconsin Survey Center.

(e) **Transit for Jobs**-Porchlight is the designated vendor for the Transit for Jobs Purchase of Service contract.

(f) **Operation Badger Base**-In 2015, funding was provided for Operation Badger Base honoring veterans on the 50th anniversary of the Vietnam War. Funds will not be utilized in 2015, funding is reappropriated to 2016.

(g) **Prior Year Encumbrances**- Financial reporting standards require that annual budget comparison reports include a carry-over budget to recognize the expenditure of funds encumbered at the end of the previous year but spent in the current year. To achieve conformance with this requirement, the budget includes an appropriation of funds for the payment of prior year encumbrances. This spending authority is later reallocated to the various agencies with prior year encumbrances through a Common Council resolution, and the corresponding expenditures are recorded in the appropriate agencies. Thus, no costs are displayed here for the 2014 actual or 2015 projected columns.

(h) **Madison Food Policy Council**-The Madison Food Policy Council, beginning in 2014, launched a regional food systems improvement grant program, with an emphasis on food access. The goal of the grant process is to support individuals, groups, organizations, or projects that have established a program to improve our regional food system through focus on improving food access. A working group of the Madison Food Policy Council will oversee the application and review process.

(i) **Day Shelter and Gap Services**- The 2013 budget appropriated \$30,000 for a joint study with Dane County and the Greater Madison Convention and Visitors Bureau. Dane County also provided \$30,000. The contract for the study was issued in 2014. Since the 2013 funding lapsed to the fund balance, the 2014 appropriation was offset by fund balance applied.

(j) **Community Building and Engagement**-Beginning in 2015, a new operating budget funding line item for Community Building and Engagement was created to support building community participation in civic processes. The goal is to build the capacity of local organizations to promote and sustain civic engagement. Funds are for allocation to non-profit agencies/groups to build community cohesion in neighborhoods with high concentrations of low and moderate income households and/or NRT areas, increase resident engagement and promote and increase resident leadership capacity and skills. In time the initiatives developed with this program could be applied city-wide. An RFP process was conducted in 2015 and resulted in two awards - one to Centro Hispano and the other to be a joint effort undertaken by Lussier and Goodman Community centers.

(k) **RESJI Initiatives**-The recommended funding will support the City's membership to the national Government Alliance on Race and Equity as well as training and promotional expenditures.

(l) **Police Policy Review**-Funding to secure an outside expert to review MPD policies and procedures. The work will be carried out by an ad hoc committee.

(m) **Contingent Reserve**-It is the City's policy to appropriate 0.5% of budgeted expenditures to the Contingent Reserve (\$1.2 million). Contingent Reserve spending authority may later be reallocated to various agencies through resolutions of the Common Council. Thus, no costs are displayed here for the 2014 actual or 2015 projected columns.

(n) **General Fund Lapse**- Based on historical spending patterns, the budget includes a permanent \$550,000 anticipated general fund lapse. This is equal to approximately 0.25% of non-debt service expenditures in all general fund agencies.

SUMMARY OF SUPPLEMENTAL REQUESTS

Agency	Description	Agency Request	Executive Budget
Attorney			
	1 Upgrade Municode	\$ 45,000	\$ -
Clerk's Office			
	1 Voter ID Ads	25,000	25,000
	2 Upgrade Certified Municipal Clerk to full-time	20,548	-
Community Development			
	1 Homeless Services Resource Center	30,000	-
	2 Housing First Street Team	185,000	100,000
	3 Private Sector Jobs for Youth Seeking Employment Internship Program	125,000	75,000
	4 Achievement Gap Pilot	-	-
	5 Briarpatch Runaway & Homeless Youth Program	50,000	-
	6 Domestic Abuse Intervention Services Shelter Expansion	100,000	25,000
	7 Non-Profit Capacity Building	-	-
	8 Creation of Youth Services Position	75,000	-
	9 South Madison Coalition Volunteer Guardianship Initiative	15,454	-
	10 Crisis Intervention B List Items	63,240	-
	11 Expansion of Wanda Fullmore Internship Program	100,000	50,000
	12 Retired Senior Volunteer & Home Chore Programs	20,000	-
	13 Labor Compliance for CDD Construction Projects	5,000	5,000
	14 Homeless Housing Coordinator	80,000	-
	15 Cost of Living Increase for CDD-administered contracts	120,000	120,000
	16 CDBG Position Reclassifications	14,165	14,165
	17 YWCA Transit Program	100,000	-
Economic Development			
	1 Double Fill Vending Coordinator Position	16,287	10,858
Engineering			
	1 Development Position	-	100,000
	2 Upgrade Professional Assistant to full-time	1,235	2,827
	3 Reclassify Engineering Program Specialist to Landscape Architect	6,022	-
	4 Solar Employment Training Program (\$272,735 funded by utilities)	292,188	292,188
Finance			
	1 Double-fill Budget Analyst Positions	101,116	50,000
	2 Creation of Risk Management Assistant	74,140	74,140
	3 Creation of Financial Services Training Coordinator	81,605	81,605
Fire			
	1 Fire Admin Condo Fees & Operating Costs	195,853	195,853
	2 Creation of New Medic Unit	786,523	-
	3 Tactical EMS Training	39,936	-
	4 Firefighter Applicant Process	108,431	108,431
	5 Creation of Community Paramedic-Mobile Integrated Health Pilot	67,254	67,254

Agency	Description	Agency Request	Executive Budget
Fleet			
	1 Replacement of Squad Cars & Bobcat Skid-Steers	128,800	128,800
Human Resources			
	1 Creation of Wellness Specialist	85,132	-
	2 Secure Benefit Consultant	25,000	-
	3 Wellness Program Consulting Fees	25,000	-
Information Technology			
	1 Creation of IT Security Specialist	96,826	96,826
	2 Digital Divide Staffing	193,652	-
	3 Asset Management Staffing	193,652	193,652
	4 Contract Management Staffing	96,826	96,826
	5 IT Internship Program	29,700	-
	6 Big Data Strategy	75,000	-
Library			
	1 Increased Funding for Retirements	50,000	-
	2 Increase Librarian Staffing Support at Pinney Branch	35,088	-
	3 Teen Services Librarian-North & East Side	71,304	-
	4 Bilingual Community Engagement Coordinator	71,305	71,305
	5 Youth Librarian-Goodman South Madison Library	71,304	-
	6 Expansion of E-Books & Library Collection	200,000	-
	7 Bubbler Program Assistant	57,398	57,398
	8 Creation of Technology Strategies Manager	107,370	-
	9 Upgrade Accounting Technician to Full Time	18,346	18,346
	10 Upgrade Custodial Worker to Full-Time	57,843	-
	11 Upgrade Web Manager to Full-Time	8,000	8,000
	12 Increased Bubbler Programming	50,000	-
	13 Parents as Teachers Initiative	10,000	-
	14 Expand Summer Reading Program	15,000	-
Metro Transit			
	1 Continuation of Leased Bus Storage Facility	110,000	90,000
	2 Service Expansion	164,000	164,000
	3 Bus Cleaners	26,000	21,000
	4 Creation of additional Operations Supervisor	75,000	-
	5 Heavy Equipment Training	2,000	-
Monona Terrace			
	1 Steam Rate Increases (Room Tax Fund)	75,000	75,000
	2 Chiller Maintenance Contract (Room Tax Fund)	15,000	15,000
	3 Laundry Contract Rate Increases (Room Tax Fund)	15,000	15,000
Municipal Court			
	1 Expand Youth Support Program	20,000	20,000

Agency	Description	Agency Request	Executive Budget
Parks			
	1 Digger's Hotline Registration	51,131	-
	2 Additional Park Rangers	107,735	-
	3 Creation of Parks Maintenance Worker-Central Division	61,505	-
	4 Creation of Parks Planner	44,056	-
	5 Creation of Parks Worker Classification	31,784	-
	6 Creation of Playground Maintenance Worker	63,294	-
	7 Olbrich Gardens Customer Service Position	28,043	-
	8 NRT Park Movie Nights	10,000	10,000
	9 Walk & Roll City Support Costs	15,170	-
	10 Fire Extinguishers	14,000	-
PCED Office of Director			
	1 Creation of Department Financial and Operations Manager	104,628	104,628
Planning			
	1 Creation of Cultural Resource Planner	100,000	-
	2 Creation of Principal Planner for Comp Planning	100,000	-
	3 Increase for printing/copying costs	4,700	-
	4 Creation of Neighborhood Planner	100,000	100,000
	5 Planning Internship Program	33,420	-
Police			
	1 Community Outreach Vehicles	102,000	-
	2 Weekend Holiday Overtime	56,655	-
Sewer			
	1 Reclassify 2 PW Foreperson positions to PW Supervisors (Sewer Utility)	9,009	9,009
	2 Architect Position Upgrade (Sewer Utility)	5,261	5,261
	3 Conversion of 4 hourly Maintenance Workers to full time (Sewer Utility)	35,618	35,618
Stormwater			
	1 Reclassification for creation of Compliance Position (Stormwater Utility)	17,050	17,050
	2 Creation of Landscape Architect (Stormwater Utility)	140,561	140,561
Streets			
	1 Mattress Recycling Program	93,000	-
	2 Stump Grubbing Mats	32,000	32,000
Traffic Engineering			
	1 File Digitizing	45,000	-
	2 Creation of 2 Traffic Signal Electrician Positions	99,400	-
	3 Pavement Marking Removal Equipment	30,000	30,000
TOTAL CITY SUPPLEMENTAL BUDGET REQUESTS		<u>\$ 6,753,563</u>	<u>\$ 2,952,601</u>

CITY OF MADISON

2016

EXECUTIVE

OPERATING BUDGET

SPECIAL FUND STATEMENTS

ROOM TAX FUND

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Projected</u>	<u>2016 Executive</u>	<u>2016 Adopted</u>
Fund Balance, January 1	\$ 275,125	\$ 275,125	\$ 312,550	\$ 312,550	-
Restricted for Bond Requirements	-	-	-	-	-
Committed for Event Booking Assistance	(275,125)	(275,125)	(312,550)	(312,550)	-
Balance of Unassigned Funds, January 1	\$ -	\$ -	\$ -	\$ -	\$ -
SOURCES					
Estimated Total Room Tax Receipts	\$ 12,227,176	\$ 12,855,058	\$ 13,645,300	\$ 15,144,500	-
Transfer In from General Fund (for Monona Terrace Reserves)	\$ 650,000	\$ -	\$ -	\$ -	-
Interest Revenue	14,748	16,969	16,458	18,267	-
TOTAL SOURCES	\$ 12,891,924	\$ 12,872,027	\$ 13,661,758	\$ 15,162,767	\$ -
USES					
Tangible Municipal Development (s. 66.0615 (1) (fm) 3., Wis. Stats.)					
<u>Monona Terrace:</u>					
Debt Service Payment-Revenue Bond Issue (a)	\$ 846,850	\$ 870,175	\$ 870,175	\$ 870,175	-
Debt Service Payment-Gen'l Obligation Bond Issue (a)	694,857	26,617	26,617	26,197	-
Operating Subsidy	3,101,156	3,190,538	3,190,538	3,411,271	-
Capital Purchases	2,120,922	525,000	525,000	591,000	-
Reserves (b)	650,000	150,000	150,000	(500,000)	-
Subtotal Monona Terrace	\$ 7,413,785	\$ 4,762,330	\$ 4,762,330	\$ 4,398,643	\$ -
<u>Overture Center Subsidy from Room Tax</u>	\$ 425,000	\$ 425,000	\$ 425,000	\$ 1,750,000	-
Subtotal Tangible Municipal Development	\$ 7,838,785	\$ 5,187,330	\$ 5,187,330	\$ 6,148,643	\$ -
Share of Room Tax Revenues	59%	40%	38%	41%	
Tourism Marketing (s. 66.0615 (1) (fm) 1., Wis. Stats.)					
<u>Greater Madison Convention and Visitors Bureau:</u>					
Destination Marketing (c)	\$ 2,161,926	\$ 2,574,754	\$ 2,628,843	\$ 3,001,966	-
Estimated Event Booking Assistance Subsidy	88,620	200,000	200,000	200,000	-
Additional Funding (b)	-	-	276,881	-	-
Subtotal GMCVB	\$ 2,250,546	\$ 2,774,754	\$ 3,105,724	\$ 3,201,966	\$ -
<u>City Tourism Marketing Activities</u>					
Support for Fireworks Events (d)	-	15,000	15,000	15,000	-
Sister Cities Program	15,000	15,000	15,000	15,000	-
Civic Conferences (e)	5,000	35,000	35,000	35,000	-
Civic Promotion (f)	14,959	15,000	15,000	15,000	-
Madison Music City (g)	30,000	60,000	60,000	75,000	-
WIAA Basketball Tournament (h)	15,000	30,000	30,000	15,000	-
Madison Area Sports Commission	-	100,000	100,000	-	-
Subtotal City Tourism Marketing	\$ 79,959	\$ 270,000	\$ 270,001	\$ 170,000	\$ -
Subtotal Tourism Marketing	\$ 2,330,505	\$ 3,044,754	\$ 3,375,725	\$ 3,371,966	\$ -
Share of Room Tax Revenues	19%	24%	25%	22%	
Tourism-Related Share of Room Tax	78%	64%	63%	63%	
Room Tax Retained for General Purposes					
General Purposes (b)	\$ 2,606,209	\$ 4,560,943	\$ 5,019,704	\$ 5,563,158	-
Arts Grants	79,000	79,000	79,000	79,000	-
Subtotal Retained for Other Purposes	\$ 2,685,209	\$ 4,639,943	\$ 5,098,704	\$ 5,642,158	-
Share of Room Tax Revenues	22%	36%	37%	37%	
TOTAL USES	\$ 12,854,499	\$ 12,872,027	\$ 13,661,759	\$ 15,162,767	\$ -
Fund Balance, December 31	\$ 312,550	\$ 275,125	\$ 312,550	\$ 312,550	\$ -
Committed for Event Booking Assistance	(312,550)	(275,125)	(312,550)	(312,550)	-
Balance of Unassigned Funds, December 31 (b)	\$ -	\$ -	\$ -	\$ -	\$ -

The presentation of the Room Tax Fund has been modified from prior years to reflect changes to state law and in anticipation of a requirement in 2017 that 70 percent of room tax revenues be transferred for allocation by a Tourism Commission created by the City.

(a) The CDA lease revenue bonds were refinanced in late 2012. This refinancing will reduce debt service by an average of \$150,000 annually until the bonds are retired in 2020. In addition, the reserve required by the bond was moved to the CDA. The General Obligation bonds were initially issued as part of the original Monona Terrace financing. They are due to be retired in 2014. It is anticipated that the revenues made available from this reduction in spending will be used to replenish the Monona Terrace reserves beginning in 2015 (see footnote (b)).

(b) The amount transferred to the General Fund for general purposes in 2013 and 2014 will be the net of actual room tax revenues received, other budgeted expenditures and adjustments to required reserves, so that the balance of unreserved funds as of December 31 will be \$0. In 2015 and 2016, any remaining funds will be distributed as follows: two-thirds will be transferred to the General Fund for general purposes and one-third will be transferred to the Greater Madison Convention and Visitors Bureau (GMCVB) for destination marketing purposes and support for the Sports Commission. In 2015, \$150,000 is transferred to Monona Terrace as part of a multi-year effort to replenish reserves allocated in 2014 toward remodeling capital projects. In 2016, \$500,000 of Monona Terrace reserves will be used for operating purposes. These reserves will be replenished from future year room taxes.

(c) In 2015, funds reflect implementation of a new contract with Greater Madison Convention and Visitors Bureau (GMCVB) through 2018, with the option of a four-year renewal. The contract will increase the room tax allocation to GMCVB from 20% of prior year revenues in 2014 to 30% by 2020 and 34% by 2022. The 2016 share of prior year revenues will increase to 22% from 21.5% in 2015. Funding increases resulting from the agreement will be invested, for the purpose of increasing conventions and other events in Madison, in additional resources in the following five areas: convention sales, convention services, marketing, sports development and strategic planning.

(d) In 2016, \$15,000 is provided to help support fireworks events, including Shake the Lake and Elver Park.

(e) These funds will be used to promote conferences and/or enterprises that the City helps host or sponsor that are designed to provide education and training for Madisonians and also to promote Madison as a city of distinction and place of topical interest.

(f) The Civic Promotion funding is administered by the Mayor's Office. Its primary purpose is to support efforts where neighborhoods and communities interface with economic, educational and job development activities. It is used to support local publications which further discussion of these topics and organizations which promote business development in the City and market Madison's business community. This includes supporting neighborhood-based efforts related to economic and educational development.

(g) This includes funding for Dane Dances (\$15,000); Make Music Madison, a summer solstice festival (\$25,000); a Madison Songwriting Conference and Festival (\$25,000); a Revelry Music and Arts Festival (\$5,000); and, a BandSwap event (\$5,000). In 2016, Dane Dances is increased by \$10,000 and Make Music Madison is increased by \$5,000 from prior year appropriations.

(h) In 2015, an additional \$15,000 is provided for WIAA Basketball tournament coordination effort led by GMCVB. GMCVB did not access funding appropriated for this purpose in the 2013 adopted budget; re-appropriating these funds will meet the funding goal associated with this effort. This appropriation continues at \$15,000 annually in 2016.

By the adoption of this budget, the City Council hereby confirms that it is the intention of the Council to commit the resources noted in the room tax fund for the purposes of 1) support of Monona Terrace operations, debt service and capital purchases; 2) support of the Greater Madison Convention and Visitors Bureau; 3) other expenditures that support promotion of the City of Madison and local events; and 4) support General Fund programs to the extent allowed by law.

AFFORDABLE HOUSING TRUST FUND

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Projected</u>	<u>2016 Executive</u>	<u>2016 Adopted</u>
Fund Balance, January 1	\$ 3,345,093	\$ 2,525,065	\$ 2,791,243	\$ 1,062,402	\$ -
SOURCES					
<u>Dedicated:</u>					
Private Contributions	\$ -	\$ -	\$ -	\$ -	\$ -
Payments in Lieu of Program Participation	-	-	-	-	-
Matching Funds from Federal Trust	-	-	-	-	-
Loan Repayment Principal	68,333	68,333	10,000	5,000	-
Loan Repayment Interest	18,934	11,000	12,000	2,500	-
Investment Revenue	8,883	17,000	15,000	-	-
<u>Discretionary:</u>					
Equity Participation Payments	-	-	-	-	-
Proceeds from Sale of Surplus Property	-	-	-	-	-
Transfer from General Fund	-	-	-	-	-
TOTAL SOURCES	<u>\$ 96,150</u>	<u>\$ 96,333</u>	<u>\$ 37,000</u>	<u>\$ 7,500</u>	<u>\$ -</u>
USES					
Loans to Create Affordable Housing	\$ 650,000	\$ -	\$ 265,841	\$ 180,000	\$ -
Other (Transfer to PCED Capital)	-	1,500,000	1,500,000	500,000	-
TOTAL USES	<u>\$ 650,000</u>	<u>\$ 1,500,000</u>	<u>\$ 1,765,841</u>	<u>\$ 680,000</u>	<u>\$ -</u>
Fund Balance, December 31	<u>\$ 2,791,243</u>	<u>\$ 1,121,398</u>	<u>\$ 1,062,402</u>	<u>\$ 389,902</u>	<u>\$ -</u>

On September 7, 2010, the Common Council amended the Madison General Ordinance (Section 4.22) governing administration and use of the Affordable Housing Trust Fund. This ordinance amendment eliminated the previous limitations on the annual distribution of accumulated funds. All distributions from the fund require Common Council authorization.

Projected loan expenditures in 2016 include \$180,000 for the CDA's Mosaic Ridge project.

In 2015, \$1.5 million was transferred to a new Affordable Housing Fund capital project in the budget of the Planning and Community and Economic Development agency. This project represents a major new initiative to expand and improve the supply of affordable housing in Madison, providing an estimated \$24 million investment over the next six years to significantly increase access to a variety of affordable housing options, including repair or improvement of existing housing inventory and owner-occupied single family housing stock; the purchase of single family homes by first-time homebuyers; and, the expansion of affordable rental housing units, especially by leveraging low-income affordable housing tax credits. The project provides total annual average funding of approximately \$4 million, with a goal of increasing the number of affordable housing units by 100 to 200 per year. In 2015, funding of \$4,465,500 is comprised of \$1.5 million in City GO borrowing, \$750,000 in County contributions, \$1.5 million from the City's Affordable Housing Trust Fund, \$500,000 in available TID proceeds, and a direct appropriation of \$215,500 from the City General Fund. In future years, the use of incremental TID proceeds generated one year after closure is anticipated to help support support affordable housing projects. In 2016, an additional \$500,000 is transferred to the Affordable Housing Fund capital project in the budget of the Community Development Division.

CAPITAL REVOLVING FUND

	2014 Actual	2015 Budget	2015 Projected	2016 Executive	2016 Adopted
Fund Balance, January 1	\$ 933,538	\$ 777,638	\$ 1,207,586	\$ 1,207,586	\$ -
SOURCES					
Loan Repayments:					
Interest	\$ 41,914	\$ 28,000	\$ 28,000	\$ 28,000	\$ -
Principal	274,626	172,000	182,000	172,000	-
Application Fees	500	1,000	1,000	1,000	-
Proceeds from Borrowing	-	-	-	-	-
TOTAL SOURCES	\$ 317,040	\$ 201,000	\$ 211,000	\$ 201,000	\$ -
USES					
Loans	\$ -	\$ 250,000	\$ 250,000	\$ 250,000	\$ -
Facade Grants	30,000	125,000	125,000	125,000	-
Lighting Enhancement Grants	-	-	-	-	-
Transfer to Homebuyer's Assistance	-	-	-	-	-
Staff Costs	12,992	20,000	20,000	20,000	-
Other	-	-	-	-	-
TOTAL USES	\$ 42,992	\$ 395,000	\$ 395,000	\$ 395,000	\$ -
Annual Net Cash Flow	\$ 274,048	\$ (194,000)	\$ (184,000)	\$ (194,000)	\$ -
Fund Balance (Deficit), December 31	\$ 1,207,586	\$ 583,638	\$ 1,023,586	\$ 1,013,586	\$ -

The Capital Revolving Fund has two components: (1) Capital Revolving Fund Loans, and (2) Facade Improvement Grants. The Capital Revolving Fund was enacted on May 19, 1987 and has closed 31 loans, totaling \$4,638,271. The Facade Improvement Grant Program was established on October 3, 2000 and has awarded 72 Facade Improvement matching grants to small businesses, totaling \$852,987. In addition \$1,599,572 of private funds were invested, resulting in a total new economic investment of \$2,521,068 in the downtown and neighborhood business districts. The Economic Development Division provides loan administration for the Capital Revolving Fund under the guidance of the Community Development Authority (CDA).

SPECIAL ASSESSMENT REVOLVING FUND

	2014 Actual	2015 Budget	2015 Projected	2016 Executive	2016 Adopted
Assigned Fund Balance, January 1	\$ 1,190,941	\$ 1,700,941	\$ 2,359,366	\$ 2,359,366	\$ -
SOURCES					
Special Assessment Repayment					
Principal Repayment	\$ 3,555,076	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ -
General Obligation Borrowing	2,000,000	-	-	-	-
Interest on Repayments	307,544	325,000	325,000	325,000	-
Investment Income	14,225	10,000	10,000	10,000	-
Other	7,328	-	-	-	-
TOTAL SOURCES	\$ 5,884,173	\$ 3,585,000	\$ 3,585,000	\$ 3,585,000	\$ -
USES					
Transfer to Capital Projects	\$ 4,633,607	\$ 5,000,000	\$ 4,450,000	\$ 5,550,000	\$ -
Other	82,141	75,000	90,000	100,000	-
TOTAL USES	\$ 4,715,747	\$ 5,075,000	\$ 4,540,000	\$ 5,650,000	\$ -
Annual Net Cash Flow	\$ 1,168,425	\$ (1,490,000)	\$ (955,000)	\$ (2,065,000)	\$ -
Assigned Fund Balance, Dec. 31	\$ 2,359,366	\$ 210,941	\$ 1,404,366	\$ 294,366	\$ -

The Special Assessment Revolving Fund (CA01) is used as a financing source for the assessable portion of various capital projects included in the Capital Budget. Agencies that have projects partially financed by this fund include Engineering, Traffic Engineering, Parks, Sewer Utility, Stormwater Utility, and Water Utility. The primary source of revenue for the Special Assessment Revolving Fund is the repayment of past assessments. These assessments can be paid either in full or on an installment basis collected in conjunction with the annual property tax bill.

In 2014, the Council authorized \$2 million in funds from General Obligation borrowing to provide additional working capital for the Fund, as recent economic conditions have deferred principal repayments to the Fund. The funding will be recovered over time, but borrowing is required in the short term.

REVERSE MORTGAGE FUND

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Projected</u>	<u>2016 Executive</u>	<u>2016 Adopted</u>
Net Assets, January 1 (Due to SARF)	\$ (467,791)	\$ (594,701)	\$ (472,024)	\$ (472,024)	\$ -
SOURCES					
Repayment of Principal on Loans	\$ 106,813	\$ 25,000	\$ 58,000	\$ 25,000	\$ -
Interest Income	16,983	500	16,000	500	-
Other	-	-	-	-	-
TOTAL SOURCES	<u>\$ 123,796</u>	<u>\$ 25,500</u>	<u>\$ 74,000</u>	<u>\$ 25,500</u>	<u>\$ -</u>
USES					
Loan Disbursements	\$ 127,889	\$ 90,000	\$ 113,000	\$ 130,000	\$ -
Mortgage and Title Services	140	300	300	300	-
TOTAL USES	<u>\$ 128,029</u>	<u>\$ 90,300</u>	<u>\$ 113,300</u>	<u>\$ 130,300</u>	<u>\$ -</u>
Net Assets, December 31 (Due to SARF)	<u>\$ (472,024)</u>	<u>\$ (659,501)</u>	<u>\$ (511,324)</u>	<u>\$ (576,824)</u>	<u>\$ -</u>

The Reverse Mortgage Fund (SR73) accounts for the City-administered reverse mortgage program that enables elderly homeowners on fixed incomes to utilize equity in their homes to pay all or a portion of their annual property taxes. Eligibility guidelines are the same as for the City's Special Assessment Deferral Program. Twenty-eight households are currently participating in this program, with total outstanding mortgages of approximately \$804,000.

The funding source for this reverse mortgage program is an interest-free loan from the Special Assessment Revolving Fund (SARF), and the negative fund balance at the beginning of any year represents the unpaid principal balance of that loan.

GENERAL LAND ACQUISITION FUND

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Projected</u>	<u>2016 Executive</u>	<u>2016 Adopted</u>
Fund Balance, January 1	\$ 1,712,358	\$ 715,164	\$ 1,433,111	\$ 1,433,111	\$ -
SOURCES					
Land Sales	\$ 343,056	\$ -	\$ 400,000	\$ -	\$ -
Operating Lease Payments	10,483	7,000	7,000	7,000	-
Promissory Notes	-	-	-	-	-
TOTAL SOURCES	<u>\$ 353,538</u>	<u>\$ 7,000</u>	<u>\$ 407,000</u>	<u>\$ 7,000</u>	<u>\$ -</u>
USES					
Land Acquisition	\$ 552,235	\$ -	\$ -	\$ -	\$ -
Design and Related Costs for Fire Admin. Building and Fire Station No. 1	-	-	-	-	-
Transfer to Fleet Service - New Facility	-	-	-	-	-
Disparity Study	64,762	-	-	-	-
Apprenticeship Program	-	-	-	-	-
Holding Costs	5,304	20,000	20,000	20,000	-
Staff Charges	10,485	-	-	-	-
TOTAL USES	<u>\$ 632,786</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ 20,000</u>	<u>\$ -</u>
Fund Balance, December 31	<u>\$ 1,433,111</u>	<u>\$ 702,164</u>	<u>\$ 1,820,111</u>	<u>\$ 1,420,111</u>	<u>\$ -</u>

Funded primarily with the proceeds from surplus land sales, the General Land Acquisition Fund (CL21) provides available resources for the acquisition of land for municipal purposes when unanticipated opportunities arise. Purchases from this fund may be completed to the extent that funds are available and specific Common Council approval is obtained.

HOME-BUY THE AMERICAN DREAM FUND

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Projected</u>	<u>2016 Executive</u>	<u>2016 Adopted</u>
Fund Balance, January 1	\$ (19,134)	\$ 39,065	\$ (4,029)	\$ 98,204	\$ -
SOURCES					
Loan Repayments:					
Interest	\$ -	\$ -	\$ 9,761	\$ 5,000	\$ -
Principal	65,000	235,000	219,332	185,000	-
Federal Funds	255	-	141,373	130,000	-
State Funds	-	150,000	25,789	50,000	-
TOTAL SOURCES	<u>\$ 65,255</u>	<u>\$ 385,000</u>	<u>\$ 396,255</u>	<u>\$ 370,000</u>	<u>\$ -</u>
USES					
Loans	\$ 40,000	\$ 350,000	\$ 269,835	\$ 350,000	\$ -
Staff Costs / Service Delivery	10,150	10,000	24,187	25,000	-
TOTAL USES	<u>\$ 50,150</u>	<u>\$ 360,000</u>	<u>\$ 294,022</u>	<u>\$ 375,000</u>	<u>\$ -</u>
Fund Balance, December 31	<u>\$ (4,029)</u>	<u>\$ 64,065</u>	<u>\$ 98,204</u>	<u>\$ 93,204</u>	<u>\$ -</u>

In 2014, the City's HOME-BUY and American Dream Downpayment Initiative (ADDI) programs merged to become the "HOME-BUY the American Dream" program. For 2015, the SR51 fund has been updated to reflect this merger, with the former ADDI funds (repayments from loans made using federal HOME and/or CDBG funds) now included in the figures above.

The HOME-BUY THE AMERICAN DREAM fund provides up to \$10,000 no-interest, deferred payment loans to assist eligible first-time home buyers with down payment and closing costs in the purchase of a home within the greater Madison area. Funding is provided by the Wisconsin Division of Housing through its Housing Cost Reduction Initiative (HCRI) program, available fund balance, loan repayments and program income. The Community Development Division (CDD) serves as the lead fiscal agency and the Economic Development Division provides loan administration under guidance of the Community Development Authority (CDA) and CDD.

In 2015, the City was again awarded funds from the State of Wisconsin HCRI application process, in the amount of \$371,167 for the period from April 1, 2015 through September 20, 2017.

HOUSING REHABILITATION SERVICES

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Projected</u>	<u>2016 Executive</u>	<u>2016 Adopted</u>
Fund Balance, January 1	\$ 596,726	\$ 581,800	\$ 496,417	\$ 381,004	\$ -
SOURCES					
Loan Repayments:					
Interest	\$ 24,681	\$ 48,000	\$ 24,733	\$ 24,000	\$ -
Principal	121,422	381,200	205,165	200,000	-
Application Fees	4,000	3,000	3,747	3,500	-
New Federal Funds	-	-	-	-	-
TOTAL SOURCES	<u>\$ 150,104</u>	<u>\$ 432,200</u>	<u>\$ 233,645</u>	<u>\$ 227,500</u>	<u>\$ -</u>
USES					
Loans	\$ 206,300	\$ 464,000	\$ 331,109	\$ 350,000	\$ -
Staff Costs / Service Delivery	44,113	36,200	17,949	20,000	-
TOTAL USES	<u>\$ 250,413</u>	<u>\$ 500,200</u>	<u>\$ 349,058</u>	<u>\$ 370,000</u>	<u>\$ -</u>
Fund Balance, December 31	<u>\$ 496,417</u>	<u>\$ 513,800</u>	<u>\$ 381,004</u>	<u>\$ 238,504</u>	<u>\$ -</u>

The Housing Rehabilitation Services Program (HRSP) provides loans for the rehabilitation of single-family to eight-unit buildings. Deferred payment loans are available to single-family homeowners at or below 80% of County median income, and installment loans are available to property owners who own a 1-8 unit building. The HRSP was established in 1974 and through 2013 has closed 1,795 loans to assist 2,973 units for a total investment of \$31,127,730.

Funding is provided through available fund balance, Community Development Block Grant (CDBG) and HOME loan repayments, installment loan repayments, and Rehabilitation Program income. Additional funds for energy efficiency improvements are provided through Energy Efficiency and Conservation Block Grant (EECBG) loan repayments.

The Community Development Division (CDD) provides loan administration under the guidance of the Community Development Authority (CDA).

SCATTERED SITE FUND

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Projected</u>	<u>2016 Executive</u>	<u>2016 Adopted</u>
Fund Balance, January 1	\$ 87,000	\$ 87,000	\$ 87,000	\$ 87,000	\$ -
SOURCES					
Loan Repayments:					
Appreciation	\$ -	\$ -	\$ -	\$ -	\$ -
Principal	-	-	-	-	-
Transfer In (UDAG funds)	-	-	-	-	-
Application Fee	-	-	-	-	-
TOTAL SOURCES	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>
USES					
Loans	\$ -	\$ 87,000	\$ 87,000	\$ 87,000	\$ -
Staff Costs / Service Delivery	-	-	-	-	-
TOTAL USES	<u>\$ -</u>	<u>\$ 87,000</u>	<u>\$ 87,000</u>	<u>\$ 87,000</u>	<u>\$ -</u>
Fund Balance, December 31	<u>\$ 87,000</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>	<u>\$ -</u>

The Scattered Site Fund, established to broaden housing choices throughout the community, provides loans to non-profit organizations to help purchase residential properties outside of areas where service-enriched housing has traditionally been located. Housing operated as part of community correction programs is ineligible. The Community Development Division (CDD) provides loan administration under the guidance of the Community Development Block Grant Committee. Funding for this program is from repayments of Urban Development Action Grant loans.

HOMEBUYER'S ASSISTANCE PROGRAM

	<u>2014 Actual</u>	<u>2015 Budget</u>	<u>2015 Projected</u>	<u>2016 Executive</u>	<u>2016 Adopted</u>
Fund Balance, January 1	\$ 75,945	\$ (9,055)	\$ 97,967	\$ 257,264	\$ -
SOURCES					
Loan Repayments:					
Interest	\$ 8,378	\$ 5,000	\$ 5,333	\$ 6,000	\$ -
Principal	14,109	20,000	62,948	50,000	-
Transfer in from Cap. Revolving Fund	100,000	-	-	-	-
Transfer from Contingent Reserve	-	-	-	-	-
Transfer in from Capital	-	200,000	200,000	-	-
Application Fees	1,450	1,000	1,708	2,000	-
TOTAL SOURCES	<u>\$ 123,937</u>	<u>\$ 226,000</u>	<u>\$ 269,989</u>	<u>\$ 58,000</u>	<u>\$ -</u>
USES					
Loans	\$ 80,000	\$ 200,000	\$ 104,933	\$ 150,000	\$ -
Workforce Housing Loans	-	-	-	-	-
Staff Costs / Service Delivery	21,915	10,000	5,759	6,000	-
TOTAL USES	<u>\$ 101,915</u>	<u>\$ 210,000</u>	<u>\$ 110,692</u>	<u>\$ 156,000</u>	<u>\$ -</u>
Fund Balance, December 31	<u>\$ 97,967</u>	<u>\$ 6,945</u>	<u>\$ 257,264</u>	<u>\$ 159,264</u>	<u>\$ -</u>

The Homebuyer's Assistance program, which began in 1974, provides loans to eligible buyers to finance a portion of the acquisition and rehabilitation cost of an eligible property. These loans are available to owner-occupants/developers of 1-8 unit buildings. Funding is from available fund balances, loan repayments, and program income.

The Community Development Division provides loan administration under the guidance of the Community Development Authority (CDA).

In 2015, the Economic Development staff may investigate the feasibility of the City of Madison, as a major employer, establishing a City Employee Assisted Housing program.

In 2014, \$100,000 was transferred from the City Contingent Reserve (RES-14-00684, adopted 9/16/14).

In order to sustain the program through 2015, the 2015 Adopted Capital budget authorizes borrowing of \$200,000 in General Obligation debt proceeds to support continued loan activity.

INSURANCE FUND

	2014 Actual	2015 Budget	2015 Projected	2016 Executive	2016 Adopted
Cash and Other Assets	\$ 5,165,411	\$ 5,017,430	\$ 4,464,837	\$ 4,190,214	\$ -
Claims Payable and Other Liabilities	<u>(2,650,404)</u>	<u>(2,800,000)</u>	<u>(2,422,123)</u>	<u>(2,600,000)</u>	<u>-</u>
Net Assets: January 1	\$ 2,515,007	\$ 2,217,430	\$ 2,042,714	\$ 1,590,214	\$ -
REVENUES					
Billings to Departments	\$ 870,360	\$ 950,000	\$ 950,000	\$ 1,350,000	\$ -
Interest Income	10,916	16,000	16,000	12,000	-
Appropriation from Other Funds	150,000	-	-	-	-
Insurance Recoveries	534,189	400,000	400,000	200,000	-
Miscellaneous Revenue	22,964	25,000	25,000	10,000	-
WMMIC Dividend	<u>323,809</u>	<u>360,000</u>	<u>360,000</u>	<u>370,000</u>	<u>-</u>
Total Revenues	\$ 1,912,239	\$ 1,751,000	\$ 1,751,000	\$ 1,942,000	\$ -
EXPENSES					
Liability Premium	\$ 421,184	\$ 425,000	\$ 426,800	\$ 470,000	\$ -
Property Premium	441,986	460,000	521,700	476,000	-
Other Premiums	55,385	55,000	55,000	65,000	-
Claims	226,979	300,000	300,000	250,000	-
Reserve Adjustment	627,548	300,000	300,000	450,000	-
Interest Expense	-	-	-	-	-
Loss Payments to Departments	404,633	400,000	400,000	200,000	-
Driver Simulator	-	-	-	-	-
Administrative Expense	<u>206,818</u>	<u>200,000</u>	<u>200,000</u>	<u>275,000</u>	<u>-</u>
Total Expenses	\$ 2,384,532	\$ 2,140,000	\$ 2,203,500	\$ 2,186,000	\$ -
Net Assets: December 31	\$ 2,042,714	\$ 1,828,430	\$ 1,590,214	\$ 1,346,214	\$ -
Net Asset Goal	<u>1,500,000</u>	<u>1,550,000</u>	<u>1,550,000</u>	<u>1,550,000</u>	<u>-</u>
Surplus (Deficiency)	<u>\$ 542,714</u>	<u>\$ 278,430</u>	<u>\$ 40,214</u>	<u>\$ (203,786)</u>	<u>\$ -</u>

Note on Reserve Policy:

The City's Insurance Fund reserve policy is to maintain a net asset balance equal to or greater than the current year aggregate self-insured retention (SIR) contained in the City's liability insurance coverage as established by Wisconsin Municipal Mutual Insurance Company (WMMIC) policy.

On December 3, 2013, the Common Council authorized an additional appropriation of \$1,000,000 to the Insurance Fund from the City General Fund (Legistar #32182, RES-13-00882).

On December 2, 2014, the Common Council authorized an additional appropriation of \$150,000 to the Insurance Fund from the City General Fund (Legistar #36230, RES-14-00873).

The City of Madison aggregate SIR for 2015 is \$1.55 million. Based on the reserve policy, the Insurance Fund is expected to be above its net asset goal by \$278,430 at the end of 2015. Claims are reserved at a 95% confidence level.

In 2016, premiums in the Insurance Fund are increasing for two primary reasons. First, significant rate increases were expected in the Local Government Property Insurance Fund (LGPIF) due to past changes by the Legislature and incurred losses. As an alternative, the City sought a proposal from the newly formed Municipal Property Insurance Corporation (MPIC). This proposal was \$100,000 less than the LGPIF, but still represents an increase of \$50,000. However, MPIC does not cover auto physical damage. The City also worked with the Transit Mutual Insurance to secure that coverage. On the liability side, the City is facing a liability premium increase of approximately \$45,000 for 2016. Second, the fund is also in the midst of defending a larger number of litigated files than in past years resulting in increases in the reserve adjustment. Administrative costs are also increasing due to additional staff support for the program and other salary and benefit adjustments.

In 2016, billings to agencies are increased by \$400,000.

WORKERS COMPENSATION FUND (IW01)

	2014 Actual	2015 Budget	2015 Projected	2016 Executive	2016 Adopted
Cash and Other Assets	\$ 14,202,180	\$ 13,984,229	\$ 14,069,194	\$ 13,456,324	\$ -
Claims Payable and Other Liabilities	<u>(12,342,951)</u>	<u>(12,400,000)</u>	<u>(12,787,870)</u>	<u>(12,500,000)</u>	<u>-</u>
Net Assets: January 1	\$ 1,859,229	\$ 1,584,229	\$ 1,281,324	\$ 956,324	\$ -
REVENUES					
Billings to Departments	\$ 3,485,480	\$ 3,625,000	\$ 3,500,000	\$ 3,850,000	\$ -
Appropriation from Other Funds	-	-	-	-	-
Misc. Revenue (3rd Party Subrogation)	<u>32,538</u>	<u>75,000</u>	<u>75,000</u>	<u>75,000</u>	<u>-</u>
Total Revenue	\$ 3,518,018	\$ 3,700,000	\$ 3,575,000	\$ 3,925,000	\$ -
EXPENSES					
Workers' Compensation Losses Paid	\$ 3,113,125	\$ 3,250,000	\$ 3,250,000	\$ 3,250,000	\$ -
Actuarial Reserve Adjustment	365,101	-	-	-	-
Legal Services	67,521	75,000	75,000	80,000	-
Outside Services	189,160	175,000	175,000	192,000	-
Administrative Expense	103,017	100,000	100,000	105,000	-
Insurance	<u>257,998</u>	<u>250,000</u>	<u>300,000</u>	<u>300,000</u>	<u>-</u>
Total Expenses	\$ 4,095,923	\$ 3,850,000	\$ 3,900,000	\$ 3,927,000	\$ -
Net Assets: December 31	\$ 1,281,324	\$ 1,434,229	\$ 956,324	\$ 954,324	\$ -
Net Asset Goal	<u>600,000</u>	<u>650,000</u>	<u>600,000</u>	<u>650,000</u>	<u>-</u>
Surplus (Deficiency)	<u>\$ 681,324</u>	<u>\$ 784,229</u>	<u>\$ 356,324</u>	<u>\$ 304,324</u>	<u>\$ -</u>

Note on Workers Compensation Fund Policy:

The City's Workers Compensation Fund policy is to maintain a net asset balance equal to or greater than the current self-insured retention (SIR) contained in the City's excess Workers Compensation insurance policy. In 2015, the SIR is increased to \$650,000. Claims are reserved at a 95% confidence level.

On December 3, 2013, the Common Council authorized an appropriation of \$750,000 to the Workers Compensation Fund from the City General Fund (Legistar #32182, RES-13-00882). In 2015, billings to agencies were increased by \$125,000. Additional appropriations from the General Fund, as well as increased billings to agencies, may be required in the future if fund expenses continue to exceed revenues. Much of these increased expenses can be attributed to the actuarial reserve adjustment associated with medical cost inflation and increases in average claim amounts.

In 2016, billings to agencies are increased by \$350,000.

CITY OF MADISON

2016

EXECUTIVE

OPERATING BUDGET

AGENCY BUDGETS

Assessor

Agency Mission

The mission of the City Assessor's Office is, through the efforts of dedicated employees, to deliver the highest quality services to City taxpayers by establishing fair and equitable assessments of all taxable real and personal property and maintaining complete and accurate assessment rolls and property records.

Agency Overview

The Agency assesses all taxable real and personal property in a fair and equitable manner, and maintains complete and accurate assessment rolls and property information/ownership records.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Assessor	2,269,148	2,374,582	2,226,727	2,492,656	2,492,656
Total	\$ 2,269,148	\$ 2,374,582	\$ 2,226,727	\$ 2,492,656	\$ 2,492,656

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Salaries	1,459,750	1,624,585	1,457,318	1,687,235	1,687,235
Fringe Benefits	608,814	558,713	579,791	545,020	545,020
Supplies	42,011	40,000	49,597	41,000	41,000
Purchased Services	142,722	135,073	123,810	199,857	199,857
Transfers Out	15,851	16,211	16,211	19,544	19,544
Total	\$ 2,269,148	\$ 2,374,582	\$ 2,226,727	\$ 2,492,656	\$ 2,492,656

2016 Budget Highlights

- The recommended budget includes funding for software maintenance costs associated with the new assessment system (CAMA).

Service: Assessor*Service Description*

This service provides three major duties: to discover, to list, and to value all taxable property within Madison. The service implements procedures that conform to State laws dealing with property taxation. Staff within this service are responsible for ensuring accepted appraisal and accounting practices are used. The recommended budget includes a 0.3 LTE support position that is shared between the Assessor and Treasurer.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Salaries	1,459,750	1,624,585	1,687,235	1,687,235	62,650
Fringe Benefits	608,814	558,713	545,020	545,020	(13,693)
Supplies	42,011	40,000	41,000	41,000	1,000
Purchased Services	142,722	135,073	199,857	199,857	64,784
Transfers Out	15,851	16,211	19,544	19,544	3,333
Total	\$ 2,269,148	\$ 2,374,582	\$ 2,492,656	\$ 2,492,656	\$ 118,074

Attorney

Agency Mission

The mission of the Attorney's Office is to provide professional legal representation to the City of Madison as an entity, including ordinance enforcement, legislative counsel services and general counsel services.

Agency Overview

The Agency engages in three major activities. First is to prosecute violations of the City's laws, enforcing ordinances adopted by the Common Council. Second is to provide legislative counsel, drafting and revising the City's code of ordinances and advising the Common Council and City Boards, Committees and Commissions on the meaning of legislative enactments. Third is to provide general legal counsel and representations to the City, drafting documents, advising City officials and managers on compliance with the law, representing the City in court, negotiating on the City's behalf, and otherwise using legal procedures to support and defend the lawful decisions of City officials and agencies. As attorneys for the City of Madison, the Office of the City Attorney does not provide legal advice to the general public. The Attorney's Office is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Counsel and Representation	1,400,195	1,750,822	1,669,575	1,724,726	1,724,726
Legislative Services	502,524	216,033	193,915	222,009	222,009
Ordinance Enforcement	819,693	702,960	724,115	813,992	813,992
Total	\$ 2,722,413	\$ 2,669,815	\$ 2,587,605	\$ 2,760,727	\$ 2,760,727

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(38,862)	-	-	-	-
Salaries	2,169,859	1,911,204	1,892,842	1,994,035	1,994,035
Fringe Benefits	682,373	556,957	549,876	569,988	569,988
Supplies	45,575	51,501	46,227	51,501	51,501
Purchased Services	144,920	142,326	90,834	138,397	138,397
Inter-Departmental Billings	(288,868)	-	-	-	-
Transfers Out	7,416	7,827	7,827	6,806	6,806
Total	\$ 2,722,413	\$ 2,669,815	\$ 2,587,605	\$ 2,760,727	\$ 2,760,727

2016 Budget Highlights

- The recommended budget includes funding for continuation of existing services.

Service: Counsel and Representation*Service Description*

This service assists City officials and agencies with carrying out their policies in compliance with legal requirements by preparing, publishing, and distributing formal opinions and reports on legal issues affecting City policy; informing officials and agencies of current legal developments; preparing and presenting formal and informal training sessions for City officials and staff; answering informal legal questions from City officials, staff and committees; and attending meetings of staff teams and public bodies to provide legal advice. Additionally, this service assure that courts uphold the decisions of the Mayor and the Council, and of those officials and agencies authorized by the Mayor and Council to make decisions.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(37,974)	-	-	-	-
Salaries	1,107,168	1,321,433	1,298,333	1,298,333	(23,100)
Fringe Benefits	362,773	340,965	342,755	342,755	1,790
Supplies	21,333	23,176	23,176	23,176	-
Purchased Services	86,636	61,727	57,949	57,949	(3,778)
Inter-Departmental Billings	(143,079)	-	-	-	-
Transfers Out	3,337	3,521	2,513	2,513	(1,008)
Total	\$ 1,400,195	\$ 1,750,822	\$ 1,724,726	\$ 1,724,726	\$ (26,096)

Service: Legislative Services*Service Description*

This service assures that Madison ordinances accurately express the policies chosen by the Mayor and Common Council, that current ordinances are easily available to the public, to advise City officials on legal issues with existing or proposed legislation, and to provide parliamentary and procedural advice to the Common Council and other City bodies. This is done through drafting ordinances requested by the Mayor and alderpersons; researching issues raised by ordinance requests, such as constitutionality, municipal authority, etc., and reporting the information to the Mayor and Council; preparing ordinance amendments required by changing state and federal legislation; publishing revised, current ordinances; and advising on parliamentary and procedural issues.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(243)	-	-	-	-
Salaries	363,617	122,570	130,343	130,343	7,773
Fringe Benefits	112,610	52,322	52,963	52,963	641
Supplies	7,454	10,815	10,815	10,815	-
Purchased Services	17,529	28,682	26,249	26,249	(2,433)
Transfers Out	1,557	1,644	1,639	1,639	(5)
Total	\$ 502,524	\$ 216,033	\$ 222,009	\$ 222,009	\$ 5,976

Service: Ordinance Enforcement*Service Description*

This service is intended to improve citizens' quality of life by helping enforcement agencies deter conduct which is dangerous or interferes with public health and welfare. This is done through the prosecution of civil enforcement actions including nuisance and injunctive actions as necessary; providing advice and training to enforcement staff; researching legal issues raised by new enforcement techniques, recent case law developments and changes in state law; identifying legal solutions to enforcement problems and drafting appropriate ordinance amendments; and conducting appellate proceedings.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(645)	-	-	-	-
Salaries	699,073	467,201	565,359	565,359	98,158
Fringe Benefits	206,990	163,670	174,270	174,270	10,600
Supplies	16,788	17,510	17,510	17,510	-
Purchased Services	40,754	51,917	54,199	54,199	2,282
Inter-Departmental Billings	(145,789)	-	-	-	-
Transfers Out	2,522	2,662	2,654	2,654	(8)
Total	\$ 819,693	\$ 702,960	\$ 813,992	\$ 813,992	\$ 111,032

Building Inspection Division

Agency Mission

The mission of the Building Inspection Division is to ensure the well-being of people through the safety of property in the City of Madison and to maintain public trust and confidence by improving the construction and maintenance of structures and property; administering codes and ordinances consistently and fairly; continually improving codes, procedures and regulations; providing information to its customers to help them achieve their goals; and providing quality services in a professional and efficient manner.

Agency Overview

The Agency provides services across inspection; systematic code enforcement; zoning and signs; health and welfare; and consumer protection. The Building Inspection Division is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Consumer Protection	240,897	186,031	212,337	268,896	268,803
Health and Welfare	264,421	523,773	449,259	548,797	548,323
Inspection	2,230,425	1,859,563	1,999,731	1,813,043	1,812,951
Systematic Code Enforcement	914,086	1,038,641	818,199	1,063,943	1,063,943
Zoning and Signs	540,204	733,623	571,758	740,775	740,683
Total	\$ 4,190,032	\$ 4,341,631	\$ 4,051,283	\$ 4,435,454	\$ 4,434,703

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(61,553)	(46,500)	(46,500)	(46,500)	(46,500)
Salaries	2,815,246	2,953,911	2,653,975	3,076,545	3,076,545
Fringe Benefits	1,089,511	1,058,384	1,087,639	1,035,309	1,035,309
Supplies	53,105	59,323	48,909	59,323	59,323
Purchased Services	189,862	202,488	193,234	205,696	205,696
Inter-Departmental Charges	72,029	80,921	80,921	69,311	68,560
Transfers Out	31,833	33,104	33,104	35,770	35,770
Total	\$ 4,190,032	\$ 4,341,631	\$ 4,051,283	\$ 4,435,454	\$ 4,434,703

2016 Budget Highlights

- The recommended budget includes funding for continuation of existing services.

Service: Consumer Protection*Service Description*

This service ensures that Madison's consumers receive the correct amount of product for which they pay. Inspections are made of packaging, weighing and measuring devices in gas stations, grocery stores, pharmacies, bakeries, taxis, fuel trucks, etc. Each device is registered and licensed. Packaged items in stores are spot checked for advertised weight and price. Items that are found to be incorrect are removed from service or removed from sales inventory. License fees collected are deposited in the General Fund.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Salaries	143,101	132,699	192,971	192,971	60,272
Fringe Benefits	85,644	37,884	63,622	63,622	25,738
Supplies	2,527	2,690	2,690	2,690	-
Purchased Services	7,342	6,321	6,162	6,162	(159)
Inter-Departmental Charges	479	4,583	1,412	1,319	(3,264)
Transfers Out	1,804	1,854	2,039	2,039	-
Total	\$ 240,897	\$ 186,031	\$ 268,896	\$ 268,803	\$ 82,587

Service: Health and Welfare*Service Description*

This service provides assistance to thousands of citizens who need help taking care of environmental and related problems. Responsibilities of this section include enforcement and education efforts regarding sidewalk snow removal, trash, junk and debris removal, and graffiti removal.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	-	(1,500)	(1,500)	(1,500)	-
Salaries	163,228	354,458	367,725	367,725	13,267
Fringe Benefits	60,399	118,312	133,266	133,266	14,954
Supplies	1,788	9,253	9,253	9,253	-
Purchased Services	20,651	20,472	20,303	20,303	(169)
Inter-Departmental Charges	16,197	20,592	17,293	16,819	(3,773)
Transfers Out	2,158	2,186	2,457	2,457	-
Total	\$ 264,421	\$ 523,773	\$ 548,797	\$ 548,323	\$ 24,279

Service: Inspection*Service Description*

This service ensures compliance with Madison's building and mechanical system ordinances. Construction projects, including additions and alterations, are reviewed and inspected. Accessibility and the environment (erosion control) are important parts of the process. Contractor licensing, permit records, sales surveys, pre-occupancy inspections, underground utilities and public safety are additional responsibilities. Many tradespeople and homeowners are assisted annually in keeping with the Department's goal of "educate first, regulate when necessary."

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(60,553)	(45,000)	(45,000)	(45,000)	-
Salaries	1,559,953	1,215,205	1,255,755	1,255,755	40,550
Fringe Benefits	556,588	526,497	444,293	444,293	(82,204)
Supplies	35,764	22,776	22,776	22,776	-
Purchased Services	102,375	103,870	100,370	100,370	(3,500)
Inter-Departmental Charges	20,876	20,127	17,549	17,457	(2,670)
Transfers Out	15,421	16,088	17,300	17,300	-
Total	\$ 2,230,425	\$ 1,859,563	\$ 1,813,043	\$ 1,812,951	\$ (47,824)

Service: Systematic Code Enforcement*Service Description*

This service involves the inspection of properties in areas of the City showing signs of blight. Historically, systematic inspections have helped in preventing Madison's older neighborhoods from becoming run-down and over-populated. This service helps maintain property values by eliminating blighting influences. Activities are coordinated with the rehabilitation and property improvement programs. Inspection activities are scheduled through the CDA using data gathered by Inspection staff and input from the Neighborhood Resource Teams. This section is also responsible for heating and water leakage corrections; infestation eradication; repair of broken railings, windows and doors; and dozens of other problems associated with keeping the City's housing stock habitable. This section also deals with commercial properties that need attention. Extra effort is spent in Madison's targeted neighborhoods.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,000)	-	-	-	-
Salaries	573,331	735,892	723,892	723,892	(12,000)
Fringe Benefits	254,370	202,531	232,873	232,873	30,342
Supplies	8,166	12,684	12,684	12,684	-
Purchased Services	51,359	59,986	66,611	66,611	6,625
Inter-Departmental Charges	17,569	16,758	16,366	16,366	(392)
Transfers Out	10,292	10,790	11,517	11,517	-
Total	\$ 914,086	\$ 1,038,641	\$ 1,063,943	\$ 1,063,943	\$ 24,575

Service: Zoning and Signs*Service Description*

This service reviews all activity that is regulated by Madison's zoning code. Primary functions center around consultation with developers and the general public on land use issues. Staff conduct on-site inspections of projects requiring specific review. Section staff support the Zoning Board of Appeals; process conditional use applications; conduct investigations of improper land uses and process official notices to obtain compliance; maintain records of zoning changes, maps and variances; and administer sign and street graphic ordinances.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Salaries	375,633	515,657	536,202	536,202	20,545
Fringe Benefits	132,509	173,160	161,255	161,255	(11,905)
Supplies	4,862	11,920	11,920	11,920	-
Purchased Services	8,134	11,839	12,250	12,250	411
Inter-Departmental Charges	16,908	18,861	16,691	16,599	(2,262)
Transfers Out	2,158	2,186	2,457	2,457	-
Total	\$ 540,204	\$ 733,623	\$ 740,775	\$ 740,683	\$ 6,789

CDA Housing Operations

Agency Mission

The mission of the CDA Housing Operations Unit is to provide affordable and well-maintained housing for eligible families and individuals in an environment that promotes personal safety, independence, and a sense of community.

Agency Overview

The Agency provides, as a team, efficient, effective, and fair management, maintenance, and other resident services within the financial resources and priorities of the Community Development Authority (CDA), and in accordance with applicable Department of Housing and Urban Development (HUD) regulations and CDA policy. The Agency's philosophy promotes the integrity of the relationships between residents, staff, and the CDA to achieve the organizational mission. CDA Housing Operations is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Housing Vouchers	-	175,175	175,175	(43,470)	(443)
Public Housing	196,244	21,069	(143,904)	239,714	180,899
Total	\$ 196,244	\$ 196,244	\$ 31,271	\$ 196,244	\$ 180,456

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(18,811,886)	(18,331,786)	(18,496,759)	(18,130,306)	(18,130,306)
Salaries	2,093,598	2,322,387	2,322,387	2,523,181	2,605,674
Fringe Benefits	703,620	867,856	867,856	762,856	803,012
Supplies	951,490	520,850	520,850	409,396	409,396
Purchased Services	13,888,601	13,971,565	13,971,565	13,714,833	13,592,184
Debt/Other Financing Uses	630,256	565,627	565,627	573,595	573,595
Inter-Departmental Charges	857,993	873,793	873,793	1,396,107	1,380,319
Inter-Departmental Billings	(510,779)	(671,100)	(671,100)	(1,129,100)	(1,129,100)
Transfers Out	393,352	77,052	77,052	75,682	75,682
Total	\$ 196,244	\$ 196,244	\$ 31,271	\$ 196,244	\$ 180,456

2016 Budget Highlights

The recommended budget includes:

- Converting an LTE Tenant Services position to full time. This position will provide funded by a Resident Opportunity for Self Sufficiency (ROSS) Elderly/Disabled grant. Funding for this grant has been stable for several years. This position will provide services at the Triangle.
- The creation of a 1.0 LTE Tenant Services position at the Triangle. This position will be funded through the cancellation of a contract with Journey Mental Health. Funds are provided by the ROSS Elderly/Disabled grant.
- The creation of a 1.0 LTE Tenant Services Aide position to serve the East and West sites. The position will be funded by savings resulting from the cancellation of an existing contract with Urban League. Funds are provided by a grant from the ROSS Family Foundation. Long-term continuation of the grant is uncertain and therefore, an LTE position is preferred.

Service: Housing Vouchers*Service Description*

This service provides Section 8 housing vouchers across the City of Madison. Section 8 New Construction projects are owned and operated by the Community Development Authority (CDA). In these projects, the tenants' rents are based upon the ability to pay up to a maximum of 30 percent of their adjusted monthly income. The Department of Housing and Urban Development enters into contracts with the CDA to pay the difference between the fair market rent and the amount the tenant pays.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(11,949,636)	(12,609,000)	(12,975,959)	(12,699,482)	(90,482)
Salaries	615,965	716,781	780,344	714,310	(2,471)
Fringe Benefits	210,395	281,444	206,524	206,524	(74,920)
Supplies	31,778	22,800	32,587	22,800	-
Purchased Services	10,909,159	11,646,507	11,777,162	11,646,507	-
Debt/Other Financing Uses	47,015	23,903	13,720	13,639	(10,264)
Inter-Departmental Charges	129,325	79,389	108,473	81,580	2,191
Transfers Out	6,000	13,351	13,679	13,679	328
Total	\$ -	\$ 175,175	\$ (43,470)	\$ (443)	\$ (175,618)

Service: Public Housing*Service Description*

This service provides public housing assistance across the City of Madison through the Community Development Authority (CDA). The CDA owns, manages, and maintains 766 units of Low Rent Public Housing on 37 sites throughout the City, with funding from HUD. It also owns, manages, and maintains 114 units with funding from Wisconsin Housing and Economic Development Authority (WHEDA). In addition, it administers the Housing Choice Voucher Program (Section 8). These apartment units/vouchers are allotted to eligible low-income families and individuals who pay approximately 30 percent of their income as rent. The Central Costs Center provides administrative services and oversight for the operation of these programs.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(6,862,250)	(5,722,786)	(5,154,347)	(5,430,824)	291,962
Salaries	1,477,633	1,605,606	1,742,837	1,891,364	285,758
Fringe Benefits	493,225	586,412	556,332	596,488	10,076
Supplies	919,712	498,050	376,809	386,596	(111,454)
Purchased Services	2,979,442	2,325,058	1,937,671	1,945,677	(379,381)
Debt/Other Financing Uses	583,241	541,724	559,875	559,956	18,232
Inter-Departmental Charges	728,668	794,404	1,287,634	1,298,739	504,335
Inter-Departmental Billings	(510,779)	(671,100)	(1,129,100)	(1,129,100)	(458,000)
Transfers Out	387,352	63,701	62,003	62,003	(1,698)
Total	\$ 196,244	\$ 21,069	\$ 239,714	\$ 180,899	\$ 159,830

CDA Redevelopment

Agency Mission

The mission of the Community Development Authority of the City of Madison (CDA) is to carry out various housing and redevelopment initiatives of the City, with powers and duties provided for under State Statutes.

Agency Overview

The Agency is involved in the following areas: assisted housing development and management, neighborhood revitalization, housing finance and rehabilitation, and urban renewal and redevelopment. As the City's housing authority, the CDA is charged with the planning the redevelopment of areas where unsafe housing exists and with providing safe and sanitary dwelling accommodations for persons of low income. Acting as the redevelopment authority the CDA provides for the elimination and prevention of substandard, deteriorated and blighted areas through redevelopment activities. In addition, by ordinance the Common Council has designated the CDA as the administrative entity for the City's various housing rehabilitation and home buyers' assistance loan programs.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Redevelopment	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(3,299,688)	(2,640,439)	(2,473,548)	(1,977,974)	(1,977,974)
Salaries	175,827	250,445	133,695	273,562	273,562
Fringe Benefits	62,327	66,945	46,493	55,062	55,062
Supplies	482,500	1,060	2,626	1,060	1,060
Purchased Services	1,655,898	725,250	693,996	704,790	704,790
Debt/Other Financing Uses	854,521	1,596,739	1,596,739	943,500	943,500
Inter-Departmental Charges	68,615	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

2016 Budget Highlights

- The recommended budget includes funding for the continuation of existing services.

Service: Redevelopment

Service Description

This service encompasses the Community Development Authority’s efforts to carry out various economic and redevelopment initiatives of the City. Active CDA redevelopment work includes: The Village on Park, public housing redevelopment at Truax Park and the Allied Drive Neighborhood Redevelopment. The CDA also operates more than 200 affordable apartments with long term rent restrictions but no federally funded operating subsidy.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(3,299,688)	(2,640,439)	(1,977,974)	(1,977,974)	662,465
Salaries	175,827	250,445	273,562	273,562	23,117
Fringe Benefits	62,327	66,945	55,062	55,062	(11,883)
Supplies	482,500	1,060	1,060	1,060	-
Purchased Services	1,655,898	725,250	704,790	704,790	(20,460)
Debt/Other Financing Uses	854,521	1,596,739	943,500	943,500	(653,239)
Inter-Departmental Charges	68,615	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Civil Rights

Agency Mission

The mission of Civil Rights is to provide high-level management and coordination of the City's affirmative action, disability rights and equal opportunity responsibilities, including oversight of the Divisions of Affirmative Action, Equal Opportunities, and the Disability Rights and Services Program.

Agency Overview

The Agency strives to improve the quality of life for all people. Civil Rights promotes equality and the prevention and elimination of discrimination through education and enforcement. The Department of Civil Rights is responsible for the management, development, and implementation of Chapter 39 of the Madison General Ordinances. The Department of Civil Rights is an active participant in the Neighborhood Team Resource program.

Budget Overview

<i>Service</i>	<i>2014 Actual</i>	<i>2015 Adopted</i>	<i>2015 Projected</i>	<i>2016 Request</i>	<i>2016 Executive</i>
Civil Rights	1,258,921	1,461,951	1,161,741	1,378,890	1,378,890
Total	\$ 1,258,921	\$ 1,461,951	\$ 1,161,741	\$ 1,378,890	\$ 1,378,890

<i>Major</i>	<i>2014 Actual</i>	<i>2015 Adopted</i>	<i>2015 Projected</i>	<i>2016 Request</i>	<i>2016 Executive</i>
Revenues	(39,650)	-	-	-	-
Salaries	957,721	1,056,685	804,619	1,020,309	1,020,309
Fringe Benefits	305,302	321,333	268,509	272,519	272,519
Supplies	15,561	12,275	33,410	10,375	10,375
Purchased Services	79,356	69,907	53,452	70,775	70,775
Inter-Departmental Billings	(64,250)	-	-	-	-
Transfers Out	4,881	1,751	1,751	4,913	4,913
Total	\$ 1,258,921	\$ 1,461,951	\$ 1,161,741	\$ 1,378,890	\$ 1,378,890

2016 Budget Highlights

The recommended budget includes:

- Full funding for the AASPIRE Internship program.
- Continuation of the City's language Assistance program, including: Interpreter services, written translation services, in-person language interpretation, American Sign Language video remote interpretation, and language assistance equipment maintenance.
- Transferring the Equity Coordinator position from the Department of Civil Rights to the Mayor's Office to emphasize the city-wide priority of the initiative.

Service: Civil Rights

Service Description

This service includes three components: Affirmative Action, Disability Rights and Equal Opportunities. **Affirmative Action** ensures that the City of Madison takes proactive steps to provide equal opportunities for all employees and individuals seeking access to employment, service delivery, and/or business opportunities, without regard to their membership in a group protected by law, according to the requirements of Chapter 39 of the Madison General Ordinances. **Disability Rights** and Services Program coordinates the City's efforts to prevent discrimination on the basis of disability in the delivery of services by City departments and City-funded programs. This service also provides staff support to the Commission on People with Disabilities. The **Equal Opportunities** Division is the primary City entity responsible for remedying discrimination complaints brought by individuals in 25 protected classes. Any remedy pursued by the Division is based on the enforcement authority of the Equal Opportunities Ordinance (MGO 39.03), which provides a fair and impartial process for resolving charges of discrimination. EOD Investigators/Conciliators first attempt to resolve complaints via early mediation. If the early mediation is unsuccessful, the investigator makes an initial determination. If the complaint is certified to hearing, the EOC Hearing Examiner sets the schedule; reviews the file, briefs and legal arguments; conducts the hearing; and independently researches and issues decisions appropriate to the record before him. Prior to each hearing, the Hearing Examiner allows an investigator to attempt to resolve the complaint via working out a settlement agreement.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(39,650)	-	-	-	-
Salaries	957,721	1,056,685	1,020,309	1,020,309	(36,376)
Fringe Benefits	305,302	321,333	272,519	272,519	(48,814)
Supplies	15,561	12,275	10,375	10,375	(1,900)
Purchased Services	79,356	69,907	70,775	70,775	868
Inter-Departmental Billings	(64,250)	-	-	-	-
Transfers Out	4,881	1,751	4,913	4,913	3,162
Total	\$ 1,258,921	\$ 1,461,951	\$ 1,378,890	\$ 1,378,890	\$ (83,061)

Clerk

Agency Mission

The mission of the Clerk's Office is to provide equitable access to open government by promoting inclusion and full participation of all residents in the democratic process.

Agency Overview

The Agency facilitates the right to vote, provides access to open meetings and open records, offers impartial license administration, and supports the legislative process. The Clerk's Office is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Clerk	1,559,667	1,307,597	1,246,912	1,869,681	1,894,681
Total	\$ 1,559,667	\$ 1,307,597	\$ 1,246,912	\$ 1,869,681	\$ 1,894,681

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Salaries	1,118,754	866,224	810,924	1,481,276	1,481,276
Fringe Benefits	164,026	164,777	164,690	148,494	148,494
Supplies	160,221	169,175	165,500	78,225	78,225
Purchased Services	113,952	105,380	102,827	158,506	183,506
Inter-Departmental Charges	932	-	930	950	950
Transfers Out	1,783	2,041	2,041	2,230	2,230
Total	\$ 1,559,667	\$ 1,307,597	\$ 1,246,912	\$ 1,869,681	\$ 1,894,681

2016 Budget Highlights

The recommended budget includes:

- \$600,000 for costs associated with four elections that will take place during 2016, including a Presidential Election, and the implementation of Voter ID.
- Funding to support a voter outreach campaign to educate eligible voters about ID requirements associated the newly implemented Wisconsin Voter ID law (\$25,000).
- Funding for the maintenance agreement on ballot tabulators, which has been free the past two years (\$19,600).
- Funding for support for eight hourly election aide positions for the Presidential Election, which will reduce permanent employee overtime costs (\$36,187).
- Funding for two interns through the AASPIRE and Wanda Fullmore Youth programs to work on voter outreach initiatives (\$7,198).

Service: Clerk*Service Description*

This service administers elections for the City of Madison. In addition, the service processes license applications for alcohol sales, bartenders, health licenses and other city licenses. Campaign finance reports, lobbyist filings and any claims or lawsuits filed against the City are filed with the Clerk's Office.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Salaries	1,118,754	866,224	1,481,276	1,481,276	615,052
Fringe Benefits	164,026	164,777	148,494	148,494	(16,283)
Supplies	160,221	169,175	78,225	78,225	(90,950)
Purchased Services	113,952	105,380	158,506	183,506	78,126
Inter-Departmental Charges	932	-	950	950	950
Transfers Out	1,783	2,041	2,230	2,230	189
Total	\$ 1,559,667	\$ 1,307,597	\$ 1,869,681	\$ 1,894,681	\$ 587,084

Common Council

Agency Mission

The mission of the Common Council is to represent the citizens of the City of Madison by promoting the safety, health and general well-being of our community within the bounds of fiscal responsibility while preserving and advancing the quality of life resulting in exceptional civic pride.

Agency Overview

The Agency has responsibility for the management and control of City property, finances, highways, navigable waters, and public service; and has the power to act for the government and the good order of the City, for its commercial benefit and for the health, safety, and welfare of the public. It may carry out its power by license, regulation, suppression, borrowing of money, tax levy, appropriation, fine, imprisonment, confiscation and other necessary or convenient means. (Section 62.11 Wisconsin Statutes.)

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Common Council	404,356	496,759	439,274	527,241	527,241
Total	\$ 404,356	\$ 496,759	\$ 439,274	\$ 527,241	\$ 527,241

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(9,108)	(7,000)	(7,000)	(7,000)	(7,000)
Salaries	275,786	348,232	316,748	377,621	377,621
Fringe Benefits	52,536	60,984	56,253	59,807	59,807
Supplies	63,206	52,265	33,443	52,265	52,265
Purchased Services	16,196	37,580	35,132	36,533	36,533
Transfers Out	5,740	4,698	4,698	8,015	8,015
Total	\$ 404,356	\$ 496,759	\$ 439,274	\$ 527,241	\$ 527,241

2016 Budget Highlights

- The recommended budget includes funding for the continuation of existing services.

Service: Common Council

Service Description

This service, established by State Statute, is responsible for policy determination for the City of Madison. The Council is comprised of 20 elected members, meets generally on the first and third Tuesdays of each month, and acts on proposed legislation, policy matters, and other City business. Council members also meet many times throughout the month in board, commission, and committee meetings. Information is received from and disseminated to constituents through meetings, newsletters, correspondence, phone calls, surveys, and questionnaires. The Council office provides staffing through the Administrative Assistant and the Secretary 1, who perform various administrative, management, and clerical functions for Council members.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(9,108)	(7,000)	(7,000)	(7,000)	-
Salaries	275,786	348,232	377,621	377,621	29,389
Fringe Benefits	52,536	60,984	59,807	59,807	(1,177)
Supplies	63,206	52,265	52,265	52,265	-
Purchased Services	16,196	37,580	36,533	36,533	(1,047)
Transfers Out	5,740	4,698	8,015	8,015	3,317
Total	\$ 404,356	\$ 496,759	\$ 527,241	\$ 527,241	\$ 30,482

Community Development Division

Agency Mission

The mission of the Community Development Division (CDD) is to support and collaborate with residents, neighborhoods and other community stakeholders in efforts to identify and address needs, and to help overcome barriers to opportunity.

Agency Overview

The Agency accomplishes this mission by providing affordable housing; expanding economic opportunities; promoting and supporting healthy, thriving neighborhoods; improving the quality of child care for all children; providing services that enhance the quality of life for youth and families; and promoting successful aging by supporting Madison's older adults. The CDD's resources and the strategies are focused on, but not limited to, persons of low- and moderate-income, and the Division purchases several services from area non-profit agencies to address these strategies. In addition, the CDD closely aligns itself with the larger goals of the City of Madison and works cooperatively with other governmental units and community partners in efforts to further these goals. Organizationally, the CDD is comprised of four teams, including Child Care, Community Resources, the Community Development Block Grant (CDBG) Office, and the Madison Senior Center. The Community Development Division is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Affordable Housing	2,508,859	2,672,956	2,672,956	935,235	1,034,985
Community Support Services	2,558,639	4,217,548	4,217,548	5,957,235	6,202,235
Economic Development and Emp	3,718,343	1,754,621	1,754,621	1,253,665	1,328,665
Overall Program Administration	-	353,200	353,200	428,451	302,619
Strong and Healthy Neighborhoo	(8,749)	173,522	173,522	1,363,974	1,388,974
Total	\$ 8,777,092	\$ 9,171,847	\$ 9,171,847	\$ 9,938,559	\$ 10,232,727

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(3,720,536)	(8,045,704)	(8,045,704)	(9,871,842)	(9,871,842)
Salaries	2,208,296	2,574,404	2,574,404	2,590,180	2,579,345
Fringe Benefits	1,530,615	1,794,713	1,794,713	792,344	792,344
Supplies	59,949	72,495	72,495	52,645	52,645
Purchased Services	8,718,957	12,722,548	12,722,548	16,296,616	16,771,616
Debt/Other Financing Uses	-	8,000	8,000	10,039	10,039
Inter-Departmental Charges	533,815	121,293	121,293	126,293	126,293
Inter-Departmental Billings	(681,916)	(104,043)	(104,043)	(91,643)	(261,640)
Transfers Out	127,912	28,141	28,141	33,928	33,928
Total	\$ 8,777,092	\$ 9,171,847	\$ 9,171,847	\$ 9,938,559	\$ 10,232,727

2016 Budget Highlights

- The 2016 budget presents the budgets for the Community Development Division and Community Block Grant as one budget. Presentation of the budget may be incomplete in each service area due to the transfer between systems.

The recommended budget includes:

- A Housing First Street Team that will be contracted to work with chronically homeless persons in Madison, with a particular emphasis on persons living on the streets in the City's downtown (\$100,000).
- An Achievement Gap Pilot addressing one or more of the achievement gaps highlighted in the Race to Equity report (\$100,000 reallocated from the Emerging Opportunities Program).
- The expansion of the Domestic Abuse Intervention Services shelter (\$25,000). Since 2014, shelter beds increased from 25 to 56, a 60% increase in the number of people served annually.
- Funding for Non-Profit Capacity Building as recommended by Forward Community Investments in the Funding Process study (\$25,000 reallocated from Emerging Opportunities Program).
- Funding support for Labor Compliance monitoring for CDD Construction Projects to be paid to the Department of Civil Rights. DCR will perform labor compliance for CDD-administrated construction projects (\$5,000).
- Inflationary increases (1.7%) for CDD administered contracts. The impacted agencies are nonprofit organizations working to provide support services to vulnerable populations (\$120,000).
- Funding for two position reclassifications (\$14,165). The position reclassifications are essential to ensuring that the CDD is able to meet new federal compliance and inspection requirements, increase state and federal data management and reporting requirements, and complete increased asset management work associated with a growing portfolio of projects.
- A Technical Assistance Job Training program for youth and low income individuals. Funding for this program will also support a contract to analyze equity policies surrounding the City's procurement practices. No levy funding is used to support the program, as the funding is supported by appropriations from the Parking Utility (\$19,721), the Sewer Utility (\$49,721), the Stormwater Utility (\$25,629) and the Water Utility (\$54,929).

Service: Affordable Housing*Service Description*

This service focuses on providing decent, safe, sanitary and affordable housing opportunities for low- and moderate-income households in order to enhance household, neighborhood and community stability. Through its CDBG Office, CDD contracts with non-profit partners to address the following objectives: to preserve, improve and expand the supply of affordable housing for homeowners and renters through owner-occupied housing rehabilitation activities and the development of owner-occupied and rental housing; and to improve housing stability for homebuyers, renters, homeless and special needs populations through the provision of homebuyer assistance, homeless services and other housing resources.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(25,847)	(1,446,000)	(6,332,336)	(6,332,336)	(4,886,336)
Salaries	576,052	-	410,297	410,297	410,297
Fringe Benefits	1,011,076	-	113,472	113,472	113,472
Supplies	8,695	-	-	-	-
Purchased Services	935,925	4,118,956	6,743,802	6,843,552	2,724,846
Inter-Departmental Charges	94,249	-	-	-	-
Inter-Departmental Billings	(94,419)	-	-	-	-
Transfers Out	3,127	-	-	-	-
Total	\$ 2,508,859	\$ 2,672,956	\$ 935,235	\$ 1,034,985	\$ (1,637,971)

Service: Community Support Services*Service Description*

This service is comprised of several discrete program areas, including: **Child Care Services and Support** which provides City of Madison Accreditation services, as well as child care tuition assistance and grants; **Madison Senior Center** which promotes “successful aging” through the planning, development, coordination and implementation of senior adult programs, activities and services at this centrally located City facility. Program and activity expenses are raised by the Center’s Board of Directors; **Family Support and Services for Children and Youth** which supports children, youth and families for optimal growth, development and community engagement through access to quality early childhood and afterschool programming, and family support programming. This program area includes the Madison Out-of-School Time (MOST) initiative; **Services for Older Adults** which helps seniors live as independently as possible, maintain and improve their health and well-being, and reduce seniors’ isolation; and **Safety and Support Services** which provides crisis intervention and supportive services for victims of sexual assault and domestic violence, vulnerable children, runaway and homeless youth, and families in crisis. CDD contracts with non-profit partners to provide many of the direct services associated with the above program areas. In addition, agencies funded by the Division are provided with contract administration, technical assistance, grant writing, and collaborative planning and consultation by CDD staff, as needed.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(3,689,512)	(98,000)	(133,000)	(133,000)	(35,000)
Salaries	1,142,325	-	1,232,846	1,232,846	1,232,846
Fringe Benefits	341,952	923,051	386,780	386,780	(536,271)
Supplies	39,048	30,400	10,550	10,550	(19,850)
Purchased Services	4,750,489	3,354,220	4,452,182	4,697,182	1,342,962
Debt/Other Financing Uses	1,280	-	-	-	-
Inter-Departmental Charges	444,894	7,877	7,877	7,877	-
Inter-Departmental Billings	(507,197)	-	-	-	-
Transfers Out	35,361	-	-	-	-
Total	\$ 2,558,639	\$ 4,217,548	\$ 5,957,235	\$ 6,202,235	\$ 1,984,687

Service: Economic Development and Employment Opportunities*Service Description*

This service focuses on expanding employment opportunities and enhancing neighborhood vitality by supporting new and existing businesses. CDD contracts with non-profit partners to address **Youth Employment Initiatives** by pursuing internship programs and other opportunities to provide skills development, job training and work experience to area youth. Through its CDBG Office, CDD also contracts with non-profit partners to address **Job Creation and Community Business Development** by creating jobs, particularly for under-represented individuals, and by supporting new or expanding businesses; **Small Business Development** by assisting entrepreneurs, particularly those from populations that are under-represented, seeking to start or grow small businesses and micro-enterprises (as defined by HUD) that create jobs; and **Adult Workforce Preparedness** by providing needed support and opportunities to help individuals overcome barriers to gainful employment and achieve economic stability.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(5,091)	(900,000)	(1,505,894)	(1,505,894)	(605,894)
Salaries	481,807	-	232,781	232,781	232,781
Fringe Benefits	174,005	-	67,655	67,655	67,655
Supplies	12,054	-	-	-	-
Purchased Services	3,053,094	2,654,621	2,459,123	2,534,123	(120,498)
Inter-Departmental Charges	78,830	-	-	-	-
Inter-Departmental Billings	(78,971)	-	-	-	-
Transfers Out	2,616	-	-	-	-
Total	\$ 3,718,343	\$ 1,754,621	\$ 1,253,665	\$ 1,328,665	\$ (425,956)

Service: Overall Program Administration*Service Description*

This service provides general day-to-day management and administrative aspects of the Community Development Division, including staff's participation in citywide efforts and initiatives not specifically tied to one of the four other major service areas. CDD/CDBG staff participate in Neighborhood Resource Teams, along with a variety of other City and community networks and committees that identify strategies to respond to emerging issues in our community.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	-	(4,059,204)	(844,407)	(844,407)	3,214,797
Salaries	-	2,574,404	483,911	473,076	(2,101,328)
Fringe Benefits	-	871,662	156,931	156,931	(714,731)
Supplies	-	42,095	42,095	42,095	-
Purchased Services	-	920,229	560,681	590,681	(329,548)
Debt/Other Financing Uses	-	8,000	10,039	10,039	2,039
Inter-Departmental Charges	(85,485)	71,916	76,916	76,916	5,000
Inter-Departmental Billings	-	(104,043)	(91,643)	(261,640)	(157,597)
Transfers Out	85,485	28,141	33,928	33,928	5,787
Total	\$ -	\$ 353,200	\$ 428,451	\$ 277,619	\$ (75,581)

Service: Strong Healthy Neighborhoods

Service Description

This service focuses on strengthening neighborhoods through strategic investments in physical assets and amenities like neighborhood centers, community gardens or other community facilities, as well as other planning and revitalization efforts. CDD contracts with non-profit partners to address **Planning Councils & Capacity Building** by assisting residents in becoming engaged in decisions affecting their neighborhood, including increasing leadership capacity, problem identification and problem solving, and advocacy. Through its CDBG Office, CDD also contracts with non-profit partners and other units of City government to address **Neighborhood Centers & Community Gardens** by creating, enhancing, or sustaining the development and operation of physical assets, such as neighborhood centers, community gardens or other physical amenities that help bring people of diverse backgrounds together, serve as neighborhood focal points, or help residents develop skills or take advantage of opportunities that will strengthen neighborhoods; **Capital Improvements for Community Organizations** by creating or improving safe, accessible, energy-efficient & well-maintained community and neighborhood facilities; and **Neighborhood Revitalization Plans & Projects** by helping residents within designated neighborhoods identify, plan for and implement projects and activities that promise to enhance the quality of life for neighborhood residents.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(86)	(1,542,500)	(1,056,205)	(1,056,205)	486,295
Salaries	8,112	-	230,345	230,345	230,345
Fringe Benefits	3,582	-	67,506	67,506	67,506
Supplies	152	-	-	-	-
Purchased Services	(20,551)	1,674,522	2,080,828	2,105,828	431,306
Inter-Departmental Charges	1,327	41,500	41,500	41,500	-
Inter-Departmental Billings	(1,330)	-	-	-	-
Transfers Out	44	-	-	-	-
Total	\$ (8,749)	\$ 173,522	\$ 1,363,974	\$ 1,388,974	\$ 1,215,452

Economic Development Division

Agency Mission

The mission of the Economic Development Division (EDD) is to promote the economic growth and competitiveness of the City to maintain and enhance the City's fiscal sustainability, job base, and business environment. EDD seeks to foster prosperity and ensure it is broadly shared.

Agency Overview

The Agency administers the City's economic development plan; manages and coordinates the tools to redevelop and revitalize the City's older neighborhoods and commercial areas; performs real estate services for the City including property acquisition and disposition, management, leases, and relocation; promotes healthy neighborhoods and a viable urban community by administering community-oriented programs which provide affordable housing, expand economic opportunities, enhance suitable living environments, and support thriving neighborhoods, particularly for persons of low and moderate income; and provides advice and connections to help start, attract, retain, and grow businesses. The Economic Development Division is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Economic Revitalization	142,658	39,895	104,253	4,572	4,572
Office of Business Resources	562,047	488,824	277,055	573,324	754,558
Office of Real Estate Services	665,579	623,540	769,018	664,362	714,362
Total	\$ 1,370,284	\$ 1,152,259	\$ 1,150,325	\$ 1,242,258	\$ 1,473,492

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(296,558)	(12,500)	(201,969)	(12,500)	(37,500)
Salaries	1,303,456	759,950	826,805	793,524	956,848
Fringe Benefits	356,962	266,896	304,050	313,790	313,790
Supplies	15,006	19,320	11,732	17,900	17,900
Purchased Services	94,520	60,500	151,614	68,420	161,330
Inter-Departmental Charges	54,539	54,539	54,539	54,539	54,539
Inter-Departmental Billings	(161,130)	-	-	-	-
Transfers Out	3,489	3,554	3,554	6,585	6,585
Total	\$ 1,370,284	\$ 1,152,259	\$ 1,150,325	\$ 1,242,258	\$ 1,473,492

2016 Budget Highlights

The recommended budget includes:

- Funding to double fill the Vending Coordinator position for one quarter in 2016 (\$10,858).
- Expanded programming on State Street and downtown. Specific use of these funds will be determined through a planning effort of the Parks Division, Economic Development Division and the Mayor's Office. These funds are estimated to equal projected revenues from a change in the sidewalk cafe licensing fee ordinance from a per chair to per square foot methodology that is currently under consideration by the Common Council (\$42,000).
- Funding to conduct a retail study of the Capitol Square and State Street corridor. The study will be jointly funded by the General Fund (\$25,000) and TIF funds (\$25,000).

Service: Economic Revitalization*Service Description*

This service promotes redevelopment, neighborhood revitalization and economic development. The Office of Economic Revitalization (OER) administers loans, grants, bonds and other tools to acquire, redevelop, rehabilitate and construct residential housing and commercial projects, including owner-occupied and rental rehabilitation loans, down payment assistance loans, homebuyer's assistance loans, work force housing loans, small cap TIF loans, capital revolving fund loans, commercial facade improvement grants, loans, and tax-exempt revenue bonds. OER provides the staff services necessary for the CDA to manage, operate and implement its programs and redevelopment initiatives.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(66,847)	-	-	-	-
Salaries	166,655	104,932	3,692	3,692	(101,240)
Fringe Benefits	58,728	(74,550)	880	880	75,430
Supplies	1,652	3,114	-	-	(3,114)
Purchased Services	1,585	6,399	-	-	(6,399)
Inter-Departmental Charges	10,362	-	-	-	-
Inter-Departmental Billings	(30,140)	-	-	-	-
Transfers Out	663	-	-	-	-
Total	\$ 142,658	\$ 39,895	\$ 4,572	\$ 4,572	\$ (35,323)

Service: Office of Business Resources*Service Description*

This service helps businesses locate, open, or expand within the City of Madison by directing businesses toward financial and technical assistance programs available through the City and other sources; guiding businesses through City permitting and approval processes; facilitating appropriate space for business development through participation in City land use planning efforts; and maintaining and providing demographic/community information to businesses. The Office of Business Resources (OBR) also manages economic development projects, such as planning for a Madison Public Market and preparation of the City's economic development strategy. In addition, OBR staff serve as City liaisons to local business and economic development organizations, including the Madison Central Business Improvement District, Downtown Madison Inc., Greater Madison Chamber of Commerce, Madison Region Economic Development Partnership (MadREP), and neighborhood business/merchant associations. OBR staffs the Economic Development Committee, Madison Local Food Committee, Vending Oversight Committee, and oversees the City's vending and sidewalk cafe programs.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(36,710)	(12,500)	(12,500)	(37,500)	(25,000)
Salaries	431,107	289,076	418,270	531,594	242,518
Fringe Benefits	90,744	175,116	103,832	103,832	(71,284)
Supplies	4,575	7,254	7,900	7,900	646
Purchased Services	65,177	29,878	31,825	124,735	94,857
Inter-Departmental Charges	20,180	-	23,997	23,997	23,997
Inter-Departmental Billings	(14,316)	-	-	-	-
Transfers Out	1,291	-	-	-	-
Total	\$ 562,047	\$ 488,824	\$ 573,324	\$ 754,558	\$ 265,734

Service: Office of Real Estate

Service Description

This service acquires all real estate needed by City agencies for expansion of their programs (e.g., street rights-of-way and park land); expedites the implementation of redevelopment activities; administers the City's Tax Increment Financing and Capital Revolving Fund loan programs and analysis; provides relocation assistance to protect any persons displaced by City acquisitions; leases and manages City buildings and land held for future projects to citizens through leases and permits; inventories City lands and sells surplus properties in concert with neighborhood sale criteria committees; and investigates, evaluates and protects the title to City lands through numerous permitting, appraisal and authorization procedures.

Major	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(193,001)	-	-	-	-
Salaries	705,693	365,942	371,562	421,562	55,620
Fringe Benefits	207,490	166,330	209,078	209,078	42,748
Supplies	8,780	8,952	10,000	10,000	1,048
Purchased Services	27,759	24,223	36,595	36,595	12,372
Inter-Departmental Charges	23,997	54,539	30,542	30,542	(23,997)
Inter-Departmental Billings	(116,674)	-	-	-	-
Transfers Out	1,535	3,554	6,585	6,585	3,031
Total	\$ 665,579	\$ 623,540	\$ 664,362	\$ 714,362	\$ 90,822

Employee Assistance Program

Agency Mission

The mission of the Employee Assistance Program is to provide free, confidential services to help prevent or resolve personal, family and workplace problems affecting employee's well-being and job performance.

Agency Overview

The Agency offers confidential assistance through external and internal staff to provide coverage and resources for current and retired City of Madison employees, families of employees, and significant others of employees at no charge for use of services. This includes information, resource referral, and support.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
EAP Services	-	-	-	-	358,068
Total	\$ -	\$ -	\$ -	\$ -	\$ 358,068

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Salaries	-	-	-	-	235,173
Fringe Benefits	-	-	-	-	81,295
Purchased Services	-	-	-	-	41,600
Total	\$ -	\$ -	\$ -	\$ -	\$ 358,068

2016 Budget Highlights

- The 2016 budget reflects the creation of a new agency to house the Employee Assistance Program, which was previously a service within Human Resources. This change reflects best practices for this program in serving City employees on a confidential basis.
- The recommended budget includes the creation of a new support position to provide clerical services to the agency, as well as purchased services funding to locate the program at the Village on Park.

Service: Service

Service Description

This service provides 24-hour professional and confidential assistance, information, resource referral and support. Individuals may call and talk over the phone or schedule an appointment. EAP provides a variety of services, including but not limited to critical incident stress management services, consultation services for supervisors and union stewards, ongoing education and training and supervision of Madison Police Peer Support Officer Team and EAP Facilitators.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Salaries	-	-	-	235,173	235,173
Fringe Benefits	-	-	-	81,295	81,295
Purchased Services	-	-	-	41,600	41,600
Total	\$ -	\$ -	\$ -	\$ 358,068	\$ 358,068

Engineering

Agency Mission

The mission of the Engineering Division is to provide a multi-faceted combination of Public Works services to the citizens and customers of Madison in a fair and consistent manner that allows for and encourages public input.

Agency Overview

The Agency is responsible for the design, supervision and inspection of street, highway, sidewalk and bike path construction; City surveying and mapping operations including maintenance of the City's Official Map, street and utility records; management of the Madison Storm Water Utility and the Sanitary Sewer Utility; review of land use changes as they relate to public works and ordinance compliance; City owned facilities including new construction, maintenance, repair and energy efficiency retrofits; maintenance of the City's closed landfills and responding to environmental contamination within public lands. The Engineering Division is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Engineering and Administration	2,343,620	3,635,278	3,010,982	3,198,449	2,029,064
Facilities Management	713,082	296,886	281,832	2,065,487	537,607
Facilities Operations & Mainte	113,791	(352,457)	(93,552)	(938,089)	853,879
Mapping and Records	485,931	210,769	314,010	358,614	358,614
Total	\$ 3,656,423	\$ 3,790,476	\$ 3,513,273	\$ 4,684,461	\$ 3,779,164

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(1,645,512)	(307,872)	(478,185)	(372,400)	(645,135)
Salaries	4,696,927	3,366,029	2,978,755	3,719,019	2,649,424
Fringe Benefits	1,631,725	1,127,399	1,316,477	1,691,328	1,725,895
Supplies	285,202	259,488	277,228	255,560	380,560
Purchased Services	812,964	533,752	607,318	604,497	641,997
Inter-Departmental Charges	235,837	161,329	161,329	136,433	376,399
Inter-Departmental Billings	(2,540,209)	(1,515,108)	(1,515,108)	(1,544,413)	(1,544,413)
Transfers Out	179,489	165,459	165,459	194,437	194,437
Total	\$ 3,656,423	\$ 3,790,476	\$ 3,513,273	\$ 4,684,461	\$ 3,779,164

2016 Budget Highlights

The recommended budget includes:

- Funding for a Development Manager, which will be responsible for the coordination of private development contracts and activities in the Engineering Division (\$100,000).
- Funding to upgrade a professional assistant LTE to a full-time position (\$2,827; \$1,235 from the General Fund).
- Funding for a Solar Employment Training Program to prepare participants for employment opportunities in the rapidly growing solar industry (\$292,188; \$19,453 from the General Fund). The program will provide classroom training along with on-the-job training performing installation of Photovoltaic (PV) systems.

Service: Engineering and Administration*Service Description*

This service includes: **Administration:** The Administrative functions include overall management of the Engineering Division and Public Works Contracts Administration. The support of the Board of Public Works is also included in this service; **Streets and Bridges:** This service provides for the review, design and construction inspection of streets and bridges. Citizen involvement in projects undertaken is a high priority, as is quality design of the various projects. This program involves local streets, collector streets and arterial streets which are condition rated every other year. Projects include new streets, major reconstruction, resurfacing and pavement maintenance. Maintaining the safety of the City's bridges through biennial inspections, routine maintenance and scheduled rehabilitation and replacement is part of this program. Other services provided include review of Plats and Certified Survey Maps, conditional use applications, and planned unit developments to ensure that they are compatible with future transportation needs; **Sidewalks:** This service provides for the maintenance of sidewalks through general sidewalk repair and rehabilitation including construction of accessible ramps. The sidewalk rebate program, a program which allows residents to replace their own sidewalk and obtain a rebate for a portion of the cost is also administered. The City has a ten year sidewalk repair program which provides for the repair of all the City's sidewalks over a ten year period; **Bike Paths and Bike Lanes:** This service provides for the review, design and construction inspection of bike paths and on street bike facilities. The emphasis is to undertake improvements which will make the City of Madison a premier biking community. These improvements are designed to remove barriers and make biking accessible to all types of users; and **Environmental:** This service provides for environmental engineering and planning for the City. Responsibilities include coordinating the remediation of soil and groundwater contamination, performing environmental audits, remediating contamination due to leaking underground storage tanks, removal of abandoned fuel tanks and managing the City's waste oil disposal sites.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(976,738)	(75,810)	(107,110)	(107,110)	(31,300)
Salaries	2,473,275	2,304,067	1,799,488	626,773	(1,677,294)
Fringe Benefits	830,479	826,705	829,586	832,916	6,211
Supplies	81,689	73,888	60,060	60,060	(13,828)
Purchased Services	288,230	259,740	324,081	324,081	64,341
Inter-Departmental Charges	150,573	91,729	97,907	97,907	6,178
Inter-Departmental Billings	(637,637)	(10,500)	-	-	10,500
Transfers Out	133,749	165,459	194,437	194,437	28,978
Total	\$ 2,343,620	\$ 3,635,278	\$ 3,198,449	\$ 2,029,064	\$ (1,606,214)

Service: Facilities Management*Service Description*

This service provides high quality architectural and engineering design, project management, and construction supervision services to all agencies that are implementing a remodeling or new construction project. Staff work with agencies to implement projects that lower energy use, conserve water, use renewable sources of energy, and provide high quality buildings. Staff prepare analyses for all capital improvements to show life-cycle energy savings, review energy data for city facilities, and implement capital improvements to increase energy efficiency.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(340,398)	-	-	-	-
Salaries	715,026	208,901	1,461,214	347,710	138,809
Fringe Benefits	242,723	68,679	581,143	166,767	98,088
Supplies	20,993	2,500	8,100	8,100	5,600
Purchased Services	195,456	13,756	12,030	12,030	(1,726)
Inter-Departmental Charges	22,389	3,050	3,000	3,000	(50)
Inter-Departmental Billings	(173,113)	-	-	-	-
Transfers Out	30,007	-	-	-	-
Total	\$ 713,082	\$ 296,886	\$ 2,065,487	\$ 537,607	\$ 240,721

Service: Facilities Operations and Maintenance (FOM)*Service Description*

The service operates and maintains nearly 2.7 million square feet of building space. This includes the Madison Municipal and Fairchild buildings, 4 district police stations, the new police training center, 13 fire stations, 7 Public Works facilities, the Madison Senior Center, associated storage and ancillary buildings, mechanical systems at the City's 6 parking ramps, and 3 leased facilities. Services provided by FOM include mechanical, electrical and plumbing (MEP) design, construction inspection, commissioning and retro-commissioning; preventive and corrective maintenance; after hours emergency response; and in-house installation and upgrades of HVAC, plumbing and electrical systems. A green cleaning program has been adopted for custodial service. Services are designed to preserve taxpayers' investments in public buildings, help buildings function as they were intended and operate at peak efficiency, including minimizing energy consumption; prevent failures of building systems that would interrupt occupants' activities and the delivery of public services; sustain a safe and healthy work environment; and provide service in a cost-effective manner.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(325,827)	(232,062)	(265,290)	(538,025)	(305,963)
Salaries	1,133,751	729,182	210,948	1,427,572	698,390
Fringe Benefits	421,857	195,370	209,454	655,067	459,697
Supplies	173,350	182,100	183,200	308,200	126,100
Purchased Services	219,301	217,041	232,486	269,986	52,945
Inter-Departmental Charges	46,352	60,520	35,526	275,492	214,972
Inter-Departmental Billings	(1,554,995)	(1,504,608)	(1,544,413)	(1,544,413)	(39,805)
Total	\$ 113,791	\$ (352,457)	\$ (938,089)	\$ 853,879	\$ 1,206,336

Service: Mapping and Records*Service Description*

This service reviews new subdivisions, land divisions, conditional use permits, parking lot plans, applications for building permits and applications for new public land in general. This service also reviews and/or prepares legal descriptions; provides mapping and surveying services necessary for land acquisitions, land disposals, street rights-of-way issues, and street vacations; and other requested land record services required to support City of Madison Engineering and other City Agencies involved in the maintenance, acquisition or disposal of City of Madison real estate. It maintains the City's Official Maps, Assessors' Parcel Maps, Fire Department Run Maps, Police Sector Maps, storm sewer records, storm water utility billable area calculations, sanitary sewer records, public land survey monument records and assigns street names and addresses. It provides digital records to both internal and external clients in various GIS/CAD formats. This service also provides all hardware and software support for the Mapping/GIS system network.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(2,549)	-	-	-	-
Salaries	374,874	123,879	247,369	247,369	123,490
Fringe Benefits	136,667	36,645	71,145	71,145	34,500
Supplies	9,170	1,000	4,200	4,200	3,200
Purchased Services	109,977	43,215	35,900	35,900	(7,315)
Inter-Departmental Charges	16,523	6,030	-	-	(6,030)
Inter-Departmental Billings	(174,464)	-	-	-	-
Transfers Out	15,733	-	-	-	-
Total	\$ 485,931	\$ 210,769	\$ 358,614	\$ 358,614	\$ 147,845

Finance

Agency Mission

The mission of the Finance Department is to enhance the financial health of the City and provide stewardship of City resources through financial information, advice and support to the public, employees, City agencies and policymakers.

Agency Overview

The Agency is functionally responsible for City-wide financial and management services including general accounting, financial reporting, budgeting, internal audit, risk management, purchasing, payroll, economic development analysis and debt management. The Finance Department also provides clerical support to City agencies in the form of Administrative Support Team personnel and services provided by Document Services. The Finance Department is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Accounting	2,025,937	2,161,716	2,097,909	2,234,677	2,303,483
Administrative Support	484,262	545,141	529,204	549,521	549,521
Budget and Audit	712,833	592,257	547,297	586,700	651,521
Risk Management	3,261	12,043	50,307	104,105	104,105
Total	\$ 3,226,293	\$ 3,311,157	\$ 3,224,717	\$ 3,475,002	\$ 3,608,629

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(379,191)	(20,450)	(20,450)	(15,000)	(15,000)
Salaries	2,569,453	2,042,271	1,889,353	2,159,478	2,274,566
Fringe Benefits	973,313	703,009	789,636	680,829	705,618
Supplies	31,978	39,501	40,313	35,200	35,200
Purchased Services	497,499	541,698	520,738	581,613	581,613
Inter-Departmental Charges	7,072	-	-	26,617	20,367
Inter-Departmental Billings	(478,718)	-	-	-	-
Transfers Out	4,887	5,128	5,128	6,265	6,265
Total	\$ 3,226,293	\$ 3,311,157	\$ 3,224,717	\$ 3,475,002	\$ 3,608,629

2016 Budget Highlights

The recommended budget includes:

- Funding to double-fill an Administrative Analyst 4 budget position for half of 2016 (\$50,000).
- The creation of a Risk Management Assistant to provide administrative and program support to the Risk Manager and Safety Coordinator. This position will also be responsible for the maintenance, operation and training of City staff regarding the City's insurance certificate database. The position will prepare the agenda, agenda packets and minutes for the City's Board of Estimates (\$74,140; \$14,821 from the General Fund).
- The creation of a Financial Services Training Coordinator (\$81,605; \$40,000 from the General Fund) to train employees in upgrades to the ERP system and to maintain and revise online user manuals for the various MUNIS components. This position will also develop training programs to increase use of financial data from the system toward better program outcomes and more effective and efficient use of limited resources.

Service: Accounting*Service Description*

This service is responsible for the ongoing accounting operations of the City including, but not limited to, accounts payable and receivable, revenue accounting, cash accounting, bank reconciliations, City loan programs and related internal control systems, as well as capital asset management and financial statement preparation. The service is also responsible for the development, coordination and implementation of the City's accounting and financial reporting systems, including the City's Annual Report. Accounting serves as liaison to independent auditors. In conjunction with Information Technology staff and software vendors, Accounting staff develop and oversee the utilization of the City's automated financial accounting system. The City's enterprise accounting staff analyze and interpret accounting data and perform internal accounting functions for the City's Housing Operations Unit, as well as provide financial/management assistance to the City's various enterprises and utilities. A centralized payroll system for all City agencies is maintained, including processing and maintaining systems for deductions/billing for employee health and life insurance, deferred compensation, worker's compensation, unemployment compensation, Wisconsin Retirement System, flexible spending, direct deposit, income continuation insurance, as well as a variety of other payroll deductions. Payroll assists Human Resources with labor negotiation strategies and contract administration. Purchasing is responsible for directing and coordinating the procurement of equipment, supplies and services required by the City. Program functions include developing City purchasing policies and procedures, encumbrance management, negotiating and administering contracts, providing support, information, and/or making recommendations on type or availability and costs (considering benefits, effectiveness, and efficiency) of equipment, supplies and services.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(66,080)	(20,450)	(15,000)	(15,000)	5,450
Salaries	1,424,753	1,219,663	1,254,527	1,304,794	85,131
Fringe Benefits	534,070	430,885	404,580	429,369	(1,516)
Supplies	20,970	27,384	22,199	22,199	(5,185)
Purchased Services	462,947	499,106	535,489	535,489	36,383
Inter-Departmental Charges	7,072	-	26,617	20,367	20,367
Inter-Departmental Billings	(360,434)	-	-	-	-
Transfers Out	2,639	5,128	6,265	6,265	1,137
Total	\$ 2,025,937	\$ 2,161,716	\$ 2,234,677	\$ 2,303,483	\$ 141,767

Service: Administrative Support*Service Description*

This service provides clerical and office services to City agencies. In addition to Administrative Support Team staff who are assigned to various City agencies to assist with both special projects and day-to-day operations, a centralized Document Services Unit provides confidential word processing services, as well as software support to City agencies, application conversion, website administration and assistance with agency budget preparation. This Unit develops and prepares newsletters and brochures, complex financial schedules, database management, routine documents, and can provide Braille output of a variety of documents upon request.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(9,684)	-	-	-	-
Salaries	382,750	354,643	388,524	388,524	33,881
Fringe Benefits	149,406	172,199	143,781	143,781	(28,418)
Supplies	4,611	2,040	1,971	1,971	(69)
Purchased Services	14,095	16,259	15,245	15,245	(1,014)
Inter-Departmental Billings	(57,893)	-	-	-	-
Transfers Out	977	-	-	-	-
Total	\$ 484,262	\$ 545,141	\$ 549,521	\$ 549,521	\$ 4,380

Service: Budget and Program Evaluation*Service Description*

This service is responsible for preparing the City's annual capital and operating budgets, as well as providing assistance to City agencies with budget development and analysis. The service performs financial, compliance and performance reviews of City agencies; supports city-wide efforts to coordinate, manage and use data effectively in support of racial equity, social justice and performance goals; and coordinates the City's efforts to identify and secure outside grant funding.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(12,804)	-	-	-	-
Salaries	533,229	467,965	449,257	514,078	46,113
Fringe Benefits	210,290	99,925	109,861	109,861	9,936
Supplies	4,564	5,789	5,955	5,955	166
Purchased Services	14,547	18,578	21,627	21,627	3,049
Inter-Departmental Billings	(37,872)	-	-	-	-
Transfers Out	880	-	-	-	-
Total	\$ 712,833	\$ 592,257	\$ 586,700	\$ 651,521	\$ 59,264

Service: Risk Management and Internal Audit*Service Description*

This service is responsible for administration of the City's general liability, auto liability, property and other miscellaneous insurance programs and acts as the liaison between the City and the Wisconsin Municipal Mutual Insurance Company (WMMIC). Risk Management also monitors the insurance requirements of City contracts and investigates the appropriateness of claims against the City. Risk Management is also responsible for the implementation, administration and continued enhancement of the City Safety and Worker's Compensation programs. The Internal Audit section performs financial, compliance and performance reviews of City agencies and other entities which have contracts with the City. Audit prepares the annual report on federal and state financial assistance and the City's indirect cost allocation plan.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(290,622)	-	-	-	-
Salaries	228,720	-	67,170	67,170	67,170
Fringe Benefits	79,548	-	22,608	22,608	22,608
Supplies	1,833	4,288	5,075	5,075	787
Purchased Services	5,911	7,755	9,252	9,252	1,497
Inter-Departmental Billings	(22,519)	-	-	-	-
Transfers Out	391	-	-	-	-
Total	\$ 3,261	\$ 12,043	\$ 104,105	\$ 104,105	\$ 92,062

Fire

Agency Mission

The mission of the Madison Fire Department is to protect life and property from the dangers of fire and major disaster. Though striving to be proactive by aggressive code enforcement and community education, the Department must be prepared to prevent conflagration and catastrophe by maintaining a competent suppression capability. Cross-training of fire suppression personnel allows the Department to provide premiere pre-hospital emergency medical care, extrication, hazardous material release management and water rescue.

Agency Overview

The Agency is building a diverse, innovative, nationally recognized Fire-Rescue Department committed to ongoing organizational review and enrichment where every action of the Department is a display of commitment to internal and external customer services; people continually expand their capacity to create the results they truly desire; new and expansive patterns of thinking are nurtured; people are continually striving to learn together; people are respected for who they are, for what they do, and for their good thinking. The Fire Department values compassion, honesty, integrity, teamwork, health and fitness, and inner strength. These values are in balance with the traditional focus on strength and courage. The Fire Department is committed to the prevention of harm within our community, and to the preservation of life, property and the environment. The Fire Department takes pride in commitment to excellence and is prepared to work cooperatively with all agencies to handle any type of emergency that may occur in the Madison community. The Fire Department is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Fire Operations	43,809,349	46,686,184	45,185,097	47,305,916	47,174,238
Fire Prevention	1,335,757	1,222,806	1,333,103	1,360,232	1,360,232
Total	\$ 45,145,106	\$ 47,908,990	\$ 46,518,200	\$ 48,666,148	\$ 48,534,470

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(2,505,557)	(1,420,223)	(1,532,233)	(1,628,942)	(1,692,071)
Salaries	30,361,368	31,742,592	30,778,972	32,287,254	32,315,644
Fringe Benefits	12,031,363	11,789,259	11,655,279	11,592,041	11,608,910
Supplies	836,784	1,078,561	991,149	1,055,679	1,055,679
Purchased Services	1,051,303	1,354,241	1,260,472	1,518,580	1,749,981
Inter-Departmental Charges	2,743,329	2,699,707	2,699,707	3,054,530	2,709,321
Inter-Departmental Billings	(3,525)	(1,500)	(1,500)	(1,500)	(1,500)
Transfers Out	630,039	666,353	666,353	788,507	788,507
Total	\$ 45,145,106	\$ 47,908,990	\$ 46,518,200	\$ 48,666,148	\$ 48,534,470

2016 Budget Highlights

The recommended budget includes:

- Funding staffing levels to maintain a minimum daily staffing level of 82. The staffing level assumes both the continuation of creative staffing methods developed by labor and management to optimize personnel resources and an absence level based on future projections and past experience.
- The reclassification of an Apparatus Engineer through the promotional process.
- Funding for a summer recruit class to hire 13 Firefighter Paramedics. Following the completion of the academy, recruits will be incorporated into permanent positions as attrition occurs. The budget includes funding to support the recruitment process to fill these positions (\$108,431).
- Funding for the Community Paramedicine Program, which is a new Mobile Integrated Health Pilot program. The program includes the creation of the City's first Community Paramedic 2 position. This program is primarily funded through a contract agreement with the University of Wisconsin, the 2016 General Fund portion is \$67,254.
- Building and facility costs associated with the new Fire Administration facility (\$195,853).
- The budget increases the Ambulance Conveyance Fee by setting the resident rate at the non-resident rate of \$1,000. The current resident rate is \$900. This change will increase general fund revenues by \$275,000 and may reduce contract costs with the City's third party ambulance billing contractor due to more efficient processing. As emergency medical services are expanded to surrounding communities, the number of non-resident conveyances continues to decrease.

Service: Fire Operations*Service Description*

This service is responsible for emergency response and non-emergency services. All staff and support costs related to providing this service are included. The Department provides fire, emergency medical care, lake rescue, hazardous materials and other disaster responses in providing for the preservation of life and property. Personnel also conduct semi-annual inspections, perform fire safety education functions, and participate in community events. The Department also serves as a County and Regional Hazardous Materials Response Team.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,357,554)	(247,223)	(481,917)	(545,046)	(297,823)
Salaries	28,658,642	30,134,693	30,517,448	30,545,838	411,146
Fringe Benefits	11,362,135	11,202,949	11,003,218	11,020,087	(182,862)
Supplies	798,004	986,487	997,463	997,463	10,976
Purchased Services	978,473	1,244,718	1,428,167	1,659,568	414,850
Inter-Departmental Charges	2,743,135	2,699,707	3,054,530	2,709,321	9,614
Inter-Departmental Billings	(3,525)	(1,500)	(1,500)	(1,500)	-
Transfers Out	630,039	666,353	788,507	788,507	122,154
Total	\$ 43,809,349	\$ 46,686,184	\$ 47,305,916	\$ 47,174,238	\$ 488,054

Service: Fire Prevention*Service Description*

This service provides fire safety education, fire inspection, fire protection engineering, public information, elevators and fire/arson investigation services. Fire and life safety and harm prevention education is available to the community and is routinely provided to children, business and industry, and the elderly. Fire inspections are conducted semi-annually or annually in all commercial buildings and residential occupancies. Technical code issues are managed by the Fire Protection Engineering Unit of the Division. The Division is responsible for management of the Department's media information relative to emergency incidents. All fires are investigated to determine the origin, cause, and circumstances surrounding those fires and provide expert witness testimony in civil litigation and criminal prosecution. The elevator inspection program is responsible for overseeing the safety of all elevators, escalators and vertical conveyances. Every unit is inspected on an annual basis for compliance with national, state and local ordinances. In addition, all elevator installations and modifications are submitted for plan review and inspection.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,148,003)	(1,173,000)	(1,147,025)	(1,147,025)	25,975
Salaries	1,702,725	1,607,899	1,769,805	1,769,805	161,906
Fringe Benefits	669,229	586,310	588,823	588,823	2,513
Supplies	38,781	92,074	58,216	58,216	(33,858)
Purchased Services	72,831	109,523	90,413	90,413	(19,110)
Inter-Departmental Charges	195	-	-	-	-
Total	\$ 1,335,757	\$ 1,222,806	\$ 1,360,232	\$ 1,360,232	\$ 137,426

Fleet Service

Agency Mission

The mission of the Fleet Service Division is to provide a safe and reliable fleet of diverse equipment as needed for all user agencies, and provide fleet services with a concentrated effort toward a comprehensive preventive maintenance program at a competitive cost.

Agency Overview

The Agency manages and administers the municipal fleet, including maintenance, vehicle inspection, repair and replacement of vehicles for all City agencies except the Water Utility and Metro Transit.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Fleet Maintenance Procurement	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(1,699,904)	(1,127,600)	(1,127,600)	(1,680,630)	(6,822,599)
Salaries	2,401,327	2,750,357	2,750,357	2,561,219	2,561,219
Fringe Benefits	1,006,955	1,015,334	1,015,334	1,098,765	1,098,765
Supplies	7,271,704	6,263,842	6,263,842	6,960,969	6,284,392
Purchased Services	1,008,526	912,800	912,800	918,615	918,615
Debt/Other Financing Uses	4,896,302	5,439,966	5,439,966	5,790,786	11,056,934
Inter-Departmental Charges	201,552	265,442	265,442	624,678	548,440
Inter-Departmental Billings	(15,144,630)	(15,581,769)	(15,581,769)	(16,375,814)	(15,747,178)
Transfers Out	58,168	61,628	61,628	101,412	101,412
Total	\$ 0	\$ -	\$ -	\$ 0	\$ 0

2016 Budget Highlights

- The recommended budget includes \$128,880 for replacement of squad cars and skid-steers.
- The budget reflects increased Fleet rates to fully recover depreciation costs of the City fleet and begin to address a deficit in the Fleet Service internal service fund. Agency Fleet rates reflect the increased rate.

Service: Fleet Maintenance Procurement*Service Description*

This service includes the purchase and preparation of fleet equipment used by City agencies, the provision of in-house repairs, and the purchase of outside repair and maintenance services. The vehicles provided are the type and design to satisfy the service needs of user agencies. Equipment is replaced according to operating parameters and budgeted funding.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,699,904)	(1,127,600)	(1,680,630)	(6,822,599)	(5,694,999)
Salaries	2,401,327	2,750,357	2,561,219	2,561,219	(189,138)
Fringe Benefits	1,006,955	1,015,334	1,098,765	1,098,765	83,431
Supplies	7,271,704	6,263,842	6,960,969	6,284,392	20,550
Purchased Services	1,008,526	912,800	918,615	918,615	5,815
Debt/Other Financing Uses	4,896,302	5,439,966	5,790,786	11,056,934	5,616,968
Inter-Departmental Charges	201,552	265,442	624,678	548,440	282,998
Inter-Departmental Billings	(15,144,630)	(15,581,769)	(16,375,814)	(15,747,178)	(165,409)
Transfers Out	58,168	61,628	101,412	101,412	39,784
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Golf Enterprise

Agency Mission

The mission of the Golf Enterprise is to provide the Madison area golfing public with the finest possible golfing conditions at reasonable prices and for all levels of play.

Agency Overview

The Agency provides turf, tee, and greens maintenance as a top priority to enhance the golfing experience. Qualified Golf Professionals are available for instruction and golf shop needs. Reservations, league play, annual season passes, concessions and rentals are all available.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Golf Operations	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(2,828,930)	(3,016,662)	(3,016,662)	(3,306,607)	(3,234,602)
Salaries	1,209,078	1,277,606	1,277,606	1,264,779	1,264,779
Fringe Benefits	222,272	270,082	270,082	155,763	155,763
Supplies	589,088	542,000	542,000	558,125	558,125
Purchased Services	370,631	419,900	419,900	515,829	515,829
Debt/Other Financing Uses	197,397	269,922	269,922	269,922	269,922
Inter-Departmental Charges	226,964	219,520	219,520	522,169	450,164
Transfers Out	13,500	17,632	17,632	20,020	20,020
Total	\$ -	\$ -	\$ -	\$ -	\$ -

2016 Budget Highlights

- The recommended budget includes funding for continuation of existing services.

Service: Golf Operations

Service Description

This service oversees the operation and maintenance of the Yahara, Odana, Monona and Glenway Courses, which provide a total of 72 holes of play.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(2,828,930)	(3,016,662)	(3,306,607)	(3,234,602)	(217,940)
Salaries	1,209,078	1,277,606	1,264,779	1,264,779	(12,827)
Fringe Benefits	222,272	270,082	155,763	155,763	(114,319)
Supplies	589,088	542,000	558,125	558,125	16,125
Purchased Services	370,631	419,900	515,829	515,829	95,929
Debt/Other Financing Uses	197,397	269,922	269,922	269,922	-
Inter-Departmental Charges	226,964	219,520	522,169	450,164	230,644
Transfers Out	13,500	17,632	20,020	20,020	2,388
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Human Resources

Agency Mission

The mission of the Human Resources Department is to serve the City by recruiting, developing, and sustaining a diverse, highly qualified, and productive work force.

Agency Overview

The Agency supports the City's goals by recruiting, developing, and sustaining a diverse, talented, and engaged workforce.

Budget Overview

<i>Service</i>	<i>2014 Actual</i>	<i>2015 Adopted</i>	<i>2015 Projected</i>	<i>2016 Request</i>	<i>2016 Executive</i>
Employee and Labor Relations	480,509	556,718	694,520	689,836	689,836
HR Services	1,006,144	522,548	391,319	309,310	309,310
OHD	265,305	710,012	712,598	476,855	466,855
Total	\$ 1,751,958	\$ 1,789,278	\$ 1,798,437	\$ 1,476,001	\$ 1,466,001

<i>Major</i>	<i>2014 Actual</i>	<i>2015 Adopted</i>	<i>2015 Projected</i>	<i>2016 Request</i>	<i>2016 Executive</i>
Revenues	(11,820)	(25,500)	(66,645)	(25,500)	(25,500)
Salaries	1,293,393	1,229,143	1,320,238	1,215,826	1,215,826
Fringe Benefits	462,555	377,024	558,804	331,435	331,435
Supplies	13,564	14,250	16,175	14,719	14,719
Purchased Services	149,461	157,426	132,953	166,728	156,728
Inter-Departmental Charges	33,767	33,767	33,767	33,767	33,767
Inter-Departmental Billings	(200,352)	-	(200,023)	(265,756)	(265,756)
Transfers Out	11,390	3,168	3,168	4,782	4,782
Total	\$ 1,751,958	\$ 1,789,278	\$ 1,798,437	\$ 1,476,001	\$ 1,466,001

2016 Budget Highlights

- The recommended budget reflects the transfer of the Employee Assistance Program (EAP) from of the Organizational Health and Development service in Human Resources to a newly created stand alone agency. This agency will be overseen by the Mayor for budget purposes. This change is consistent with best practices in providing these services to City employees.

Service: Employee and Labor Relations*Service Description*

This service fulfills the City's obligations for contract negotiation, interpretation, and administration. Additionally, this unit is responsible for the administration of FMLA, disability leave and layoff, and the development and implementation of employee benefits. As the City transitions to a new way of operating under new labor and employment laws, this unit will lead the transition and be responsible for working with labor unions and City management and staff in order to identify the most appropriate means of operation. Currently, the majority of the City's labor force is represented by 12 labor unions.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Salaries	317,139	405,268	511,338	511,338	106,070
Fringe Benefits	114,002	150,550	172,877	172,877	22,327
Supplies	575	-	-	-	-
Purchased Services	43,728	900	3,595	3,595	2,695
Inter-Departmental Charges	5,065	-	2,026	2,026	2,026
Total	\$ 480,509	\$ 556,718	\$ 689,836	\$ 689,836	\$ 133,118

Service: HR Services*Service Description*

This service provides strategic Human Resources (HR) support to departments throughout the City in order to assist departments in achieving departmental goals and to fully utilize available HR services. The HR Services Unit also develops and implements recruitment and selection strategies, assists in the implementation of organizational changes including the classification and reclassification of employees and positions, working with the Personnel Board, and providing general human resources support.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Salaries	810,621	323,049	383,356	383,356	60,307
Fringe Benefits	294,359	88,629	79,076	79,076	(9,553)
Supplies	11,378	10,750	11,219	11,219	469
Purchased Services	84,723	94,926	96,633	96,633	1,707
Inter-Departmental Charges	2,026	2,026	-	-	(2,026)
Inter-Departmental Billings	(200,352)	-	(265,756)	(265,756)	(265,756)
Transfers Out	3,390	3,168	4,782	4,782	1,614
Total	\$ 1,006,144	\$ 522,548	\$ 309,310	\$ 309,310	\$ (213,238)

Service: Organizational and Health Development (OHD)*Service Description*

This service ensures the success and engagement of City of Madison employees and agencies through the coordinated work of the Organizational Development and Wellness Programs. The OHD unit oversees the City's employee engagement initiatives, coordinates internal and external training for employees, facilitates planning initiatives, and develops and delivers wellness initiatives for employees.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(11,820)	(25,500)	(25,500)	(25,500)	-
Salaries	165,633	500,826	321,132	321,132	(179,694)
Fringe Benefits	54,195	137,845	79,482	79,482	(58,363)
Supplies	1,611	3,500	3,500	3,500	-
Purchased Services	21,010	61,600	66,500	56,500	(5,100)
Inter-Departmental Charges	26,676	31,741	31,741	31,741	-
Transfers Out	8,000	-	-	-	-
Total	\$ 265,305	\$ 710,012	\$ 476,855	\$ 466,855	\$ (243,157)

Information Technology

Agency Mission

The mission of the Information Technology Department (IT) is to provide services to all City agencies in the areas of computer usage, software development, personal computer support, mobile computing, telephones, network communications, computer training, and general IT consulting.

Agency Overview

The Agency supports a wide variety of hardware, software, and a large wide-area telecommunications network which is in operation twenty four hours a day, seven days a week, and is connected to other computer networks at the county, state, and federal levels. The Department also supports a wide variety of software from email to document management systems to enterprise databases; facilitates the dissemination of City information to the public via the City website; and provides the ability for the public to conduct business with the City via the internet. In addition, the IT Department's Media Team unit provides television and internet streaming coverage of public meetings, thereby promoting public access, open government, and transparency. The Information Technology Department is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Application Dev and Support	3,260,821	3,712,175	3,712,175	3,259,871	3,253,049
Technical Services	2,484,238	2,190,884	2,190,884	2,746,581	2,843,054
Total	\$ 5,745,059	\$ 5,903,059	\$ 5,903,059	\$ 6,006,452	\$ 6,096,103

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(35,198)	(25,800)	(25,800)	(25,800)	(25,800)
Salaries	3,480,276	3,568,724	3,568,724	3,781,828	3,802,752
Fringe Benefits	1,128,243	1,184,013	1,184,013	1,063,355	1,144,070
Supplies	31,555	31,921	31,921	31,921	39,421
Purchased Services	1,564,650	1,573,505	1,573,505	1,638,795	1,619,660
Inter-Departmental Charges	39,838	47,769	47,769	39,046	38,693
Inter-Departmental Billings	(474,752)	(488,236)	(488,236)	(537,289)	(537,289)
Transfers Out	10,447	11,163	11,163	14,596	14,596
Total	\$ 5,745,059	\$ 5,903,059	\$ 5,903,059	\$ 6,006,452	\$ 6,096,103

2016 Budget Highlights

The recommended budget includes:

- The creation of an IT Security Specialist to provide design and support of IT security provisions for City owned infrastructure and software (\$96,826).
- The creation of two positions to develop and support a city-wide comprehensive asset management program which includes valuation of assets, maintenance, and replacement from a city-wide approach. Funding for the asset management project is included in the 2016 capital budget (\$193,652, \$48,413 from General Fund).

Service: Application Development and Support*Service Description*

This service is responsible for databases and database software; the City's website and Employeeenet; the Electronic Document Management System (EDMS); the centralized Geographic Information System (GIS); support for enterprise applications such as MUNIS, Legistar, and Crystal Reports; and all permitting, licensing, asset management and land/planning applications. Some of the functions IT staff perform are: systems analysis and design; systems integration; project management; database administration (creating new databases and monitoring usage of databases); programming; researching software solutions; maintaining existing applications, including upgrades; developing and administering the City's website (both the Internet and Employeeenet); administering and maintaining the EDMS which includes designing and developing interfaces with other applications; establishing and maintaining a centralized repository for GIS; and administering report writing tools.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(530)	-	-	-	-
Salaries	1,512,467	1,780,454	1,862,751	1,816,254	35,800
Fringe Benefits	487,835	577,262	534,904	588,714	11,452
Supplies	2,981	9,700	9,700	14,700	5,000
Purchased Services	1,305,808	1,336,502	1,381,850	1,362,715	26,213
Inter-Departmental Charges	737	3,000	674	674	(2,326)
Inter-Departmental Billings	(53,492)	-	(537,289)	(537,289)	(537,289)
Transfers Out	5,015	5,257	7,281	7,281	2,024
Total	\$ 3,260,821	\$ 3,712,175	\$ 3,259,871	\$ 3,253,049	\$ (459,126)

Service: Technical Services*Service Description*

This service operates and maintains a city-wide network of high speed fiber optic backbone and laterals. This network supports data centers with multiple physical and virtual servers, approximately 1,300 personal computers, 825 laptop/tablet computers, and 360 network printers. This equipment is located in 80 different locations throughout the City of Madison and is attached to the network using a variety of connection media and devices which include: city-owned and maintained fiber optic cable; point-to-point wireless; DSL; and cable. Mobile data computers, installed in all public safety vehicles, are supported and maintained as part of this service. A city-owned wireless hotspot network, with locations throughout the city, allows police and fire personnel to access mission critical information located on the city network. In addition to planning and implementing network infrastructure changes and upgrades, staff work to install server and desktop PC hardware, manage the 3,000 account enterprise electronic messaging system (Microsoft Exchange), and implement software upgrades and security patches. The Help Desk fields over 25,000 calls per year. Support for the city's nearly 2,300 telephones, which includes nearly 1,600 voice over internet protocol (IP) telephones and 1,700 voice mailboxes, is also provided by Technical Services. The division manages 375 IP-based digital video surveillance cameras used for traffic management and public safety purposes. These are located throughout the city and represent a growing demand for support and network infrastructure resources. Staying current with the latest IT security, hardware, and software technologies, and recommending implementation of these technologies where appropriate are also important functions of this division. The Media Team (formerly known as Madison City Channel) provides live gavel-to-gavel coverage of the meetings of the Madison Common Council, Dane County Board of Supervisors, the city's annual budget hearings, as well as taped replays of those meetings and online archives. Other local government meetings covered include Citizens' Advisory Commission on People with Disabilities, Board of Estimates, and Plan Commission. Coverage and internet streaming of these meetings provides an information link between the public and local government. This promotes citizen involvement, public access, open government and transparency.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(34,668)	(25,800)	(25,800)	(25,800)	-
Salaries	1,967,809	1,788,270	1,919,077	1,986,498	198,228
Fringe Benefits	640,408	606,751	528,451	555,356	(51,395)
Supplies	28,574	22,221	22,221	24,721	2,500
Purchased Services	258,842	237,003	256,945	256,945	19,942
Inter-Departmental Charges	39,101	44,769	38,372	38,019	(6,750)
Inter-Departmental Billings	(421,260)	(488,236)	-	-	488,236
Transfers Out	5,432	5,906	7,315	7,315	1,409
Total	\$ 2,484,238	\$ 2,190,884	\$ 2,746,581	\$ 2,843,054	\$ 652,170

Landfill

Agency Mission

The mission of the Landfill is to protect both public health and the environment by supervising the monitoring, operation, and maintenance of five closed landfills.

Agency Overview

The agency is responsible for the maintenance of the City's closed landfill sites, including both licensed landfills and landfills operated prior to landfill license requirements, which is overseen by the Engineering Division. The land rights and improvements of the City, or such rights determined to exist, for the following landfills were transferred to the land assets of the Madison Sewer Utility: Mineral Point Landfill; Greentree Landfill; Demetral Landfill; Sycamore Landfill; Olin Landfill; and the Sycamore clean fill site. In addition, this agency includes the investigation and maintenance of other landfill sites that are determined to be the responsibility of the City. Of major concern is the control of landfill gas and groundwater contamination. Funding is provided by a Landfill Remediation Fee, which is collected with the City's combined utility bill.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Landfill Management and Maint	-	-	196,191	-	-
Total	\$ -	\$ -	\$ 196,191	\$ -	\$ -

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(1,124,206)	(882,290)	(513,500)	(879,790)	(879,790)
Salaries	200,923	220,559	231,566	269,514	269,514
Fringe Benefits	60,703	80,074	75,494	71,288	71,288
Supplies	69,153	31,000	16,135	30,550	30,550
Purchased Services	147,281	185,670	169,887	197,937	197,937
Debt/Other Financing Uses	472,399	-	-	132,344	132,343
Inter-Departmental Charges	260,482	96,398	212,225	177,226	177,226
Inter-Departmental Billings	(87,474)	(85,800)	-	-	-
Transfers Out	739	354,389	4,384	931	931
Total	\$ -	\$ -	\$ 196,191	\$ -	\$ -

2016 Budget Highlights

- The budget includes funding for the continuation of existing services.

Service: Landfill Management Maintenance*Service Description*

This service provides the management of closed landfills for which the City is responsible. The operation and maintenance of large landfill gas and leachate collection systems is one of the significant tasks of this section.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,124,206)	(882,290)	(879,790)	(879,790)	2,500
Salaries	200,923	220,559	269,514	269,514	48,955
Fringe Benefits	60,703	80,074	71,288	71,288	(8,786)
Supplies	69,153	31,000	30,550	30,550	(450)
Purchased Services	147,281	185,670	197,937	197,937	12,267
Debt/Other Financing Uses	472,399	-	132,344	132,343	132,343
Inter-Departmental Charges	260,482	96,398	177,226	177,226	80,828
Inter-Departmental Billings	(87,474)	(85,800)	-	-	85,800
Transfers Out	739	354,389	931	931	(353,458)
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Library

Agency Mission

The mission of the Madison Public Library is to provide free and equitable access to cultural and educational experiences.

Agency Overview

The Agency celebrates ideas, promotes creativity, connects people and enriches lives. Core functions of the Madison Public Library include: book collections and services; patron experience; community spaces; computers, Internet, and technology; classes, events, and programming; outreach and community partnerships; and online branch services. The Library is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Col Res & Access	1,705,850	2,056,165	1,897,642	2,192,895	2,192,895
Community Engagement	337,978	274,766	(5,828)	354,644	354,644
Facilities	1,637,552	1,766,868	1,869,871	1,765,178	1,763,471
Public Service	10,831,702	11,355,534	11,512,156	11,605,587	11,767,161
Total	\$ 14,513,083	\$ 15,453,333	\$ 15,273,840	\$ 15,918,304	\$ 16,078,171

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(2,111,158)	(1,424,382)	(1,754,649)	(1,446,834)	(1,446,834)
Salaries	7,976,292	8,344,100	8,075,215	8,760,631	8,883,289
Fringe Benefits	2,514,658	2,626,650	2,780,510	2,382,090	2,421,006
Supplies	1,351,988	1,204,156	1,333,783	1,209,056	1,209,056
Purchased Services	2,058,956	2,053,330	2,182,348	2,185,919	2,185,919
Debt/Other Financing Uses	-	-	-	2,727,095	2,727,095
Inter-Departmental Charges	30,154	28,304	35,458	38,055	36,348
Transfers Out	2,692,193	2,621,175	2,621,176	62,292	62,292
Total	\$ 14,513,083	\$ 15,453,333	\$ 15,273,840	\$ 15,918,304	\$ 16,078,171

2016 Budget Highlights

The recommended funding includes:

- The creation of a Bilingual Coordinator (\$71,305).
- The creation of a Program Assistant position to support the Bubbler program expansion and integration at other libraries and community organizations (\$57,398).
- Funding to increase a 0.6 FTE Library Account Technician to full time (\$18,346).
- Funding to increase the Web Services Manager from 0.90 to full time. This position manages the Library's web services, marketing, and social networking initiatives (\$10,560).

Service: Col Res and Access*Service Description*

This service includes costs for the library materials collection in all formats. It also includes staffing and supply costs for the acquisition, cataloging, and processing of these materials. MPL is the resource library and largest member of the South Central Library System. SCLS libraries share their collection resources through an integrated library system that provides access to the public through the LINKcat online library catalog. Costs associated with this system are also covered in this budget area.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,497,889)	(1,006,544)	(1,026,544)	(1,026,544)	(20,000)
Salaries	984,918	1,053,843	1,081,769	1,081,769	27,926
Fringe Benefits	279,033	284,250	264,323	264,323	(19,927)
Supplies	1,111,549	994,036	994,036	994,036	-
Purchased Services	828,239	730,580	879,311	879,311	148,731
Total	\$ 1,705,850	\$ 2,056,165	\$ 2,192,895	\$ 2,192,895	\$ 136,730

Service: Community Engagement*Service Description*

This service covers costs for non-staff program providers and performers associated with community engagement activities and collaborative projects for all ages. Examples include workshops on such topics as self-publishing, clothing design, independent film making, as well as collaborations with other organizations such as the Madison Children's Museum, the UW-Madison Center for the Humanities, and other Dane County public libraries. It also includes supplies to support these efforts.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(5,253)	(3,600)	(3,600)	(3,600)	-
Salaries	192,755	175,649	211,709	211,709	36,060
Fringe Benefits	56,673	15,717	53,685	53,685	37,968
Supplies	40,256	36,000	36,000	36,000	-
Purchased Services	53,548	51,000	56,850	56,850	5,850
Total	\$ 337,978	\$ 274,766	\$ 354,644	\$ 354,644	\$ 79,878

Service: Facilities*Service Description*

This service covers all costs associated with operation of our nine facilities: rent, utilities, maintenance, custodial tasks, and supplies, as well as the staff costs for our Maintenance Services staff. This area focuses on providing a safe, pleasant, and welcoming environment at the Central and neighborhood libraries.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(110,883)	(68,991)	(75,991)	(75,991)	(7,000)
Salaries	434,042	440,575	476,723	476,723	36,148
Fringe Benefits	165,010	201,190	156,311	156,311	(44,879)
Supplies	86,684	72,620	77,520	77,520	4,900
Purchased Services	1,050,792	1,114,160	1,115,588	1,115,588	1,428
Inter-Departmental Charges	11,907	7,314	15,027	13,320	6,006
Total	\$ 1,637,552	\$ 1,766,868	\$ 1,765,178	\$ 1,763,471	\$ (3,397)

Service: Public Service

Service Description

This service encompasses the delivery of services to the Library’s patrons and members of the community both in and outside of our facilities. Public Services focuses on direct provision of services such as reference and research assistance, reader’s advisory, literacy support, programming, technology training, collection management, and participatory learning and creation. We are committed to providing personalized, individualized library services to meet our patrons’ needs. This service area includes costs for all public services staff (adult, teen, youth, preschool, programming, and administration). It also includes many purchased services, supplies, and debt service costs.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(497,133)	(345,247)	(340,699)	(340,699)	4,548
Salaries	6,364,577	6,674,033	6,990,430	7,113,088	439,055
Fringe Benefits	2,013,942	2,125,493	1,907,771	1,946,687	(178,806)
Supplies	113,499	101,500	101,500	101,500	-
Purchased Services	126,377	157,590	134,170	134,170	(23,420)
Debt/Other Financing Uses	-	-	2,727,095	2,727,095	2,727,095
Inter-Departmental Charges	18,247	20,990	23,028	23,028	2,038
Transfers Out	2,692,193	2,621,175	62,292	62,292	-
Total	\$ 10,831,702	\$ 11,355,534	\$ 11,605,587	\$ 11,767,161	\$ 2,970,510

Mayor

Agency Mission

The mission of the Mayor's Office, in addition to the efforts of dedicated employees and elected officials, is to deliver the highest quality services and provide a fair and orderly system of governance for citizens and visitors.

Agency Overview

The Agency ensures and directs the provision of municipal services by proposing, promoting and reviewing policies to be adopted by the City; establishing administrative procedures; and evaluating and implementing existing City procedures and policies. The Mayor's Office is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Mayor	1,381,706	1,303,806	1,303,806	1,397,697	1,397,697
Total	\$ 1,381,706	\$ 1,303,806	\$ 1,303,806	\$ 1,397,697	\$ 1,397,697

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	-	(20,000)	(20,000)	(20,000)	(20,000)
Salaries	924,761	901,466	901,466	1,011,778	1,011,778
Fringe Benefits	303,821	294,329	294,329	277,483	277,483
Supplies	8,605	11,142	11,142	11,142	11,142
Purchased Services	134,911	115,220	115,220	115,220	115,220
Transfers Out	9,607	1,649	1,649	2,074	2,074
Total	\$ 1,381,706	\$ 1,303,806	\$ 1,303,806	\$ 1,397,697	\$ 1,397,697

2016 Budget Highlights

- The budget includes transfer of the Equity Coordinator position from the Department of Civil Rights to the Mayor's Office to emphasize the city-wide priority of the Racia Equity and Social Justice initiative.

Service: Mayor*Service Description*

This service directs City officers in the performance of their duties and responsibilities and supervises the development and implementation of operational goals for City agencies. It appoints and evaluates agency heads as provided by ordinance, reviews agency plans, policies and procedures for soundness and proper coordination, and provides direct guidance to agencies experiencing significant policy or organizational difficulties. It directs inter-agency staff teams in the identification and resolution of management problems that affect more than one City agency. The Mayor's Office submits an annual Executive Budget to the Common Council after establishing guidelines and considering the capital and operating budget requests of City agencies. The Mayor's Office is responsible for encouraging citizen participation in City government by making citizen appointments to City committees; training committee members on "open meetings" requirements, parliamentary procedure, and ethics requirements; maintaining a database of citizen candidates interested in appointment to City committees; and responding to concerns and initiatives presented by citizens and assisting them in their relations with City agencies. The Mayor's Office monitors State and national issues that affect the welfare of City residents. This includes representing the City's interests in the State budget process, State legislation and administration, acting as liaison with the City's State legislative delegation, and maintaining contact with State and Federal legislators and administrators. The Mayor's Office provides public information through preparing and distributing press releases, position papers and correspondence, scheduling and conducting press conferences and interviews, representing the City at civic meetings and official functions and responding to inquiries from the press, organizations and individuals.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	-	(20,000)	(20,000)	(20,000)	-
Salaries	924,761	901,466	1,011,778	1,011,778	110,312
Fringe Benefits	303,821	294,329	277,483	277,483	(16,846)
Supplies	8,605	11,142	11,142	11,142	-
Purchased Services	134,911	115,220	115,220	115,220	-
Transfers Out	9,607	1,649	2,074	2,074	425
Total	\$ 1,381,706	\$ 1,303,806	\$ 1,397,697	\$ 1,397,697	\$ 93,891

Metro Transit

Agency Mission

The mission of the Metro Transit System, through the efforts of dedicated, well-trained employees, is to provide safe, reliable, convenient and efficient public transportation to the citizens and visitors of the Metro service area.

Agency Overview

The Agency is responsible for the operation, planning, development, and coordination of the various elements of public transit for the Madison urban area. These responsibilities include both regular and paratransit service. The Metro Transit System is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	<i>2014 Actual</i>	<i>2015 Adopted</i>	<i>2015 Projected</i>	<i>2016 Request</i>	<i>2016 Executive</i>
Fixed Route	11,093,855	9,416,477	9,416,477	9,520,142	8,928,606
Paratransit	1,391,571	3,558,449	3,558,449	3,138,570	3,138,570
Total	\$ 12,485,426	\$ 12,974,926	\$ 12,974,926	\$ 12,658,712	\$ 12,067,176

<i>Major</i>	<i>2014 Actual</i>	<i>2015 Adopted</i>	<i>2015 Projected</i>	<i>2016 Request</i>	<i>2016 Executive</i>
Revenues	(44,725,857)	(45,360,400)	(45,360,400)	(45,223,602)	(46,213,602)
Salaries	27,370,074	29,420,126	29,420,126	29,185,611	29,429,075
Fringe Benefits	11,201,234	11,554,969	11,554,969	11,130,907	11,175,907
Supplies	6,202,024	6,542,000	6,542,000	6,080,000	6,100,000
Purchased Services	8,078,136	8,170,100	8,170,100	8,503,610	8,593,610
Debt/Other Financing Uses	3,578,787	1,574,970	1,574,970	1,728,248	1,728,248
Inter-Departmental Charges	781,028	223,300	223,300	376,368	376,368
Transfers Out	-	849,861	849,861	877,570	877,570
Total	\$ 12,485,426	\$ 12,974,926	\$ 12,974,926	\$ 12,658,712	\$ 12,067,176

2016 Budget Highlights

The recommended budget includes:

- Continued funding for a leased bus storage facility for short-term space needs (\$90,000).
- Expansion of Route 17 (1,700 hours annually) to provide a quick connection between north and east transfer points on the weekends and Route 31 (1,700 hours annually) to provide additional midday and evening service to Owl Creek (\$164,000).
- Funding for additional bus cleaners to provide Metro customers with an improved condition in buses (\$21,000).
- Increased vehicle insurance costs as part of the city dropping coverage from the Local Government Property Insurance Fund. This funding is from transit utility reserves (\$200,000).
- The budget reflects utilizing \$500,000 of the transit utility reserves to fund 2016 operating costs in anticipation of a review of certain fares by the Transit and Parking Commission and probable revenue increases in the 2017 budget.

Service: Fixed Route*Service Description*

This service plans and coordinates all fixed route transit improvements and programs, including mainline bus service, secondary routes, commuter service, school service, circulator service and special event services. This service is also responsible for the repair and maintenance services required by the transit fleet.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(39,198,433)	(40,522,400)	(40,002,302)	(40,992,302)	(469,902)
Salaries	26,107,212	27,885,680	27,966,035	28,209,499	323,819
Fringe Benefits	10,792,012	11,037,451	10,644,922	10,689,922	(347,529)
Supplies	6,179,524	6,057,600	5,644,400	5,664,400	(393,200)
Purchased Services	2,853,725	2,518,950	2,719,093	2,809,093	290,143
Debt/Other Financing Uses	3,578,787	1,450,770	1,382,599	1,382,599	(68,171)
Inter-Departmental Charges	781,028	206,553	358,018	358,018	151,465
Inter-Departmental Billings	-	-	-	-	-
Transfers Out	-	781,873	807,377	807,377	25,504
Total	\$ 11,093,855	\$ 9,416,477	\$ 9,520,142	\$ 8,928,606	\$ (487,871)

Service: Paratransit*Service Description*

This service provides curb-to-curb paratransit services. The paratransit customers are individuals with disabilities who use this service for work, post secondary education, medical needs, sheltered workshops and personal purposes. Private taxis and lift-equipped vans supplement this effort.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(5,527,424)	(4,838,000)	(5,221,300)	(5,221,300)	(383,300)
Salaries	1,262,862	1,534,446	1,219,576	1,219,576	(314,870)
Fringe Benefits	409,222	517,518	485,985	485,985	(31,533)
Supplies	22,501	484,400	435,600	435,600	(48,800)
Purchased Services	5,224,411	5,651,150	5,784,517	5,784,517	133,367
Inter-Departmental Charges	-	16,747	18,350	18,350	1,603
Transfers Out	-	67,988	70,193	70,193	2,205
Total	\$ 1,391,571	\$ 3,558,449	\$ 3,138,570	\$ 3,138,570	\$ (419,879)

Monona Terrace

Agency Mission

The mission of Monona Terrace Community and Convention Center is to deliver an exceptional and inspirational experience.

Agency Overview

The Agency strives to be a high quality, customer-focused convention and meeting facility that serves as a community gathering place, a tourism destination, and a catalyst for economic activity for the City of Madison, Dane County and the State of Wisconsin.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Monona Terrace Comm Conv Ctr	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(8,174,966)	(12,855,496)	(14,130,703)	(13,024,620)	(13,128,783)
Salaries	3,578,909	3,566,659	3,566,659	3,637,056	3,637,056
Fringe Benefits	1,225,649	1,267,489	1,267,489	1,168,230	1,168,230
Supplies	514,852	460,530	586,976	519,384	519,384
Purchased Services	1,852,914	7,021,200	8,169,961	7,084,658	7,189,658
Debt/Other Financing Uses	848,471	379,914	379,914	408,307	408,307
Inter-Departmental Charges	72,322	82,240	82,240	112,381	111,544
Transfers Out	81,848	77,464	77,464	94,604	94,604
Total	\$ -	\$ -	\$ -	\$ -	\$ -

2016 Budget Highlights

- The budget reflects the gross amount of food and beverage revenues and expenses (\$5.1m).
- The budget assumes a 3% increase in revenues based on events currently planned for 2016.

The recommended budget includes:

- Additional funding for steam utilities in anticipation of increased rates (\$75,000).
- Additional funding for a chiller maintenance contract (\$75,000).
- Increased funding for a Laundry in anticipation of a contract rate increase (\$15,000).

Service: Community Convention Center*Service Description*

This service supports the community in three ways: as a convention center attracting new dollars to Madison and Dane County, as a tourism destination, and as a community center for the citizens of our community.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(8,174,966)	(12,855,496)	(13,024,620)	(13,128,783)	(273,287)
Salaries	3,578,909	3,566,659	3,637,056	3,637,056	70,397
Fringe Benefits	1,225,649	1,267,489	1,168,230	1,168,230	(99,259)
Supplies	514,852	460,530	519,384	519,384	58,854
Purchased Services	1,852,914	7,021,200	7,084,658	7,189,658	168,458
Debt/Other Financing Uses	848,471	379,914	408,307	408,307	28,393
Inter-Departmental Charges	72,322	82,240	112,381	111,544	29,304
Transfers Out	81,848	77,464	94,604	94,604	17,140
Total	\$ -	\$ -	\$ -	\$ -	\$ -

Municipal Court

Agency Mission

The mission of the Municipal Court is to provide an independent and neutral forum for resolution of alleged ordinance violations where the penalty includes primarily a forfeiture.

Agency Overview

The Agency represents the judicial branch of government and provides a neutral setting for resolving alleged City ordinance violations. The Municipal Court provides friendly and efficient service to all court users, keeping in mind legal and ethical requirements. The Municipal Court provides a neutral forum for hearing City Ordinance cases, where the penalty includes a forfeiture. The court handles approximately 38,000 cases per year.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Municipal Court	180,264	-	-	-	-
Total	\$ 180,264	\$ -	\$ -	\$ -	\$ -

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(562,697)	(668,225)	(668,225)	(648,364)	(668,364)
Salaries	324,855	323,885	323,885	330,004	330,004
Fringe Benefits	115,551	113,852	113,852	105,591	105,591
Supplies	18,131	23,000	23,000	22,000	22,000
Purchased Services	101,930	114,971	114,971	98,218	98,218
Inter-Departmental Charges	181,843	91,643	91,643	91,643	111,643
Transfers Out	651	874	874	908	908
Total	\$ 180,264	\$ -	\$ -	\$ -	\$ -

2016 Budget Highlights

The recommended budget includes:

- The continuation of a pilot program to provide youth support services for the Municipal Court through contracts with Briarpatch Youth Services and Centro Hispano and adds \$20,000 for this program (\$50,000).
- A transfer from the Municipal Court to the Community Development Division to offset levy funding for youth-oriented and other related services (\$111,643).

Service: Court Services

Service Description

This service handles approximately 38,000 cases per year including traffic, parking, first offense drunk driving, disorderly conduct, trespassing, building code violations, juvenile violations, and truancy. The Judge also holds hearings in the Public Safety Building for those persons held in jail and issues warrants for arrest and inspections. If a forfeiture is not paid, the Municipal Court can suspend a driver's license, hunting or fishing license, issue a warrant for arrest, intercept a tax refund or start a collection action.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(562,697)	(668,225)	(648,364)	(668,364)	(139)
Salaries	324,855	323,885	330,004	330,004	6,119
Fringe Benefits	115,551	113,852	105,591	105,591	(8,261)
Supplies	18,131	23,000	22,000	22,000	(1,000)
Purchased Services	101,930	114,971	98,218	98,218	(16,753)
Inter-Departmental Charges	181,843	91,643	91,643	111,643	20,000
Transfers Out	651	874	908	908	34
Total	\$ 180,264	\$ -	\$ -	\$ -	\$ -

Parking Utility

Agency Mission

The mission of the Parking Utility, through the efforts of well-trained conscientious employees, is to provide safe, convenient and affordable parking to the City's citizens and visitors, consistent with City Transportation policies.

Agency Overview

The Agency provides services across garage parking, lot parking, on street parking and parking operations.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Garage Parking	(4,166,198)	4,406,260	(4,418,364)	(4,402,089)	(3,179,637)
Lot Parking	(1,054,445)	(802,493)	(789,969)	(967,126)	(967,126)
On Street Parking	(2,228,756)	(2,277,159)	(1,662,766)	(1,970,434)	(1,970,434)
Parking Operations	7,449,399	(1,326,608)	6,871,099	7,339,649	6,117,197
Total	\$ -	\$ -	\$ -	\$ -	\$ -

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(13,527,515)	(12,977,694)	(13,840,892)	(13,647,126)	(12,424,674)
Salaries	3,599,724	4,159,084	3,772,037	4,172,684	4,153,590
Fringe Benefits	1,240,101	1,794,368	1,455,323	1,428,161	1,428,161
Supplies	328,609	586,700	318,767	367,750	367,750
Purchased Services	1,300,838	1,716,872	1,891,286	1,931,859	1,931,859
Debt/Other Financing Uses	5,712,361	4,267,591	5,950,400	5,260,244	3,935,170
Inter-Departmental Charges	1,015,265	121,280	121,280	202,085	248,801
Inter-Departmental Billings	-	-	-	(75,000)	-
Transfers Out	330,618	331,799	331,799	359,343	359,343
Total	\$ -	\$ -	\$ -	\$ -	\$ -

2016 Budget Highlights

- The budget reflects the anticipated closure of the Government East garage in 2016 as part of the Judge Doyle Square redevelopment. The budget assumes the Government East garage will close in March, resulting in a revenue reduction of \$1,222,452. The budget also reflects \$352,215 in expenditure savings from the garage closure. The net impact on the 2016 budget is a reduction of \$870,237 in Parking Utility budget.

Service: Garage Parking*Service Description*

This service operates five city garages including Capitol Square North Garage, Government East Garage, Overture Center Garage, State Street Campus Garage and State Street Capitol Garage.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(9,516,366)	-	(9,962,989)	(8,740,537)	(8,740,537)
Salaries	2,919,650	3,828,409	3,368,878	3,368,878	(459,531)
Fringe Benefits	1,083,560	477,851	1,247,881	1,247,881	770,030
Supplies	-	100,000	-	-	(100,000)
Purchased Services	27	-	40	40	40
Debt/Other Financing Uses	1,346,931	-	944,101	944,101	944,101
Total	\$ (4,166,198)	\$ 4,406,260	\$ (4,402,089)	\$ (3,179,637)	\$ (7,585,897)

Service: Lot Parking*Service Description*

This service operates seven parking lots including Blair Lot, Brayton Lot, Buckeye Lot, Evergreen Lot, Lot 88, Wilson Lot and Wingra Lot. This includes hourly and monthly parking.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,065,638)	(811,885)	(978,761)	(978,761)	(166,876)
Salaries	6,561	7,304	7,571	7,571	267
Fringe Benefits	1,814	2,088	2,089	2,089	1
Debt/Other Financing Uses	2,818	-	1,975	1,975	1,975
Total	\$ (1,054,445)	\$ (802,493)	\$ (967,126)	\$ (967,126)	\$ (164,633)

Service: On Street Parking*Service Description*

This service operates on street parking through meters in the downtown area and through a residential permit process in the nearby neighborhoods.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(2,802,906)	(2,319,422)	(2,574,397)	(2,574,397)	(254,975)
Salaries	298,187	32,870	344,067	344,067	311,197
Fringe Benefits	105,624	9,393	121,642	121,642	112,249
Purchased Services	24,050	-	35,716	35,716	35,716
Debt/Other Financing Uses	146,289	-	102,538	102,538	102,538
Total	\$ (2,228,756)	\$ (2,277,159)	\$ (1,970,434)	\$ (1,970,434)	\$ 306,725

Service: Parking Operations*Service Description*

This service includes the components of parking including the overall management and supervision of maintenance and revenue staff and the administrative staff in the Parking Utility, as well as all areas of parking not included above.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(142,605)	(9,846,387)	(130,979)	(130,979)	9,715,408
Salaries	375,325	290,501	452,168	433,074	142,573
Fringe Benefits	49,103	1,305,036	56,549	56,549	(1,248,487)
Supplies	328,609	486,700	367,750	367,750	(118,950)
Purchased Services	1,276,761	1,716,872	1,896,103	1,896,103	179,231
Debt/Other Financing Uses	4,216,323	4,267,591	4,211,630	2,886,556	(1,381,035)
Inter-Departmental Charges	1,015,265	121,280	202,085	248,801	127,521
Inter-Departmental Billings	-	-	(75,000)	-	-
Transfers Out	330,618	331,799	359,343	359,343	27,544
Total	\$ 7,449,399	\$ (1,326,608)	\$ 7,339,649	\$ 6,117,197	\$ 7,443,805

Parks

Agency Mission

The mission of the Parks Division is to: provide the ideal system of parks, natural resources and recreational opportunities which will enhance the quality of life for everyone; provide an exceptional system of safe, accessible, well-planned and maintained parks, facilities, public cemetery, natural areas and public shorelines; provide affordable opportunities for recreational and educational experiences; preserve and expand urban forest resources through a well-planned and systematic approach to tree maintenance, planting and natural area management; preserve and promote parks' historic legacy; and provide opportunities for cultural interaction by facilitating community and ethnic festivals and through the display of public art.

Agency Overview

The Agency:

- Strives to provide outstanding public services.
- Encourages public participation through outreach and community relations.
- Celebrates ethnic diversity.
- Uses professional and equitable standards when planning, preserving and maintaining resources to reflect community and neighborhood heritage, needs and changing interests.
- Recognizes the contributions professional staff makes to success; believing in career development, on-going training, participation in decision-making processes and recognition for accomplishments.
- Is committed to public and employee safety.
- Accepts the role as stewards of the natural environment.
- Recognizes the contributions that volunteers make to success.
- Believes in demonstrating fiscal responsibility.
- Recognizes the added benefits of inter-agency and community partnerships.

The Parks Division is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Community Recreation Services	1,279,195	1,321,360	821,165	469,251	476,763
Goodman Pool	190,045	(24,164)	466,174	151,181	151,181
Park Maintenance and Forestry	11,708,447	10,997,885	11,489,541	12,715,899	10,947,714
Planning and Development	564,177	820,709	429,500	348,946	347,327
Olbrich Botanical Gardens	1,274,823	1,494,006	1,201,257	1,226,148	1,219,051
WPCRC	374,326	191,069	364,743	350,854	350,369
Total	\$ 15,391,012	\$ 14,800,865	\$ 14,772,380	\$ 15,262,279	\$ 13,492,405

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(2,660,834)	(3,489,712)	(3,505,035)	(3,684,242)	(5,184,242)
Salaries	9,820,173	9,835,905	9,066,746	9,695,040	9,697,490
Fringe Benefits	3,375,323	3,324,537	3,433,898	3,564,504	3,564,504
Supplies	1,004,205	1,218,758	1,106,722	1,076,306	1,083,856
Purchased Services	1,630,250	1,503,341	2,011,012	1,718,175	1,718,175
Inter-Departmental Charges	1,915,278	2,041,249	2,041,249	2,402,554	2,122,680
Inter-Departmental Billings	(35,134)	-	-	-	-
Transfers Out	341,751	366,787	617,787	489,942	489,942
Total	\$ 15,391,012	\$ 14,800,865	\$ 14,772,380	\$ 15,262,279	\$ 13,492,405

2016 Budget Highlights

- Maintains the Urban Forestry Special Charge at the monthly level established in the initial ordinance. This will increase special charge revenue by an estimated \$1.5 million in 2016 over the \$1 million estimated to be collected. These revenues will reduce support for the Urban Forestry program by a commensurate amount.

The recommended budget includes:

- Funding for Movie Nights at Neighborhood Parks as proposed by Neighborhood Resource Teams (\$10,000).
- Replacing splash park attendants with routine monitoring of splash parks by Parks Rangers.
- Transitioning from a two year Emerald Ash Borer treatment cycle to a three year treatment cycle, resulting in a significant savings related to chemical treatment costs.

Service: Community Recreation Services*Service Description*

This service brings the community together through quality programming and timely distribution of information. Community and Recreation Services is responsible for organizing and providing oversight on large community events such as Ride the Drive, Shake the Lake, Taste of Madison and smaller events such as Family Fun events at Goodman Pool and neighborhood parks. This service is also responsible for lake access management, winter programming and concessions, beach management, volunteer management and the marketing and communications of the entire division. Major facilities included in this service area are Olbrich Botanical Gardens, Warner Park Community Recreation Center, and Goodman Pool.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(945,415)	(268,050)	(233,310)	(233,310)	34,740
Salaries	1,340,454	1,104,621	492,799	495,249	(609,372)
Fringe Benefits	361,866	239,509	126,841	126,841	(112,668)
Supplies	134,265	144,400	38,113	45,663	(98,737)
Purchased Services	120,989	52,660	6,935	6,935	(45,725)
Inter-Departmental Charges	222,265	37,379	30,833	28,345	(9,034)
Transfers Out	44,771	10,841	7,040	7,040	-
Total	\$ 1,279,195	\$ 1,321,360	\$ 469,251	\$ 476,763	\$ (840,796)

Service: Goodman Pool*Service Description*

This service provides quality aquatic recreation programs and lessons. Annually, 60,000 people enjoy the aquatic center's popular waterslides, eight lane lap pool, diving well and large zero-depth water area for pre-school children. Goodman Pool offers over 180 lessons throughout the summer season, taught by highly qualified American Red Cross certified staff. The pool also features a sand play area, bi-weekly themed events and boasts party packages for birthdays, corporate outings or family reunions. This 1,000-person capacity aquatic center is centrally located in Madison and attracts patrons from all around the City and Dane County.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(348,400)	(447,492)	(431,492)	(431,492)	16,000
Salaries	355,751	267,647	381,153	381,153	113,506
Fringe Benefits	30,082	-	43,064	43,064	43,064
Supplies	82,545	73,500	74,050	74,050	550
Purchased Services	58,326	70,242	79,585	79,585	9,343
Transfers Out	11,741	11,939	4,821	4,821	-
Total	\$ 190,045	\$ (24,164)	\$ 151,181	\$ 151,181	\$ 182,463

Service: Park Maintenance and Forestry*Service Description*

This service is responsible for the maintenance of all park facilities, open spaces and park land. This service includes General Park Maintenance, Facilities Maintenance, Conservation Park Maintenance, Mall/Concourse Park Maintenance, Parks Construction and the operation of the Forest Hill Cemetery. Maintaining and improving these diverse parks and facilities includes tasks such as mowing, refuse collection, building repair, trail maintenance, snow and ice clearing from walkways and parking lots, cleaning restrooms, management of public boulevards, streets, highways, bicycle ways, right of ways and some greenways. Parks Facilities and Maintenance staff play a critical role in preparing shelter facilities for reservations and public use. Parks Maintenance staff are also responsible for snow and ice control for significant portions of the City's bike paths and sidewalks. Ice rink maintenance is also completed during the winter season, as soon as snow removal for the bike paths, sidewalks and parking lots are completed. Conservation Park Maintenance is responsible for cross country ski trail maintenance during the winter season. Mall/Concourse Maintenance is responsible for maintenance of the State Street/Capitol Square including refuse and recycling collection, snow and ice control, plantings and sidewalk maintenance. The Mall/Concourse service is partially supported by the Mall Maintenance Special Charges.

Forestry is responsible under State statute and Madison ordinance for all urban forestry maintenance services. This service: 1) performs tree pruning and removal; 2) performs emergency tree cleanup following storms; 3) plants new and replacement trees; 4) removes City trees or directs the removal of private trees afflicted with Dutch elm disease, oak wilt or emerald ash borer; 5) inspects and directs the work of contractors when working near publicly owned trees during City engineering projects; and 6) responds to invasive species that threaten our urban forest such as the gypsy moth. Forestry also ensures trees grow at a sufficient height for safe vehicular flow throughout the City and for every dollar spent on Forestry, yields more in benefits captured in higher property values and storm water retention.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(626,103)	(2,225,500)	(2,465,000)	(3,965,000)	(1,739,500)
Salaries	6,421,585	6,623,699	7,485,565	7,485,565	861,866
Fringe Benefits	2,406,469	2,472,550	2,871,197	2,871,197	398,647
Supplies	611,473	827,308	793,619	793,619	(33,689)
Purchased Services	1,070,381	1,063,140	1,285,371	1,285,371	222,231
Debt/Other Financing Uses	-	-	-	-	-
Inter-Departmental Charges	1,621,637	1,938,426	2,295,549	2,027,364	88,938
Inter-Departmental Billings	(35,134)	-	-	-	-
Transfers Out	238,139	298,262	449,598	449,598	151,336
Total	\$ 11,708,447	\$ 10,997,885	\$ 12,715,899	\$ 10,947,714	\$ (50,171)

Service: Planning and Development*Service Description*

This service is responsible for all park planning and the design and construction of the majority of park improvements in the over 6,000 acres of parks and open space in the City's park system. Planning encompasses not only strategic, long-term planning for the entire parks system through the development of the Parks and Open Space Plan, but also master planning for individual parks. Parks can range in size from 0.2 acres to over 200 acres; there are currently over 260 parks in the park system. Planning and Development is responsible for developing the Capital Improvement Program for the parks system.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(196,563)	-	-	-	-
Salaries	504,462	594,732	158,200	158,200	(436,532)
Fringe Benefits	187,538	184,122	145,173	145,173	(38,949)
Supplies	17,674	6,550	6,424	6,424	(126)
Purchased Services	37,518	17,600	22,600	22,600	5,000
Inter-Departmental Charges	7,088	12,149	13,264	11,645	(504)
Transfers Out	6,458	5,556	3,285	3,285	(2,271)
Total	\$ 564,177	\$ 820,709	\$ 348,946	\$ 347,327	\$ (473,382)

Service: Olbrich Botanical Gardens*Service Description*

This service provides nationally award-winning horticultural displays and diverse botanical collections. The gardens serve as an educational and community resource. More than sixteen acres are under cultivation and open to the general public all year. Olbrich is one of the top three visitor attractions in Dane County, with annual aggregate visitation rates on par with the City's official population counts.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(337,019)	(331,140)	(336,940)	(336,940)	(5,800)
Salaries	869,882	1,046,453	870,841	870,841	(175,612)
Fringe Benefits	299,955	375,795	272,187	272,187	(103,608)
Supplies	133,108	140,600	139,700	139,700	(900)
Purchased Services	220,494	187,105	207,937	207,937	20,832
Inter-Departmental Charges	63,163	49,571	58,934	51,837	2,266
Transfers Out	25,241	25,622	13,489	13,489	(12,133)
Total	\$ 1,274,823	\$ 1,494,006	\$ 1,226,148	\$ 1,219,051	\$ (274,955)

Service: Warner Park Community Rec Center (WPCRC)*Service Description*

This service funds the Warner Park Community Recreation Center, a 31,750 square foot community recreational facility serving youth, families and senior citizens through a variety of recreation and social services. Located on the Northeast side of Madison, the WPCRC is a multi-purpose, state of the art facility that includes a full size gymnasium, fitness center, game room, art and pottery studios, meeting space, full service kitchen, and dividable community rooms perfect for any event. WPCRC has over 300,000 visits each year by members, various facility rentals, special events, MSCR programs, and NESCO senior lunches.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(207,334)	(217,530)	(217,500)	(217,500)	30
Salaries	328,039	198,753	306,482	306,482	107,729
Fringe Benefits	89,412	52,561	106,042	106,042	53,481
Supplies	25,140	26,400	24,400	24,400	(2,000)
Purchased Services	122,542	112,594	115,747	115,747	3,153
Inter-Departmental Charges	1,126	3,724	3,974	3,489	(235)
Transfers Out	15,401	14,567	11,709	11,709	(2,858)
Total	\$ 374,326	\$ 191,069	\$ 350,854	\$ 350,369	\$ 159,300

PCED Office of the Director

Agency Mission

The mission of the Department of Planning and Community and Economic Development (DPCED) is to actively promote a diverse, safe and dynamic community and enhance the living, working and recreational choices for all Madison citizens and visitors.

Agency Overview

This Agency is responsible for the overall leadership and management of the Department in the pursuit of the Department's mission and community-building goals set by the Mayor and Common Council. The Director of Planning and Community and Economic Development serves as the Secretary of the City's Plan Commission. The Office of the Director of Planning and Community and Economic Development also provides centralized administrative support such as word processing, telephone and visitor reception, public information production and coordination, and consultation on Department initiatives to improve systems and customer service.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
PL CDD EDD Admin and Support	637,984	621,222	584,978	603,374	708,002
Total	\$ 637,984	\$ 621,222	\$ 584,978	\$ 603,374	\$ 708,002

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(63,762)	(105,000)	(105,000)	(80,000)	(80,000)
Salaries	446,438	379,014	445,274	359,705	436,705
Fringe Benefits	150,247	162,425	157,680	144,160	171,788
Supplies	4,439	10,850	3,345	10,850	10,850
Purchased Services	93,864	150,850	60,597	150,850	150,850
Inter-Departmental Charges	16,245	16,245	16,245	16,245	16,245
Inter-Departmental Billings	(16,251)	-	-	-	-
Transfers Out	6,764	6,838	6,838	1,564	1,564
Total	\$ 637,984	\$ 621,222	\$ 584,978	\$ 603,374	\$ 708,002

2016 Budget Highlights

- The budget includes the creation of a Financial and Operations Manager position to provide fiscal support to PCED (\$104,628).

Service: PCED Administration and Support

Service Description

This service provides for the overall administration of the Department of Planning and Community and Economic Development and provides centralized administrative support services to other divisions of the Department. The Administration Service also acts as Secretary for the Plan Commission, supervises a word processing/clerical pool, provides department-wide systems improvements among Units, and provides public information coordination and development. The Support Service provides centralized word processing, telephone reception and other related support services to the Department as well as publication coordination and production.

Major	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(63,762)	(105,000)	(80,000)	(80,000)	25,000
Salaries	446,438	379,014	359,705	436,705	57,691
Fringe Benefits	150,247	162,425	144,160	171,788	9,363
Supplies	4,439	10,850	10,850	10,850	-
Purchased Services	93,864	150,850	150,850	150,850	-
Inter-Departmental Charges	16,245	16,245	16,245	16,245	-
Inter-Departmental Billings	(16,251)	-	-	-	-
Transfers Out	6,764	6,838	1,564	1,564	(5,274)
Total	\$ 637,984	\$ 621,222	\$ 603,374	\$ 708,002	\$ 86,780

Planning Division

Agency Mission

The mission of the Planning Division is to develop and recommend urban development policies, improve the quality of the downtown and existing neighborhoods, plan for new neighborhoods and peripheral growth management, compile and analyze statistical data relating to urban planning and management, and implement adopted City land use and development policies through the maintenance of development regulations and the review of specific development proposals.

Agency Overview

The Agency carries out its mission by:

- Preparing and maintaining the City's Comprehensive Plan and other plan elements to guide and manage the growth and development of the City in coordination with other units of government in the region.
- Conducting City-wide planning initiatives and planning for existing neighborhoods, new neighborhoods, other districts and subareas as supported by the Mayor and the Common Council.
- Preparing long-range policy and physical development planning recommendations as well as near-term development and redevelopment plans for implementation.
- Implementing adopted plans through ongoing review of private development proposals to ensure compliance with the City's plans, policies, and development regulations and through initiating and participating in project and site planning and special development projects.
- Developing and implementing projects and administering ongoing programs consistent with the policy direction of the Mayor and the Common Council which support neighborhood and community organizations and enhance the cultural environment and overall quality of life for Madison residents.
- Providing services to the Madison Area Transportation Planning Board to manage long range transportation planning and programming of the City and metropolitan area.
- Implementing adopted plans and policies by working closely with and involving other City agencies, elected officials, neighborhood leaders and residents, property owners, businesses, institutions and other customer groups.

The Planning Division is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Comp Planning and Dev Review	1,170,064	1,395,051	1,395,051	1,414,321	1,414,321
Metropolitan Planning Org	152,144	(124,082)	(124,082)	(137,243)	(137,243)
Neigh Planning Pres and Design	2,708,476	3,111,394	3,111,394	1,407,190	1,407,190
Total	\$ 4,030,684	\$ 4,382,363	\$ 4,382,363	\$ 2,684,268	\$ 2,684,268

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(835,885)	(963,482)	(963,482)	(979,482)	(979,482)
Salaries	2,044,623	2,214,255	2,214,255	2,306,444	2,306,444
Fringe Benefits	715,357	761,501	761,501	745,056	745,056
Supplies	52,661	59,175	59,175	59,175	59,175
Purchased Services	438,757	2,222,059	2,222,059	505,619	505,619
Debt/Other Financing	1,600,000	-	-	-	-
Inter-Departmental Charges	98,234	79,364	79,364	79,364	79,364
Inter-Departmental Billings	(92,040)	-	-	(41,500)	(41,500)
Transfers Out	8,977	9,491	9,491	9,592	9,592
Total	\$ 4,030,684	\$ 4,382,363	\$ 4,382,363	\$ 2,684,268	\$ 2,684,268

2016 Budget Highlights

- The budget includes funding for the creation of a Neighborhood Planner position (\$100,000).
- The budget transfers funding for the Overture Center subsidy to the Room Tax Fund. Oversight of these funds will continue to be provided by the Madison Arts Commission.

Service: Comprehensive Planning and Development Review*Service Description*

This service maintains the City's urban development and growth management policy through the preparation and maintenance of long-range and Comprehensive Plan elements and neighborhood plans, and provides the necessary linkage to and implementation of these plans through the maintenance of the City's land development regulations (primarily zoning and subdivision regulations) and through the review and evaluation of specific land development proposals. This service provides data, information and mapping services; conducts needs assessment, inventories and analyzes urban development policy issues; maintains the City's geographic database; maintains and develops geographic information system planning applications; and works with a wide range of citizens and groups to develop and carry out these plans. The service provides staff for the Plan Commission, Long Range Transportation Planning Commission, and ad hoc committees.

Major	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,071)	(22,068)	(3,000)	(3,000)	19,068
Salaries	804,424	950,944	985,374	985,374	34,430
Fringe Benefits	330,403	388,458	302,697	302,697	(85,761)
Supplies	23,760	24,100	24,100	24,100	-
Purchased Services	20,651	10,771	62,271	62,271	51,500
Inter-Departmental Charges	39,682	39,682	39,682	39,682	-
Inter-Departmental Billings	(50,777)	-	-	-	-
Transfers Out	2,992	3,164	3,197	3,197	33
Total	\$ 1,170,064	\$ 1,395,051	\$ 1,414,321	\$ 1,414,321	\$ 19,270

Service: Metropolitan Planning Organization*Service Description*

This service provides staff for the Metropolitan Planning Organization (MPO). The Madison Area Transportation Planning Board (TPB), the Metropolitan Planning Organization (MPO) for the Madison Area, is the designated policy body responsible for cooperative, comprehensive regional transportation planning and decision making for the Madison Metropolitan Planning Area. The Madison Metropolitan Planning Area consists of the City of Madison and the Madison Urbanized Area, including all or portions of the 27 contiguous villages, cities, and towns. The responsibilities of the MPO include carrying out a cooperative, continuous, and comprehensive planning process for making transportation investment decisions in the metropolitan area; preparing and maintaining a long-range multi-modal transportation plan; and preparing a five-year transportation improvement program to provide for transportation investments to meet metropolitan transportation needs. The Madison Area TPB consists of an independent intergovernmental board and was created through an agreement between the Governor and the City of Madison, originally in 1999, and then updated in 2007. In accord with the formal agreement, the City of Madison is responsible for providing staff and local match funding to the MPO.

Major	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(718,271)	(910,414)	(929,482)	(929,482)	(19,068)
Salaries	506,144	372,115	411,902	411,902	39,787
Fringe Benefits	163,135	154,540	158,566	158,566	4,026
Supplies	5,201	12,875	12,875	12,875	-
Purchased Services	175,073	243,638	205,698	205,698	(37,940)
Inter-Departmental Charges	17,870	-	-	-	-
Transfers Out	2,993	3,164	3,198	3,198	34
Total	\$ 152,144	\$ (124,082)	\$ (137,243)	\$ (137,243)	\$ (13,161)

Service: Neighborhood Planning Preservation and Design

Service Description

This service maintains and strengthens existing residential and commercial neighborhoods focusing on the downtown, isthmus and central city, as well as protecting and enhancing the City's natural, cultural, aesthetic and historic resources. This service provides neighborhood planning services and technical services to neighborhoods, carries out the City's preservation planning program, administers the Municipal Arts program, develops and maintains urban design guidelines, prepares development concept plans, and monitors and recommends changes to the City's land development regulations. The service provides staff for the Urban Design Commission, Landmarks Commission, Madison Arts Commission and ad hoc committees.

Major	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(116,543)	(31,000)	(47,000)	(47,000)	(16,000)
Salaries	734,056	891,196	909,168	909,168	17,972
Fringe Benefits	221,819	218,503	283,793	283,793	65,290
Supplies	23,700	22,200	22,200	22,200	-
Purchased Services	243,033	1,967,650	237,650	237,650	(1,730,000)
Debt/Other Financing	1,600,000	-	-	-	-
Inter-Departmental Charges	40,682	39,682	39,682	39,682	-
Inter-Departmental Billings	(41,263)	-	(41,500)	(41,500)	(41,500)
Transfers Out	2,992	3,163	3,197	3,197	34
Total	\$ 2,708,476	\$ 3,111,394	\$ 1,407,190	\$ 1,407,190	\$ (1,704,204)

Police

Agency Mission

The mission of the Madison Police Department (MPD) is to provide high-quality police services that are accessible to all members of the community.

Agency Overview

The Agency believes in the dignity of all people and respects individual and constitutional rights in fulfilling this mission. In order to achieve this mission, MPD has adopted the Values of Trust-Based Policing which include the following components: Citizen Involvement, Problem Solving and Quality Focus, Ethical Behavior, Recognition of Trust Challenges, Situational Leadership, and Employee Value. It is the goal of MPD to incorporate these values at all levels in the organization, and throughout interactions with the community. The Police Department is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Police Field	57,460,589	57,974,773	60,105,504	59,240,242	60,288,444
Police Support	6,591,346	8,338,586	6,092,271	7,339,145	7,290,863
Total	\$ 64,051,935	\$ 66,313,359	\$ 66,197,776	\$ 66,579,387	\$ 67,579,307

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(1,490,355)	(1,348,507)	(1,853,856)	(2,093,974)	(2,163,939)
Salaries	42,964,983	44,017,427	44,919,390	44,542,666	45,897,804
Fringe Benefits	16,217,500	16,704,935	16,176,900	16,017,539	15,767,539
Supplies	1,131,777	1,160,080	1,223,061	1,264,867	1,555,816
Purchased Services	1,886,513	2,045,700	1,998,556	2,402,389	2,469,104
Inter-Departmental Charges	2,990,995	2,789,409	2,789,409	3,201,751	2,807,834
Inter-Departmental Billings	(573,233)	(20,000)	(20,000)	(10,000)	(10,000)
Transfers Out	923,756	964,315	964,315	1,254,149	1,254,149
Total	\$ 64,051,935	\$ 66,313,359	\$ 66,197,776	\$ 66,579,387	\$ 67,579,307

2016 Budget Highlights

The recommended budget includes:

- City matching funds for the 2015 COPS grant award. The 2015 grant award will support three new officers and one use-of-force sergeant. These positions will be hired as part of the 2016 Fall Academy (\$61,315 net fiscal impact on levy).
- Annualized funding for five Neighborhood Resource Officers (\$382,600) and three Community Outreach Officers (\$60,300) that were added in 2015.
- Annualized funding for the salary and benefits for an Accountant 1 (\$75,900) and a Crossing Guard position added in 2015 (\$7,000).
- Creation of a 0.60 FTE Admin Clerk position to provide support at the Training Center. Funding for the creation of this position will be offset by reducing hourly wages (\$32,900).
- Annualized funding for a Sergeant promotion that was part of the 2014 COPS grant award (\$9,200).
- \$100,000 for Vacation Convert-To-Pay for sworn Police staff. This continues incremental budget increases to fully fund this line item.
- A pilot project to assign a Mental Health Officer in each district to work proactively with those affected by mental health concerns has been made permanent with no additional costs in 2016.
- Increased funding for criminal background checks for employment and licensing purposes, this increase is offset with corresponding revenue increase (\$15,000).
- Increases the fee for vehicle towing from \$50 to \$65. This change will increase general fund revenues by \$150,000. Towing costs are anticipated to increase due to a new contract effective October 1, 2015. City towing fees continue to be lower than Milwaukee and other major Wisconsin cities. Fees were last increased in 1997.

Service: Police Field*Service Description*

This service consists of the five patrol districts (West, South, Central, East, and North) and their respective Detective Units, Community Policing Teams, Educational Resource Officers and Neighborhood Officers. Additionally, Field Operations includes the Dane County Narcotics & Gang Task Force; Safety Education; Crime Prevention & Gang Unit; Criminal Intelligence Section; Forensics Unit; Criminal Investigative Unit; Traffic Enforcement Safety Team; Officers in Charge; and Traffic Crash Investigation Officers. It provides the following services: protects the constitutional rights of all people and resolves conflicts; responds to calls for police service; identifies criminal offenders, activities, and patterns; collects and analyzes forensic evidence; apprehends offenders and participates in court proceedings; develops foot, bicycle and car patrols throughout the City; works with the community to identify and resolve conflicts/problems; facilitates the safety of people and vehicles through enforcement of traffic and parking regulations; investigates traffic accidents; identifies public safety hazards and conditions; provides exceptional training for new recruits; and maintains public peace and order during civil demonstrations and strikes. Non-commissioned field services include Parking Enforcement and School Crossing Safety.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,043,107)	(1,177,942)	(1,910,064)	(1,406,179)	(228,237)
Salaries	38,712,884	38,272,565	39,812,513	41,167,857	2,895,292
Fringe Benefits	14,573,527	14,843,411	14,181,355	13,931,355	(912,056)
Supplies	912,767	957,802	1,013,350	1,121,350	163,548
Purchased Services	1,374,226	1,554,131	1,904,372	1,625,087	70,956
Inter-Departmental Charges	2,709,096	2,754,006	3,197,235	2,803,318	49,312
Inter-Departmental Billings	(573,233)	(20,000)	(10,000)	(10,000)	10,000
Transfers Out	794,430	790,800	1,051,481	1,051,481	260,681
Total	\$ 57,460,589	\$ 57,974,773	\$ 59,240,242	\$ 60,284,269	\$ 2,309,496

Service: Police Support*Service Description*

This service provides planning, financial management, grants management, record keeping, information access, property processing and storage, transcription of reports, services to municipal courts, maintenance of technology services, and continuing education and skill development. While many specialized activities are involved in supportive services, the Department continues to pursue improvement through strategic planning and collaborative work with private as well as public service providers.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(447,248)	(170,565)	(183,910)	(183,910)	(13,345)
Salaries	4,252,099	5,744,862	4,730,153	4,729,947	(1,014,709)
Fringe Benefits	1,643,973	1,861,524	1,836,184	1,836,184	(25,340)
Supplies	219,010	202,278	251,517	192,616	(9,662)
Purchased Services	512,287	491,569	498,017	513,017	21,448
Inter-Departmental Charges	281,899	35,403	4,516	4,516	(30,887)
Transfers Out	129,326	173,515	202,668	202,668	29,153
Total	\$ 6,591,346	\$ 8,338,586	\$ 7,339,145	\$ 7,295,038	\$ (1,043,548)

Public Health

Agency Mission

The mission of Public Health Madison and Dane County is to work with the community to enhance, protect, and promote the health of the environment and the well being of all people.

Agency Overview

The Agency is a joint agency of the City of Madison and Dane County and is responsible for promotion of wellness, prevention of disease and the provision of a healthful environment. The Agency serves as an initiator, advocate and provider of preventive services to identify and minimize health risk. The Agency also collaborates with other professionals and consumers in the development of a systematic, community-wide network of services. The Public Health Department is an active participant in the Neighborhood Resource Team program.

Budget Overview

Service	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Administration	1,492,662	583,256	583,256	1,347,372	1,347,372
Animal Services	654,899	914,212	914,212	859,120	849,982
Community Health	2,278,512	741,108	741,108	427,679	427,679
Emergency Response Planning	67,114	(36,274)	(36,274)	96,001	96,001
Environmental Protection	(66,886)	392,567	392,567	(9,701)	(10,987)
Laboratory	379,555	67,028	67,028	493,116	491,830
Licensed Establishments	(759,057)	(38,786)	(38,786)	(23,047)	(23,047)
Policy Program and Evaluation	876,865	2,165,594	2,165,594	1,601,246	1,601,246
Total	\$ 4,923,663	\$ 4,788,705	\$ 4,788,705	\$ 4,791,786	\$ 4,780,076

Major	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(11,336,016)	(11,683,194)	(11,683,194)	(11,731,565)	(11,731,565)
Salaries	9,269,634	9,571,246	9,571,246	9,815,439	9,815,439
Fringe Benefits	3,497,780	4,027,612	4,027,612	4,104,088	4,104,088
Supplies	292,066	338,270	338,270	338,775	338,775
Purchased Services	2,039,610	2,115,844	2,115,844	2,067,442	2,067,442
Debt/Other Financing Uses	1,278,905	106,889	106,889	136,023	136,023
Inter-Departmental Charges	96,739	82,570	82,570	69,163	57,453
Inter-Departmental Billings	(228,516)	-	-	(185,000)	(185,000)
Transfers Out	13,462	229,468	229,468	177,421	177,421
Total	\$ 4,923,663	\$ 4,788,705	\$ 4,788,705	\$ 4,791,786	\$ 4,780,076

2016 Budget Highlights

- Public Health is a joint venture with tax levy support divided between the City and the County based upon equalized valuation. Joint costs for 2016 total \$10,419,846 net of revenues received from grants and fees. City levy will support \$4,791,786 (46%) of the joint costs, and County general purpose revenues will carry the remaining \$5,628,060 (54%).
- The budget includes the application of \$281,000 in reserves to reduce City and County tax levy support. Reserves equivalent to 5% of the annual operating budget will be retained per the requirements of the Intergovernmental Agreement.

Service: Administration*Service Description*

This service comprises components of the Public Health budget which are difficult to attribute to specific programs. The work of the Director, Public Information Officer, Director of Operations, payroll and purchasing applies to all programs. In addition, expenses for items such as insurance, clerical pool coverage, document services, and computer equipment replacement are all expenses incurred by the agency as a whole, but are not attributable to a particular program.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(868,308)	(1,789,931)	(1,537,019)	(1,537,019)	252,912
Salaries	1,214,401	876,700	1,356,992	1,356,992	480,292
Fringe Benefits	585,762	609,462	811,151	811,151	201,689
Supplies	52,618	49,000	53,950	53,950	4,950
Purchased Services	332,813	516,376	491,580	491,580	(24,796)
Debt/Other Financing Uses	159,863	106,889	136,023	136,023	29,134
Inter-Departmental Charges	14,316	1,640	861	861	(779)
Transfers Out	1,197	213,120	33,834	33,834	(179,286)
Total	\$ 1,492,662	\$ 583,256	\$ 1,347,372	\$ 1,347,372	\$ 764,116

Service: Animal Services*Service Description*

This service serves the health, public safety, and welfare needs of people and animals in the City of Madison and Dane County by responsibly and humanely enforcing animal-related laws, educating the public about responsible animal ownership, and providing pick up services for the stray, abandoned, impounded, injured, and orphaned animals (domestic and wild) of Madison and Dane County. This includes the enforcement of City, County and State Statutes governing animal control, care, health, and welfare; investigating and resolving complaints; and impounding stray, injured, or sick animals.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(514,885)	(243,000)	(244,500)	(244,500)	(1,500)
Salaries	429,311	489,711	428,350	428,350	(61,361)
Fringe Benefits	178,068	191,124	187,302	187,302	(3,822)
Supplies	612	2,400	2,325	2,325	(75)
Purchased Services	358,478	415,066	428,547	428,547	13,481
Debt/Other Financing Uses	159,863	-	-	-	-
Inter-Departmental Charges	42,753	57,930	48,063	38,925	(19,005)
Transfers Out	698	981	9,033	9,033	8,052
Total	\$ 654,899	\$ 914,212	\$ 859,120	\$ 849,982	\$ (64,230)

Service: Community Health*Service Description*

This service is made up of the following program areas: Outbreak Management—including investigations of communicable disease; The Women, Infants, and Children Supplemental Nutrition Program (WIC); Health Promotion; and Chronic Disease Prevention.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(4,879,169)	(6,029,806)	(6,701,077)	(6,701,077)	(671,271)
Salaries	4,391,295	3,993,308	4,361,217	4,361,217	367,909
Fringe Benefits	1,603,551	1,825,906	1,743,907	1,743,907	(81,999)
Supplies	93,485	109,500	106,400	106,400	(3,100)
Purchased Services	882,320	833,207	838,933	838,933	5,726
Debt/Other Financing Uses	159,863	-	-	-	-
Inter-Departmental Charges	18,193	-	1,548	1,548	1,548
Transfers Out	8,974	8,993	76,751	76,751	67,758
Total	\$ 2,278,512	\$ 741,108	\$ 427,679	\$ 427,679	\$ (313,429)

Service: Emergency Response Planning*Service Description*

This service plans for the initiation of response activities during the first 24 hours of an emergency or disaster. This is done so in conjunction with existing emergency operations, plans, procedures, guidelines, resources, assets and incident management systems. This is a coordinated community effort.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(392,495)	(220,000)	(230,000)	(230,000)	(10,000)
Salaries	190,268	98,067	186,746	186,746	88,679
Fringe Benefits	59,482	28,315	75,990	75,990	47,675
Supplies	29,947	40,100	40,025	40,025	(75)
Purchased Services	19,948	17,082	20,359	20,359	3,277
Debt/Other Financing Uses	159,863	-	-	-	-
Transfers Out	100	162	2,881	2,881	2,719
Total	\$ 67,114	\$ (36,274)	\$ 96,001	\$ 96,001	\$ 132,275

Service: Environmental Protection*Service Description*

This service encompasses a wide array of services aimed at protecting environmental health. These services include well and septic inspection, environmental epidemiology, West Nile Virus control, radon and lead protection.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(937,155)	(878,323)	(529,820)	(529,820)	348,503
Salaries	498,491	970,442	436,761	436,761	(533,681)
Fringe Benefits	178,891	197,109	157,519	157,519	(39,590)
Supplies	3,887	11,070	9,050	9,050	(2,020)
Purchased Services	23,881	84,031	89,944	89,944	5,913
Debt/Other Financing Uses	159,863	-	-	-	-
Inter-Departmental Charges	7,931	7,380	5,298	4,012	(3,368)
Inter-Departmental Billings	(3,472)	-	(185,000)	(185,000)	(185,000)
Transfers Out	798	858	6,547	6,547	5,689
Total	\$ (66,886)	\$ 392,567	\$ (9,701)	\$ (10,987)	\$ (403,554)

Service: Laboratory*Service Description*

This service provides sample collection, analysis, interpretation and advice on environmental sample quality. The Laboratory also monitors landfill groundwater, drinking water, and recreational water to protect the environment and prevent adverse impacts on health; evaluates water quality from storm and non-storm releases to assure compliance with regulations; responds to environmental spills and hazardous materials releases; and collaborates with other municipal, state and federal agencies on environmental projects.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(357,000)	(700,298)	(367,092)	(367,092)	333,206
Salaries	496,406	506,357	536,426	536,426	30,069
Fringe Benefits	166,679	118,863	197,952	197,952	79,089
Supplies	85,401	96,700	94,575	94,575	(2,125)
Purchased Services	46,455	36,589	16,415	16,415	(20,174)
Debt/Other Financing Uses	159,863	-	-	-	-
Inter-Departmental Charges	6,196	8,200	6,353	5,067	(3,133)
Inter-Departmental Billings	(225,044)	-	-	-	-
Transfers Out	598	617	8,487	8,487	7,870
Total	\$ 379,555	\$ 67,028	\$ 493,116	\$ 491,830	\$ 424,802

Service: Licensed Establishments*Service Description*

This service includes inspections of all restaurants, retail food stores, school food programs, public pools, hotels, motels, Bed and Breakfasts, recreational-educational camps, campgrounds, body art establishments and mobile home parks in Madison and Dane County. All facilities are inspected at least annually with follow-up inspections and enforcement as necessary to correct violations and assure the health and safety of people using the facilities. Food establishments with recurring violations will be inspected more frequently. Pools are visited more frequently for water monitoring and safety inspections. Education is routinely provided to the operators at time of inspection.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(2,540,404)	(1,651,200)	(1,915,747)	(1,915,747)	(264,547)
Salaries	1,111,322	1,067,867	1,279,611	1,279,611	211,744
Fringe Benefits	397,952	440,719	494,468	494,468	53,749
Supplies	7,782	8,600	9,950	9,950	1,350
Purchased Services	97,357	85,898	88,302	88,302	2,404
Debt/Other Financing Uses	159,863	-	-	-	-
Inter-Departmental Charges	5,974	7,420	-	-	(7,420)
Transfers Out	1,097	1,910	20,369	20,369	18,459
Total	\$ (759,057)	\$ (38,786)	\$ (23,047)	\$ (23,047)	\$ 15,739

Service: Policy Program and Evaluation*Service Description*

This service provides several important functions at PHMDC, including program planning, surveillance and analysis, and research and is the de facto technical assistance branch of PHMDC. The service's evaluation activities include conducting/supporting evaluations of PHMDC programs and initiatives, assisting all PHMDC programs in identifying short, intermediate and long term outcomes through the development of logic models, reviewing program data collection instruments, development of evaluation plans for grants, and working with external evaluators. The results of an evaluation are often used to define priorities, strengthen program activities, and allocate resources. Public health surveillance and analysis (community health assessment) is a mandated function of local health departments. Data identified through surveillance and analysis is used to inform department, program and stakeholder priorities, increase awareness of pressing public health issues and inform legislative advocacy, guide PHMDC program decision-making, and evaluation of the effectiveness of programs. The PPE also conducts public health research in conjunction with community partners and academic institutions that focuses on understanding determinants of health.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(846,601)	(170,636)	(206,310)	(206,310)	(35,674)
Salaries	938,141	1,568,794	1,229,336	1,229,336	(339,458)
Fringe Benefits	327,395	616,114	435,799	435,799	(180,315)
Supplies	18,334	20,900	22,500	22,500	1,600
Purchased Services	278,358	127,595	93,362	93,362	(34,233)
Inter-Departmental Charges	1,375	-	7,040	7,040	7,040
Transfers Out	-	2,827	19,519	19,519	16,692
Total	\$ 876,865	\$ 2,165,594	\$ 1,601,246	\$ 1,601,246	\$ (564,348)

Sewer Utility

Agency Mission

The mission of the Sewer Utility is to provide waste water collection for the citizens of Madison.

Agency Overview

The Agency oversees the collection, conveyance and treatment of City waste water.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Sewer Engineering and Admin	-	(30,588)	1,309,860	0	(446,940)
Sewer Operations	-	30,588	(1,309,860)	(91,680)	446,939
Total	\$ -	\$ -	\$ -	\$ (91,680)	\$ -

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(34,434,720)	(33,914,820)	(32,854,970)	(34,408,200)	(34,417,209)
Salaries	2,697,802	3,996,110	2,539,300	1,465,520	1,969,127
Fringe Benefits	873,794	1,436,929	990,921	721,485	731,630
Supplies	281,998	438,030	391,421	469,390	469,390
Purchased Services	19,158,371	21,677,713	20,848,569	20,800,347	20,800,347
Debt/Other Financing Uses	8,580,285	5,997,483	7,634,947	8,526,580	8,063,795
Inter-Departmental Charges	3,325,466	258,973	340,230	2,862,116	2,911,837
Inter-Departmental Billings	(504,653)	-	-	(604,000)	(604,000)
Transfers Out	21,656	109,582	109,582	75,082	75,082
Total	\$ -	\$ -	\$ -	\$ (91,680)	\$ -

2016 Budget Highlights

The recommended budget includes:

- The reclassification of two existing Public Works General Forepersons to create a Public Works General Supervisor and an Engineering Construction Supervisor (\$9,000).
- The creation of four new permanent Street and Sewer Machine Operator 1 positions which will replace four existing seasonal laborers. During the winter months these employees will assist with snow removal as well as work on crews to remove ash trees from greenways. There is no cost as the salaries and benefits will be offset by reductions in overtime and hourly wages.

Service: Sewer Engineering and Administration*Service Description*

This service handles design and construction inspection and obtaining permits for the construction of any additions to the collection system. Industrial and other high strength waste contributors are monitored and special bills are prepared by the Engineering Division. The service also handles the review and inspection of various permits related to the sanitary sewer system including excavation permits and sewer plugging permits.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(13,095,763)	(10,335,619)	(10,859,298)	(10,868,307)	(532,688)
Salaries	1,259,683	1,907,498	(452,420)	(477,287)	(2,384,785)
Fringe Benefits	393,742	727,732	(34,845)	(34,845)	(762,577)
Supplies	160,123	172,331	182,790	182,790	10,459
Purchased Services	239,220	1,338,382	281,464	281,464	(1,056,918)
Debt/Other Financing Uses	8,580,285	5,997,483	8,526,580	8,063,795	2,066,312
Inter-Departmental Charges	2,945,220	52,023	2,543,147	2,592,868	2,540,845
Inter-Departmental Billings	(504,167)	-	(262,500)	(262,500)	(262,500)
Transfers Out	21,656	109,582	75,082	75,082	(34,500)
Total	\$ -	\$ (30,588)	\$ -	\$ (446,940)	\$ (416,352)

Service: Sewer Operations*Service Description*

This service is responsible for ensuring that the City's sanitary collection system operates as designed and to maximize the useful life of these assets. Sanitary maintenance activities include emergency response and preventive maintenance cleaning of more than 760 miles of sanitary sewer mains; CCTV inspection, flow monitoring, smoke testing and GPS structure inspections to identify sources of inflow and infiltration; assessment of cleaning activity effectiveness; assessment of condition of existing sewers to identify candidates for repair and rehabilitation; providing pre-design/post-construction pipe surveys for designers, inspectors and mapping; repair of defects in mains and structures; and utility locating and marking to protect underground facilities from damage.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(21,338,957)	(23,579,201)	(23,548,902)	(23,548,902)	30,299
Salaries	1,438,119	2,088,612	1,917,940	2,446,414	357,802
Fringe Benefits	480,053	709,197	756,330	766,475	57,278
Supplies	121,874	265,699	286,600	286,600	20,901
Purchased Services	18,919,151	20,339,331	20,518,883	20,518,883	179,552
Debt/Other Financing Uses	-	-	-	-	-
Inter-Departmental Charges	380,246	206,950	318,969	318,969	112,019
Inter-Departmental Billings	(486)	-	(341,500)	(341,500)	(341,500)
Transfers Out	-	-	-	-	-
Total	\$ -	\$ 30,588	\$ (91,680)	\$ 446,939	\$ 416,351

Stormwater Utility

Agency Mission

The mission of the Stormwater Utility is to provide stormwater management services to the public, while maintaining an equitable rate structure.

Agency Overview

The Agency strives to eliminate or reduce flooding and to improve the water quality of lakes and streams. The Agency is also responsible for remaining in compliance with the Wisconsin Pollutant Discharge Elimination System (WPDES) discharge permit as authorized by the Environmental Protection Agency (EPA) and the total suspended solids (TSS) and total phosphorous (TP) reductions mandated by the Lower Rock River Total Maximum Daily Load (TMDL) as approved by the WDNR and EPA. The Agency cooperates and coordinates watershed management with neighboring municipalities, regulatory agencies, and public watershed organizations.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Stormwater Engineering and Adm	580,733	1,685,109	1,606,468	460,086	333,539
Stormwater Operations	(580,733)	(1,685,109)	(1,606,468)	(460,084)	(333,539)
Total	\$ -	\$ -	\$ -	\$ -	\$ -

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(15,298,341)	(14,750,891)	(14,789,964)	(16,856,168)	(17,452,453)
Salaries	2,123,813	3,861,503	3,298,438	4,321,057	4,947,497
Fringe Benefits	652,097	1,590,162	1,178,798	924,894	955,959
Supplies	225,399	299,981	346,457	334,395	369,395
Purchased Services	556,460	673,903	813,507	726,217	726,217
Debt/Other Financing Uses	7,789,956	7,249,334	8,050,886	9,555,891	9,434,040
Inter-Departmental Charges	4,208,303	1,243,941	1,269,811	959,178	984,807
Inter-Departmental Billings	(267,103)	(250,000)	(250,000)	-	-
Transfers Out	9,416	82,067	82,067	34,538	34,538
Total	\$ -	\$ -	\$ -	\$ -	\$ -

2016 Budget Highlights

The recommended budget includes:

- The reclassification of a long term hourly engineer position to an Engineer 2 for Stormwater Compliance.
- The conversion of a long term hourly Professional Assistant Position to a Landscape Architect 1 and adds two LTE hourly Street and Sewer Machine Operator 1 positions for the Stormwater Greenway/Pond Prairies and Invasives Management Program.

Service: Stormwater Engineering and Administration*Service Description*

This service handles the design and construction inspection of stormwater infrastructure and the administration of stormwater related permits. This service also handles lake management activities and the maintenance of stormwater related records. General utility administration is also included in this service.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(8,882,337)	(8,979,706)	(12,013,116)	(12,609,401)	(3,629,695)
Salaries	228,054	2,167,900	1,494,436	2,040,492	(127,408)
Fringe Benefits	35,207	696,939	467,687	487,591	(209,348)
Supplies	77,983	90,138	155,155	155,155	65,017
Purchased Services	89,591	342,018	417,219	417,219	75,201
Inter-Departmental Charges	1,485,775	69,054	356,149	381,778	312,724
Inter-Departmental Billings	(252,914)	-	-	-	-
Transfers Out	9,416	49,432	26,665	26,665	(22,767)
Total	\$ 580,733	\$ 1,685,109	\$ 460,086	\$ 333,539	\$ (1,351,570)

Service: Stormwater Operations*Service Description*

This service is responsible for ensuring that the City's stormwater collection and drainage systems operate as designed and to maximize the useful life of these assets. Activities include the periodic cleaning of storm sewer main and leads; scheduled cleaning of catch basins and specialized stormwater filtration devices; post-storm cleaning of grates and inlets; greenway mowing; CCTV inspection and GPS structure inspections to assess cleaning activity effectiveness; assessing the condition of existing sewers to identify candidates for repair and rehabilitation; providing pre-design/post-construction pipe surveys for designers, inspectors, and mapping; repair of defects in mains, leads, and structures; utility locating and marking to protect underground facilities from damage; and illicit discharge inspection.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(6,416,003)	(5,771,185)	(4,843,052)	(4,843,052)	928,133
Salaries	1,895,758	1,693,603	2,826,621	2,907,005	1,213,402
Fringe Benefits	616,890	893,223	457,207	468,368	(424,855)
Supplies	147,415	209,843	179,240	214,240	4,397
Purchased Services	466,868	331,885	308,998	308,998	(22,887)
Inter-Departmental Charges	2,722,528	1,174,887	603,029	603,029	(571,858)
Inter-Departmental Billings	(14,189)	(250,000)	-	-	250,000
Transfers Out	-	32,635	7,873	7,873	(24,762)
Total	\$ (580,733)	\$ (1,685,109)	\$ (460,084)	\$ (333,539)	\$ 1,351,570

Streets

Agency Mission

The mission of the Streets Division is to provide a clean and safe City for Madison's residents, businesses and guests by collecting, processing, and disposing of solid wastes and recyclables; cleaning, maintaining and repairing streets; removing snow and ice from City streets; removing noxious weeds; minimizing the environmental impact of these services; and providing customers with accurate and timely information about services offered.

Agency Overview

The Agency provides services of recycling; roadside clean up; snow and ice control; solid waste management; and street repair and maintenance. The Streets Division is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Recycling	5,950,872	6,491,974	6,267,365	8,532,039	7,297,782
Roadside Cleanup	1,207,044	1,127,811	1,103,818	948,337	898,718
Snow and Ice Control	5,739,323	3,990,270	6,462,123	6,783,845	6,729,741
Solid Waste Management	9,445,086	11,936,208	8,911,677	9,202,183	9,125,433
Street Repair and Maintenance	1,584,741	1,428,687	1,553,848	1,692,527	1,642,183
Street Sweeping	203,592	283,943	345,915	-	-
Total	\$ 24,130,658	\$ 25,258,893	\$ 24,644,744	\$ 27,158,931	\$ 25,693,857

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(1,777,186)	(1,953,610)	(1,733,610)	(1,663,610)	(1,695,610)
Salaries	10,544,108	9,561,920	8,509,026	9,131,440	9,131,440
Fringe Benefits	3,941,237	3,587,403	3,883,379	3,845,137	3,845,137
Supplies	2,174,217	1,731,625	1,832,130	1,711,460	1,743,460
Purchased Services	4,362,095	4,827,313	4,649,577	4,898,125	4,898,125
Inter-Departmental Charges	7,689,910	7,018,020	7,018,020	8,781,184	7,316,110
Inter-Departmental Billings	(3,292,040)	-	-	(73,000)	(73,000)
Transfers Out	488,318	486,222	486,222	528,195	528,195
Total	\$ 24,130,658	\$ 25,258,893	\$ 24,644,744	\$ 27,158,931	\$ 25,693,857

2016 Budget Highlights

The recommended budget includes:

- The addition of 4.0 FTE positions and related support and equipment for Emerald Ash Borer mitigation, primarily related to stump grubbing, beginning in April 2016. Total costs are \$256,000, of which \$231,620 will be charged to the capital budget. The remaining \$24,380 will be supported by the levy.
- A decrease of \$250,000 in anticipated revenues from the sale of recyclables to reflect expected market prices in 2016.
- The addition of stump grubbing mats, which are erosion control blankets that allow for newly seeded areas grow (\$32,000)

Service: Recycling*Service Description*

This service provides bi-weekly, single stream curbside collection of recyclables using automated collection. Yard waste and leaves are collected curbside during April and in the fall and are accepted at three Self Help Drop Off Sites during the remainder of the growing season. These Drop Off Sites also accept brush from City of Madison residents. Brush is collected curbside from City of Madison households from April through mid October. The yard waste is taken to Dane County operated compost sites and the logs and brush are processed into mulch and made available for City residents to obtain and reuse at their residences.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,396,482)	(1,336,000)	(1,101,000)	(1,101,000)	235,000
Salaries	3,146,480	2,699,857	2,683,106	2,683,106	(16,751)
Fringe Benefits	1,092,324	1,065,116	1,020,044	1,020,044	(45,072)
Supplies	146,290	221,052	157,314	157,314	(63,738)
Purchased Services	1,096,480	1,057,393	1,183,665	1,183,665	126,272
Inter-Departmental Charges	2,614,380	2,666,587	4,448,543	3,214,286	547,699
Inter-Departmental Billings	(891,351)	-	(176)	(176)	(176)
Transfers Out	142,750	117,969	140,542	140,542	22,573
Total	\$ 5,950,872	\$ 6,491,974	\$ 8,532,039	\$ 7,297,782	\$ 805,808

Service: Roadside Cleanup*Service Description*

This service performs noxious weed removal, stump removal and graffiti eradication. Property owners with vacant property within the City of Madison must remove any noxious weed, as defined by State statute, or the City of Madison will remove them at the property owner's expense. These regulations also apply to unimproved roadways. After Forestry removes trees from City owned property, the tree stumps are removed, cleaned and filled with top soil by Streets Division crews prior to Forestry replanting a new tree. Graffiti found on City property is eradicated. Graffiti found on private property is either eradicated with the property owner being assessed or the address is referred to Building Inspection for citing and private eradication.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(5,203)	(337,610)	(237,610)	(269,610)	68,000
Salaries	471,873	739,006	164,794	164,794	(574,212)
Fringe Benefits	200,308	313,634	101,276	101,276	(212,358)
Supplies	42,340	-	-	32,000	32,000
Purchased Services	19,024	-	1,000	1,000	1,000
Inter-Departmental Charges	467,553	412,781	918,877	869,258	456,477
Transfers Out	11,149	-	-	-	-
Total	\$ 1,207,044	\$ 1,127,811	\$ 948,337	\$ 898,718	\$ (229,093)

Service: Snow and Ice Control*Service Description*

This service is responsible for the removal of snow and ice from all Madison streets and bicycle ways. This operation includes salting, sanding and plowing. Madison practices a "sensible salting" policy; salt and liquid calcium chloride are applied only to predetermined routes which cover bus routes, main streets, connecting streets and streets leading to and from schools. All other City streets, hills, intersections and railroad crossings are sanded. A snow accumulation event of three inches or more results in a City-wide, or "general" plowing operation. On average, this standard has contributed to the performance of five general plowings per snow season. In addition to the City's 85 to 90 pieces of equipment available for plowing, the City employs private contractors capable of furnishing graders and end loaders for general plowing operations. Under normal conditions, a general plowing effort is completed in 10 to 12 hours.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,110)	(50,000)	(50,000)	(50,000)	-
Salaries	1,573,807	50,002	2,682,282	2,682,282	2,632,280
Fringe Benefits	611,421	25,901	993,293	993,293	967,392
Supplies	1,547,742	1,238,470	1,316,260	1,316,260	77,790
Purchased Services	442,665	803,599	805,900	805,900	2,301
Inter-Departmental Charges	1,568,721	1,829,104	1,007,223	953,119	(875,985)
Inter-Departmental Billings	(100,775)	-	(71,450)	(71,450)	(71,450)
Transfers Out	96,852	93,194	100,336	100,336	7,142
Total	\$ 5,739,323	\$ 3,990,270	\$ 6,783,845	\$ 6,729,741	\$ 2,739,471

Service: Solid Waste Management*Service Description*

This service collects and disposes solid waste materials generated by City of Madison residents. Refuse is collected weekly using automated and semi-automated collection methods. Large Items are collected bi-weekly. All items are collected curbside, transferred at the City's Transfer Station and then deposited in the Dane County Landfill. Bulk metal items are salvaged.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(372,804)	(230,000)	(275,000)	(275,000)	(45,000)
Salaries	3,568,946	5,420,393	3,532,845	3,532,845	(1,887,548)
Fringe Benefits	1,326,755	1,954,711	1,340,559	1,340,559	(614,152)
Supplies	209,731	139,376	143,873	143,873	4,497
Purchased Services	2,561,366	2,806,241	2,786,610	2,786,610	(19,631)
Inter-Departmental Charges	2,043,261	1,658,859	1,474,126	1,397,376	(261,483)
Inter-Departmental Billings	(34,919)	-	(1,374)	(1,374)	(1,374)
Transfers Out	142,750	186,628	200,544	200,544	13,916
Total	\$ 9,445,086	\$ 11,936,208	\$ 9,202,183	\$ 9,125,433	\$ (2,810,775)

Service: Street Repair and Maintenance*Service Description*

This service performs routine street maintenance, which includes filling of potholes and depressions, removal and replacement of damaged pavement, and grinding and resurfacing with crushed stone and sealant.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(333)	-	-	-	-
Salaries	640,826	523,328	379,138	379,138	(144,190)
Fringe Benefits	262,864	201,635	116,826	116,826	(84,809)
Supplies	157,657	94,617	94,012	94,012	(605)
Purchased Services	107,208	121,775	120,949	120,949	(826)
Inter-Departmental Charges	525,374	441,736	932,415	882,071	440,335
Inter-Departmental Billings	(159,723)	-	-	-	-
Transfers Out	50,868	45,596	49,187	49,187	3,591
Total	\$ 1,584,741	\$ 1,428,687	\$ 1,692,527	\$ 1,642,183	\$ 213,496

Service: Street Sweeping*Service Description*

This service removes refuse and debris from all City of Madison streets. The Streets Division operates nine street sweepers. Streets are swept on a rotational pattern, by collection district. Aldermanic districts 13, 6 and portions of districts 2 and 11 are swept weekly in order to protect Madison's lakes by minimizing the amount of pollutants entering the lakes. Debris collected by sweepers is hauled away to a landfill to be used as cover material.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(1,255)	-	-	-	-
Salaries	1,142,176	129,334	(310,725)	(310,725)	(440,059)
Fringe Benefits	447,565	26,406	273,139	273,139	246,733
Supplies	70,457	38,110	-	-	(38,110)
Purchased Services	135,352	38,305	-	-	(38,305)
Inter-Departmental Charges	470,621	8,953	-	-	(8,953)
Inter-Departmental Billings	(2,105,272)	-	-	-	-
Transfers Out	43,949	42,835	37,586	37,586	(5,249)
Total	\$ 203,592	\$ 283,943	\$ -	\$ -	\$ (283,943)

Traffic Engineering

Agency Mission

The mission of the Traffic Engineering Division is to provide and manage the environmentally sensitive, safe, efficient, affordable, reliable and convenient movement of people and goods through communications, transportation planning and the design, operation and maintenance of transportation facilities.

Agency Overview

The Agency uses the tools available in transportation planning and operations to ensure safe, efficient, affordable, reliable and convenient movement of people and goods. These tools include a wide range of traffic study techniques and countermeasures. Examples include: traffic control devices, geometric design, safety studies, noise studies, pedestrian and bicycle safety and communications. The Traffic Engineering Division is an active participant in the Neighborhood Resource Team program.

Budget Overview

<i>Service</i>	<i>2014 Actual</i>	<i>2015 Adopted</i>	<i>2015 Projected</i>	<i>2016 Request</i>	<i>2016 Executive</i>
Bicycle and Pedestrian Services	161,040	225,066	225,066	256,080	246,311
Communications	478,896	444,003	444,003	1,208,351	1,197,938
Pavement Markings	793,646	657,081	657,081	589,655	612,467
Services	939,583	1,150,542	1,150,542	1,176,059	1,165,322
Signals	892,726	797,305	797,305	705,120	699,220
Signing	1,096,620	924,643	924,643	1,270,552	1,161,428
Streetlighting	1,148,554	1,464,924	1,464,924	527,435	518,311
Total	\$ 5,511,066	\$ 5,663,564	\$ 5,663,564	\$ 5,733,251	\$ 5,600,996

<i>Major</i>	<i>2014 Actual</i>	<i>2015 Adopted</i>	<i>2015 Projected</i>	<i>2016 Request</i>	<i>2016 Executive</i>
Revenues	(1,965,938)	(1,131,440)	(1,131,440)	(1,364,750)	(1,364,750)
Salaries	4,045,202	2,979,207	2,979,207	3,331,881	3,231,881
Fringe Benefits	1,453,780	1,407,358	1,407,358	1,460,561	1,460,561
Supplies	479,054	438,963	438,963	477,304	507,304
Purchased Services	1,641,706	1,870,100	1,870,100	1,833,000	1,833,000
Inter-Departmental Charges	571,455	550,040	550,040	544,970	482,715
Inter-Departmental Billings	(804,967)	(520,852)	(520,852)	(630,885)	(630,885)
Transfers Out	90,774	70,188	70,188	81,170	81,170
Total	\$ 5,511,066	\$ 5,663,564	\$ 5,663,564	\$ 5,733,251	\$ 5,600,996

2016 Budget Highlights

- The recommended budget includes funding for the purchase of equipment to remove pavement markings (\$30,000).

Service: Bicycle & Pedestrian Services*Service Description*

This service is dedicated to Bicycle and Pedestrian infrastructure improvements and program administration. Included is funding for the Pedestrian and Bike Coordinator and Pedestrian and Bike Safety Assistant who help advocate for, coordinate and implement bicycle and pedestrian related programs.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(130,040)	(68,000)	(70,000)	(70,000)	(2,000)
Salaries	228,389	108,233	154,025	154,025	45,792
Fringe Benefits	65,668	46,304	46,394	46,394	90
Supplies	5,675	3,000	4,000	4,000	1,000
Purchased Services	10,327	42,022	41,937	41,937	(85)
Inter-Departmental Charges	255	93,507	79,724	69,955	(23,552)
Inter-Departmental Billings	(19,234)	-	-	-	-
Total	\$ 161,040	\$ 225,066	\$ 256,080	\$ 246,311	\$ 21,245

Service: Communications*Service Description*

This service installs, repairs, calibrates, modifies and tests two-way radios and associated electronic equipment; and plans, designs and installs municipal communications systems. Services include: maintenance of the two-way radios used by all City agencies, Dane County and suburban police and fire agencies (radios are tested annually, and agencies and other entities are charged for this service); repair and servicing of intercom, public address and radar equipment for various public agencies; and filing of the necessary license applications and renewals, conducting scheduled frequency checks and compiling of reports required by the FCC. This service plans, designs, modifies and installs communications equipment for the City, the 911 Center, and other public entities. All communications equipment requires continuous maintenance and eventual replacement.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(170,663)	(348,900)	(150,600)	(150,600)	198,300
Salaries	656,688	808,787	920,796	920,796	112,009
Fringe Benefits	293,522	254,703	235,188	235,188	(19,515)
Supplies	57,487	62,751	62,837	62,837	86
Purchased Services	62,043	81,916	58,872	58,872	(23,044)
Inter-Departmental Charges	64,536	105,598	90,194	79,781	(25,817)
Inter-Departmental Billings	(495,670)	(520,852)	(8,936)	(8,936)	511,916
Transfers Out	10,953	-	-	-	-
Total	\$ 478,896	\$ 444,003	\$ 1,208,351	\$ 1,197,938	\$ 753,935

Service: Pavement Markings*Service Description*

This service performs an annual pavement marking inventory which includes planning, designing, preparing layouts and installing street and curb-side markings, utilizing both paint and semi-permanent marking materials such as preformed cold plastic, and epoxy. The service is responsible for the maintenance of the following: the centerline, lane line and edge line markings (divide streets and provide guidance for vehicular traffic); the crosswalk markings (identify crossing areas for pedestrians); the curb-side markings (emphasize parking prohibition along a particular stretch of curb); bike path and ramp markings; speed hump markings; pavement arrows and stop lines (provide additional regulatory information to motorists) and other similar markings. The service develops and administers the annual pavement marking contract. All pavement marking materials require maintenance on a continual basis.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(10,049)	(1,000)	(8,608)	(8,608)	(7,608)
Salaries	372,263	293,541	231,414	231,414	(62,127)
Fringe Benefits	121,777	79,964	70,373	70,373	(9,591)
Supplies	107,745	93,607	105,602	135,602	41,995
Purchased Services	123,829	141,465	148,667	148,667	7,202
Inter-Departmental Charges	94,141	49,504	42,207	35,019	(14,485)
Inter-Departmental Billings	(25,004)	-	-	-	-
Transfers Out	8,944	-	-	-	-
Total	\$ 793,646	\$ 657,081	\$ 589,655	\$ 612,467	\$ (44,614)

Service: Services*Service Description*

This service, in conjunction with the Pedestrian Bicycle Motor Vehicle Commission, provides overall leadership for traffic safety programs and assists on the overall transportation and traffic planning, design and transportation engineering for the City. In conjunction with City Engineering, the Department of Planning, Community and Economic Development, and Dane County Regional Planning, staff develop land use plans and evaluate the impact of potential land uses upon the existing transportation patterns and facilities. Services include: transportation and traffic planning, transportation design, special projects, design studies and traffic counts; driveway and parking lot review; review of conditional use, plat and rezoning applications; and other related issues. Staff assist neighborhoods and other government entities in planning transportation improvements. The neighborhood traffic management program has become an increasingly important part of the service's work.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(25,731)	-	-	-	-
Salaries	678,198	690,185	696,118	696,118	5,933
Fringe Benefits	210,409	251,905	256,275	256,275	4,370
Supplies	33,967	43,708	43,313	43,313	(395)
Purchased Services	60,873	55,827	11,651	11,651	(44,176)
Inter-Departmental Charges	5,888	108,917	168,702	157,965	49,048
Inter-Departmental Billings	(32,697)	-	-	-	-
Transfers Out	8,676	-	-	-	-
Total	\$ 939,583	\$ 1,150,542	\$ 1,176,059	\$ 1,165,322	\$ 14,780

Service: Signals*Service Description*

This service is responsible for the installation, operation and upkeep of traffic signals. Staff maintain, clean, relamp, paint, align and inspect signal units annually; check signal controllers and detectors twice per year; and repair equipment damaged in crashes and storms. The electrical cost for each signalized intersection averages \$600 per year when using Light Emitting Diode lamps and maintenance averages \$2,500 per year. This section performs studies, planning and design associated with new installations as well as the regular review, revision and modernization for the 305 signalized intersections that Traffic Engineering maintains. Sixty-five signals are maintained by Traffic Engineering but are entirely owned and paid for by other units of government. Agreements allow the City to recover all of its costs, including engineering and overhead. Other work activity includes the installation and maintenance of fiber optics, which dramatically expanded with the completion of the MUFN-consortium project in June, 2013. This project added thirty-five miles of conduit to City infrastructure. The City's installed conduit backbone is essential for routing fiber, which allows lease revenue to continue to grow. The fiber network is vital for phone, internet, and data communication for all City Agencies.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(675,392)	(498,540)	(538,000)	(538,000)	(39,460)
Salaries	796,458	504,325	580,716	580,716	76,391
Fringe Benefits	296,729	358,380	369,852	369,852	11,472
Supplies	63,215	55,035	49,993	49,993	(5,042)
Purchased Services	338,727	278,779	136,301	136,301	(142,478)
Inter-Departmental Charges	123,720	29,138	25,088	19,188	(9,950)
Inter-Departmental Billings	(61,684)	-	-	-	-
Transfers Out	10,953	70,188	81,170	81,170	10,982
Total	\$ 892,726	\$ 797,305	\$ 705,120	\$ 699,220	\$ (98,085)

Service: Signing*Service Description*

This service is responsible for installing, fabricating, cleaning, repainting, straightening, replacing and relocating street signs. There are approximately 60,000 signs in the City. The service includes: an annual inventory of all signs as to condition and proper location (in process of being computerized); studies to evaluate the need for new signs or removal/alteration of existing signs; surveys and reports on sight distance problems and sign obstructions; and upkeep and maintenance of signs and guardrails. This service installs and removes barricades and signs for special events and provides barricades and signs to individuals with street-use permits. Generally, signs have an average useful life of 7 to 10 years. All signs require continuous maintenance and eventual replacement. Many types of City signs are gradually being replaced with a higher quality reflective sheeting material. These signs have a higher impact value and a longer life, but also have a higher initial cost. Painted signposts are being gradually replaced with galvanized posts.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(305,317)	(92,000)	(213,542)	(213,542)	(121,542)
Salaries	881,604	524,146	862,060	762,060	237,914
Fringe Benefits	308,718	270,372	336,130	336,130	65,758
Supplies	146,336	133,992	167,259	167,259	33,267
Purchased Services	5,007	5,627	48,298	48,298	42,671
Inter-Departmental Charges	167,257	82,506	70,347	61,223	(21,283)
Inter-Departmental Billings	(147,682)	-	-	-	-
Transfers Out	40,697	-	-	-	-
Total	\$ 1,096,620	\$ 924,643	\$ 1,270,552	\$ 1,161,428	\$ 236,785

Service: Streetlighting*Service Description*

This service provides City-wide street lights, including relamping and repairing of City-owned street light units as needed. Staff repair and maintain light poles, bases and luminaries, and repair all damage resulting from crashes. This service is responsible for the design of new lighting installations and evaluates the need for changes in the existing systems and lighting units for specific neighborhood needs. There are over 13,000 street lights in the City, all of which need continuous maintenance and eventual replacement. New installations are generally the style that directs all of the light downward to reduce lighting the night sky. The energy charges for the division are over \$1.5 million annually with street lighting accounting for 75% of this total. Street light energy efficiency has been improved by the near elimination of incandescent and mercury vapor lighting. Instead, high pressure sodium (HPS) vapor and metal halide lamp types now account for 96% of street lighting. LED streetlights are now being used where economically justified or where better light control and white light is desired. New installations are also more likely to be LED if MG&E has an unmetered street light rate that reflects the higher efficiency of LED compared to HPS.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(648,746)	(123,000)	(384,000)	(384,000)	(261,000)
Salaries	431,603	49,990	(113,248)	(113,248)	(163,238)
Fringe Benefits	156,957	145,730	146,350	146,350	620
Supplies	64,629	46,870	44,300	44,300	(2,570)
Purchased Services	1,040,900	1,264,464	1,387,274	1,387,274	122,810
Inter-Departmental Charges	115,657	80,870	68,708	59,584	(21,286)
Inter-Departmental Billings	(22,997)	-	(621,949)	(621,949)	(621,949)
Transfers Out	10,551	-	-	-	-
Total	\$ 1,148,554	\$ 1,464,924	\$ 527,435	\$ 518,311	\$ (946,613)

Treasurer

Agency Mission

The mission of the City Treasurer's Office is to promptly receipt, safeguard and invest all City revenues accurately and efficiently, and to maintain complete and accurate tax assessment/payment records.

Agency Overview

The Agency is responsible for the receipt and investment of all City revenues. The mission is to be widely recognized as a model operation with a reputation for satisfying customers with prompt, courteous and professional service. Programs will be administered in a manner that assures public confidence in accuracy, productivity and fairness. Work will be performed in accordance with Wisconsin State Statutes, Madison General Ordinances and related case law.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Treasurer	506,886	575,370	575,370	514,895	514,895
Total	\$ 506,886	\$ 575,370	\$ 575,370	\$ 514,895	\$ 514,895

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(32,772)	(11,000)	(11,000)	(11,000)	(11,000)
Salaries	325,749	173,045	173,045	187,446	187,446
Fringe Benefits	91,245	59,072	59,072	51,289	51,289
Supplies	78,399	123,850	123,850	123,850	123,850
Purchased Services	325,204	229,525	229,525	234,458	234,458
Inter-Departmental Billings	(281,766)	-	-	(72,259)	(72,259)
Transfers Out	827	878	878	1,111	1,111
Total	\$ 506,886	\$ 575,370	\$ 575,370	\$ 514,895	\$ 514,895

2016 Budget Highlights

- The recommended funding will support enhanced tax collection in 2016. A third-party vendor with which the city has contracted will perform a number of services to make the process more efficient. This vendor will print and mail bills, assuring the city will reduce its costs with the lowest mailing rate available.

Service: Treasurer*Service Description*

This service processes over one million payments per year. The office continues to see more payments through electronic payment channels. These new channels require development of new processes and procedures. At the same time, it is necessary to maintain service levels in traditional channels as the migration to electronic channels is gradual. Investment returns on city reserves continue to reflect the extraordinary low interest rates that have now been common for over eight years. The Treasurer continues to emphasize safety, rather than absorbing higher risk.

<i>Major</i>	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(32,772)	(11,000)	(11,000)	(11,000)	-
Salaries	325,749	173,045	187,446	187,446	14,401
Fringe Benefits	91,245	59,072	51,289	51,289	(7,783)
Supplies	78,399	123,850	123,850	123,850	-
Purchased Services	325,204	229,525	234,458	234,458	4,933
Inter-Departmental Billings	(281,766)	-	(72,259)	(72,259)	(72,259)
Transfers Out	827	878	1,111	1,111	233
Total	\$ 506,886	\$ 575,370	\$ 514,895	\$ 514,895	\$ (60,475)

Water Utility

Agency Mission

The mission of the Madison Water Utility is to provide and maintain an adequate supply of safe water for consumption and fire protection, with quality service at a reasonable price, for present and future generations.

Agency Overview

The Agency manages a vast network of pipes, wells, and pump stations stretching from one end of the city to the other. Even though much of it is hidden beneath the streets and sidewalks, Madison's water infrastructure plays a crucial role in our city's public health, safety and economic-well being, which is why building, replacing, and renewing this infrastructure is part of the ongoing mission.

Budget Overview

<i>Service</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Water Supply	-	-	-	-	-
Total	\$ -	\$ -	\$ -	\$ -	\$ -

<i>Major</i>	2014 Actual	2015 Adopted	2015 Projected	2016 Request	2016 Executive
Revenues	(27,796,538)	(37,367,406)	(37,367,406)	(38,011,715)	(38,011,715)
Salaries	7,938,246	7,632,186	7,552,291	8,624,843	8,679,771
Fringe Benefits	2,756,968	2,703,081	2,933,193	3,004,400	3,004,400
Supplies	2,561,942	2,706,000	2,107,930	3,007,663	3,007,663
Purchased Services	4,968,235	4,514,422	4,194,785	6,408,599	6,408,599
Debt/Other Financing Uses	10,946,616	19,230,590	19,998,080	19,049,747	18,942,181
Inter-Departmental Charges	977,025	134,424	134,424	261,644	314,282
Inter-Departmental Billings	(2,385,146)	-	-	(2,790,384)	(2,790,384)
Transfers Out	32,652	446,703	446,703	445,203	445,203
Total	\$ -	\$ -	\$ -	\$ -	\$ -

2016 Budget Highlights

- A revenue bond issue of approximately \$40 million is planned for the 4th quarter of 2015. Bond proceeds will fund the balance of the Utility's 2015 capital budget and part of the 2016 capital budget. The costs of servicing the debt are included in the 2016 operating budget. The last bond issue was in December 2013.
- The budget includes a 30% revenue increase (7.5% annualized since the Utility's last revenue increase) beginning in October 2015. The last revenue increase was approved by the Public Service Commission of Wisconsin on May 5, 2011.
- The recommended budget includes principal and interest payments totaling \$6,120,000 and \$6,375,000 respectively. The 2016 Water Utility PILOT is \$6,325,880, an increase of \$190,358 or 3.1% from the 2015 Adopted Budget.

Service: Water Supply*Service Description*

This service serves over 66,000 customers, providing approximately 11 billion gallons of water a year. The Utility operates 22 wells to supply the water, which is delivered to customers through over 840 miles of water main.

Major	2014 Actual	2015 Adopted	2016 Request	2016 Executive	Change
Revenues	(27,796,538)	(37,367,406)	(38,011,715)	(38,011,715)	(644,309)
Salaries	7,938,246	7,632,186	8,624,843	8,679,771	1,047,585
Fringe Benefits	2,756,968	2,703,081	3,004,400	3,004,400	301,319
Supplies	2,561,942	2,706,000	3,007,663	3,007,663	301,663
Purchased Services	4,968,235	4,514,422	6,408,599	6,408,599	1,894,177
Debt/Other Financing Uses	10,946,616	19,230,590	19,049,747	18,942,181	(288,409)
Inter-Departmental Charges	977,025	134,424	261,644	314,282	179,858
Inter-Departmental Billings	(2,385,146)	-	(2,790,384)	(2,790,384)	(2,790,384)
Transfers Out	32,652	446,703	445,203	445,203	(1,500)
Total	\$ -	\$ -	\$ -	\$ -	\$ -