2027 Request Final (Updated Aug 6)

City of Madison

TABLE OF CONTENTS

Cover Page ... **11**
Introduction and Overview ... **12**
Budget Overview and Process ... 13
Budgetary Fund Structure ... 16
Reader's Guide ... 18
Agency Operating Budget Requests ... **20**
Administration ... 21
Assessor ... 22
Assessor Transmittal Memo ... 23
Assessor Service Summary ... 25
Service: Assessor ... 27
Assessor General Fund Detail ... 29
Assessor Position Summary ... 32
Assessor 2% Reduction Proposal ... 34
Attorney ... 35
Attorney Transmittal Memo ... 36
Attorney Service Summary ... 39
Service: Legal Counsel and Representation ... 41
Service: Legislative Services ... 43
Service: Ordinance Prosecution ... 45
Attorney General Fund Detail ... 47
Attorney Position Summary ... 50
Attorney 2% Reduction Proposal ... 51
Civil Rights ... 54
Civil Rights Transmittal Memo ... 55
Civil Rights Service Summary ... 57
Service: Affirmative Action ... 59
Service: Equal Opportunities ... 61
Service: Equity & Social Justice ... 63
Civil Rights Fund Summary ... 65
Civil Rights General Fund Detail ... 67
Civil Rights Other Grants Fund Detail ... 70
Civil Rights Position Summary ... 72
Civil Rights 2% Reduction Proposal ... 74
Clerk's Office ... 75
Clerk's Office Transmittal Memo ... 76
Clerk's Office Service Summary ... 81
Service: Clerk Elections ... 83
Service: Clerk Licensing ... 85
Service: Clerk Operations ... 87
Clerk's Office General Fund Detail ... 89
Clerk's Office Position Summary ... 92
Clerk 2% Reduction Proposal ... 93

Employee Assistance Program ... 95
Employee Assistance Program Transmittal Memo ... 96
Employee Assistance Program Service Summary ... 98
Service: EAP Services ... 100
Employee Assistance Program General Fund Detail ... 102
Employee Assistance Program Position Summary ... 105
Employee Assistance Program 2% Reduction Proposal ... 106
Finance ... 107
Finance Transmittal Memo ... 109
Finance Service Summary ... 111
Service: Accounting ... 113
Service: Administrative Support ... 115
Service: Budget & Program Management ... 117
Service: Internal Audit ... 119
Service: Risk Management ... 121
Service: Treasury ... 123
Finance General Fund Detail ... 125
Finance Position Summary ... 129
Finance 2% Reduction Proposal ... 131
Insurance 2% Reduction Proposal ... 132
Worker's Compensation 2% Reduction Proposal ... 133
Human Resources ... 134
Human Resources Transmittal Memo ... 135
Human Resources Service Summary ... 139
Service: Benefits ... 141
Service: Employee & Labor Relations ... 143
Service: HR Services ... 145
Service: Organizational Development ... 147
Human Resources General Fund Detail ... 149
Human Resources Position Summary ... 152
Human Resources 2% Reduction Proposal ... 154
Information Technology ... 155
Information Technology Transmittal Memo ... 156
Information Technology Service Summary ... 158
Service: Business Solutions ... 160
Service: Collaboration & Portfolio Management ... 162
Service: Contracting & Procurement ... 164
Service: Digital Inclusion & Experience ... 166
Service: Network Infrastructure ... 168
Service: Security & Compliance ... 170
Information Technology General Fund Detail ... 172
Information Technology Position Summary ... 175
Information Technology 2% Reduction Proposal ... 177
General Government ... 179
Common Council ... 180
Common Council Transmittal Memo ... 181
Common Council Service Summary ... 182
Service: Common Council ... 184
Common Council General Fund Detail ... 186

Common Council Position Summary . . . 189
Common Council 2% Reduction Proposal . . . 190
Mayor's Office . . . 191
Mayor's Office Transmittal Memo . . . 192
Mayor's Office Service Summary . . . 193
Service: Mayor . . . 195
Service: Sustainability . . . 197
Mayor's Office General Fund Detail . . . 199
Mayor's Office Position Summary . . . 202
Mayor's Office 2% Reduction Proposal . . . 203
Municipal Court . . . 204
Municipal Court Transmittal Memo . . . 205
Municipal Court Service Summary . . . 206
Service: Court Services . . . 208
Municipal Court General Fund Detail . . . 210
Municipal Court Position Summary . . . 213
Municipal Court 2% Reduction Proposal . . . 214
Planning & Development . . . 215
DPCED Office of the Director . . . 216
DPCED Office of the Director Transmittal Memo . . . 217
DPCED Office of the Director Service Summary . . . 219
Service: PL CDD EDD Administration & Support . . . 221
DPCED Office of the Director General Fund Detail . . . 223
DPCED Office of the Director Position Summary . . . 226
DPCED Office of the Director 2% Reduction Proposal . . . 227
Building Inspection Division . . . 228
Building Inspection Division Transmittal Memo . . . 229
Building Inspection Service Summary . . . 231
Service: Building Permits & Inspection . . . 233
Service: Home & Property . . . 235
Service: Weights & Measures . . . 238
Service: Zoning & Signs . . . 240
Building Inspection General Fund Detail . . . 242
Building Inspection Division Position Summary . . . 245
Building Inspection 2% Reduction Proposal . . . 247
CDA Housing Operations . . . 248
CDA Housing Operations Transmittal Memo . . . 250
CDA Housing Operations Service Summary . . . 252
Service: Housing Vouchers . . . 254
Service: MRCDC . . . 256
Service: Public Housing . . . 258
CDA Housing Operations CDA Fund Detail . . . 261
CDA Housing Operations Position Summary . . . 267
CDA Housing 2% Reduction Proposal . . . 269
CDA Redevelopment . . . 270
CDA Redevelopment Transmittal Memo . . . 272
CDA Redevelopment Service Summary . . . 274
Service: Redevelopment . . . 276
CDA Redevelopment CDA Fund Detail . . . 278

CDA Redevelopment Position Summary ... 281
CDA Redevelopment 2% Reduction Proposal ... 282
Community Development Division ... 283
Community Development Division Transmittal Memo ... 285
Community Development Division Service Summary ... 288
Service: CD Division Administration ... 291
Service: Child & Youth Services ... 293
Service: Crisis Intervention & Prevention ... 295
Service: Employment & Career Development ... 297
Service: Homeless Services & Housing Stability ... 299
Service: Housing Development & Financing ... 301
Service: Neighborhood Support ... 303
Service: Older Adult Services ... 305
Service: Small Business Assistance ... 307
Community Development Division Fund Summary ... 309
Community Development Division General Fund Detail ... 311
Community Development Division Comm Dev Grant Fund Detail ... 315
Community Development Division Other Grants Fund Detail ... 318
Community Development Division Position Summary ... 321
Community Development Div 2% Reduction Proposal ... 323
Economic Development Division ... 327
Economic Development Division Transmittal Memo ... 328
Economic Development Division Service Summary ... 330
Service: Administration EDD ... 332
Service: Business & Real Estate Development Finance ... 334
Service: Business Resources & Outreach ... 336
Service: Policy, Planning, & Project Management ... 338
Service: Real Estate Assets & Infrastructure ... 340
Service: Street Vending & Sidewalk Cafes ... 342
Economic Development Division Fund Summary ... 344
Economic Development Division General Fund Detail ... 346
Economic Dev Other Grants Fund Detail ... 349
Economic Development Division Position Summary ... 351
Economic Development Div 2% Reduction Proposal ... 353
Planning Division ... 355
Planning Division Transmittal Memo ... 356
Planning Division Service Summary ... 359
Service: Administration Planning ... 361
Service: Community Connections ... 363
Service: Data & Mapping ... 365
Service: Development Review ... 367
Service: Metropolitan Planning Organization ... 369
Service: Plan Creation ... 372
Service: Plan Implementation & Design ... 374
Service: Support for the Arts ... 376
Planning Division Fund Summary ... 378
Planning Division General Fund Detail ... 380
Planning Division Other Grants Fund Detail ... 383
Planning Division Position Summary ... 386

Planning Division 2% Reduction Proposal ... 387
Public Facilities ... 389
Library ... 390
Library Transmittal Memo ... 391
Library Service Summary ... 393
Service: Administration & Marketing ... 395
Service: Borrower Services ... 397
Service: Digital Access ... 399
Service: Information Connection & Reference ... 401
Service: Programming & Partnerships ... 403
Service: Resources & Materials ... 405
Service: Spaces ... 407
Library Fund Summary ... 409
Library Fund Detail ... 411
Library Permanent Fund Detail ... 416
Library Position Summary ... 418
Library 2% Reduction Proposal ... 420
Monona Terrace ... 424
Monona Terrace Transmittal Memo ... 425
Monona Terrace Service Summary ... 427
Service: Community Convention Center ... 429
Monona Terrace Fund Detail ... 431
Monona Terrace Position Summary ... 436
Monona Terrace 2% Reduction Proposal ... 438
Public Safety & Health ... 439
Fire Department ... 440
Fire Department Transmittal Memo ... 441
Fire Department Service Summary ... 444
Service: CARES & Community Paramedicine ... 446
Service: Emergency Management ... 448
Service: Fire and EMS Operations ... 450
Service: Prevent, Inspect, & Safety Education ... 452
Service: Specialized Operations ... 454
Fire Department Fund Summary ... 456
Fire Department General Fund Detail ... 458
Fire Department Other Grants Fund Detail ... 463
Fire Department Position Summary ... 466
Fire Department 2% Reduction Proposal ... 468
Office of the Independent Police Monitor ... 469
Office of the Independent Police Monitor Transmittal Memo ... 470
Office of the Independent Police Monitor Service Summary ... 472
Service: Independent Monitor ... 474
Office of the Independent Police Monitor Fund Detail ... 476
Office of the Independent Police Monitor Position Summary ... 479
OIPM 2% Reduction Proposal ... 480
Police Department ... 481
Police Department Transmittal Memo ... 482
Police Department Service Summary ... 484
Service: Administrative Services ... 486

Service: Community Support Services ... 488
Service: Criminal Investigative Service ... 490
Service: Patrol Operations and Traffic Services ... 492
Service: Police Field ... 494
Service: Training ... 496
Police Department Fund Summary ... 498
Police Department General Fund Detail ... 500
Police Department Other Grants Fund Detail ... 505
Police Department Other Restricted Fund Detail ... 508
Police Department Position Summary ... 511
Police Department 2% Reduction Proposal ... 514
Public Health ... 515
Public Health Transmittal Memo ... 517
Public Health Service Summary ... 520
Service: Administration Public Health ... 522
Service: Animal Services ... 524
Service: Community Initiatives Admin ... 526
Service: Disease Control and Prevention ... 528
Service: Emergency Response Planning ... 530
Service: Environmental Protection ... 532
Service: Healthy Beginnings ... 534
Service: Licensing Regulation & Enforcement ... 536
Public Health Fund Detail ... 539
Public Health Position Summary ... 544
Public Health 2% Reduction Proposal ... 547
Public Works ... 549
Engineering Division ... 550
Engineering Division Transmittal Memo ... 551
Engineering Division Service Summary ... 555
Service: Engineering and Administration ... 557
Service: Facilities Management ... 559
Service: Facilities Operations & Maintenance ... 561
Service: Private Development ... 563
Engineering Division General Fund Detail ... 565
Engineering Division Position Summary ... 571
Engineering 2% Reduction Proposal ... 574
Engineering — Landfill ... 578
Landfill Transmittal Memo ... 579
Landfill Service Summary ... 581
Service: Landfill Management and Maintenance ... 583
Landfill Other Restricted Fund Detail ... 585
Landfill 2% Reduction Proposal ... 590
Engineering — Sewer Utility ... 591
Sewer Utility Transmittal Memo ... 592
Sewer Utility Service Summary ... 595
Service: Sewer Engineering and Administration ... 597
Service: Sewer Operations ... 599
Sewer Utility Fund Detail ... 601
Sewer Utility 2% Reduction Proposal ... 607

Engineering — Stormwater Utility ... 610
Stormwater Utility Transmittal Memo ... 611
Stormwater Utility Service Summary ... 614
Service: Stormwater Engineering and Administration ... 616
Service: Stormwater Operations ... 619
Stormwater Utility Fund Detail ... 621
Stormwater Utility 2% Reduction Proposal ... 627
Fleet Service ... 631
Fleet Service Transmittal Memo ... 632
Fleet Service Service Summary ... 634
Service: Administration Fleet ... 636
Service: Equipment Planning & Procurement ... 638
Service: Fueling ... 640
Service: Maintenance & Repair ... 642
Fleet Service Fleet Fund Detail ... 644
Fleet Service Position Summary ... 649
Fleet Service 2% Reduction Proposal ... 651
Parks Division ... 653
Parks Division Transmittal Memo ... 655
Parks Division Service Summary ... 657
Service: Community Connection and Rec ... 659
Service: Olbrich Botanical Gardens ... 661
Service: Parks Land & Facilities Maintenance ... 663
Service: Planning and Development ... 665
Parks Division Fund Summary ... 667
Parks Division General Fund Detail ... 669
Parks Division Other Restricted Fund Detail ... 674
Parks Division Permanent Fund Detail ... 677
Parks Division Position Summary ... 679
Parks 2% Reduction Proposal ... 682
Parks — Golf Enterprise ... 686
Golf Enterprise Transmittal Memo ... 688
Golf Enterprise Service Summary ... 690
Service: Golf Operations ... 692
Golf Enterprise Golf Fund Detail ... 694
Golf Enterprise Position Summary ... 698
Golf 2% Reduction Proposal ... 699
Streets Division ... 700
Streets Division Transmittal Memo ... 701
Streets Division Service Summary ... 704
Service: Forestry ... 706
Service: Recycling ... 708
Service: Right of Way Maintenance ... 710
Service: Snow and Ice Control ... 712
Service: Solid Waste Management ... 714
Streets Division Fund Summary ... 716
Streets Division General Fund Detail ... 718
Streets Division Other Restricted Fund Detail ... 722
Streets Division Stormwater Utility Fund Detail ... 726

Streets Division Position Summary ... 729
Streets Division General Fund 2% Reduction Proposal ... 731
Streets Division Other Restricted Fund 2% Reduction Proposal ... 733
Water Utility ... 735
Water Utility Transmittal Memo ... 737
Water Utility Service Summary ... 739
Service: Water Communications and Outreach ... 741
Service: Water Customer Service ... 743
Service: Water Engineering ... 745
Service: Water Finance and Admin ... 747
Service: Water Operations & Maintenance ... 749
Service: Water Quality ... 751
Service: Water Supply ... 753
Water Utility Fund Detail ... 755
Water Utility Position Summary ... 762
Water Utility 2% Reduction Proposal ... 765
Transportation ... 766
Department of Transportation ... 767
Department of Transportation Transmittal Memo ... 768
Department of Transportation Service Summary ... 770
Service: Transportation Management ... 772
Department of Transportation General Fund Detail ... 774
Department of Transportation Position Summary ... 777
Department of Transportation 2% Reduction Proposal ... 778
Metro Transit ... 779
Metro Transit Transmittal Memo ... 781
Metro Transit Service Summary ... 785
Service: Bus Rapid Transit ... 787
Service: Fixed Route ... 789
Service: Paratransit ... 791
Metro Transit Fund Detail ... 793
Metro Transit Position Summary ... 799
Metro Transit 2% Reduction Proposal ... 802
Parking Division ... 804
Parking Transmittal Memo ... 805
Parking Service Summary ... 807
Service: Garage Parking ... 809
Service: Lot Parking ... 811
Service: On Street Parking ... 813
Service: Parking Administration and Operations ... 815
Service: Parking Enforcement ... 817
Service: Transportation Demand Management ... 819
Parking Division Fund Detail ... 821
Parking Position Summary ... 827
Parking 2% Reduction Proposal ... 830
Traffic Engineering ... 831
Traffic Engineering Transmittal Memo ... 832
Traffic Engineering Service Summary ... 835
Service: Bicycle & Pedestrian Services ... 837

Service: Fiber Network 839
Service: Pavement Markings 841
Service: Planning and Data Support 843
Service: Radio Communications 845
Service: Signals 847
Service: Signing 849
Service: Streetlighting 851
Traffic Engineering Fund Summary 853
Traffic Engineering General Fund Detail 855
Traffic Engineering Other Grants Fund Detail 860
Traffic Engineering Position Summary 862
Traffic Engineering 2% Reduction Proposal 864

2027 Agency Operating Budget Request

CITY OF
MADISON

The Agency Request file was originally published on August 3, 2026. This file was updated and republished on August 6, 2026 to correct typographical errors in the Common Council and Parking Division budgets. These changes are noted in the respective agency sections.



Introduction

Budget Overview and Process

Budgetary Fund Structure

Reader's Guide

Budget Overview and Process

What is included in the Operating Budget?

The City of Madison's Operating Budget is a planning and financial document that pays for daily services for City residents. The operating budget appropriates funding to City agencies (departments and divisions) to pay staff salaries, fund community-based organizations that deliver services on behalf of the City, and pay for other costs such as supplies and equipment. Core services funded by the operating budget include police, fire, emergency medical services, library and park programs, garbage and recycling collection, snow and ice removal, and more.

Annual Budget Development Timeline

- **March 2026**
  Cost to Continue: Finance Department, with input from agencies, develops a budget projection based on estimated cost to continue current services.
- **June 9, 2026**
  Agency Request Kickoff: Mayor provides guidance for agency budgets. Agencies develop and submit requests.
- **July 17, 2026**
  Agency Requests Due
- **August 2026**
  Briefings and Budget Development: Agency requests are published and evaluated by Mayor and Finance Department. The executive budget is developed between August and September.
- **October 6, 2026**
  Executive Budget Introduction: Executive budget is introduced to Council in October. Finance Committee holds budget briefings and proposes amendments to the budget.
- **October 2026**
  Finance Committee: Finance Committee holds briefings on the budget on October 12 and 13. The Committee may propose amendments, which are voted on at the October 26 meeting.
- **November 2026**
  Council Adoption: The Common Council holds budget hearings and proposes amendments. The final budget adopted by Common Council must be balanced. The meetings for the 2027 budget are scheduled for November 10, 11, and 12, 2026.

Guidelines for Agency Operating Budgets

Base Proposals for General, Library, and Fleet Funds

- Agencies will receive a base budget consistent with the cost-to-continue current services.

- The base will continue the same salary savings rate as the 2026 budget (citywide average of 3%). Rates will be tiered from 0%-4% based on agency size.
- The base will also include a 0.75% reduction to reflect underspending trends. This reduction is the same as 2026. Department heads will be expected to manage to their target budget.

Base Proposals for Enterprise Agencies and Restricted Funds

- All Enterprise Fund Agencies and Restricted Funds must develop an operating budget plan consistent with current revenue projections for 2027.
- Revenue projections should limit the growth in user rates to the extent possible. If a rate increase is proposed, agencies must explain the components of the increase and what efforts have been made to reduce expenses. Proposed rate increases should be analyzed through an equity lens and consider affordability.
- Agencies projecting revenue shortfalls for 2027 will need to present a base budget that includes expenditure reductions to meet available revenue.
- Agencies that receive subsidies from other funds will need to carefully scrutinize and reduce spending levels where necessary, consistent with constraints on the funds providing the subsidy.

Reduction Scenarios (All Funds, excluding grants)

- All agencies, including enterprise funds and restricted funds, must propose service reductions equal to at least 2% of the department's 2027 base budget.
- Department heads are directed to review all services and activities. Our goal is to preserve core services while identifying lower priority services that could be eliminated.
- Enterprise and restricted funds have been excluded from prior cut exercises based on the availability of revenue sources aside from the property tax. However, it is priority to examine affordability of all City services. The target for enterprise and restricted funds will be 2% of the request budget, excluding debt service and certain fixed costs determined by external entities. These exclusions will vary by agency.
- The only funds exempted from submitting a reduction proposal are grant-funded activities (Funds 1220 and 1205).
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

Reallocations and Inter-Departmental Charges (All Funds)

- Agencies may reallocate funding across services so long as the changes are net neutral and do not increase the agency's overall expenditures.
- Agencies are encouraged to scrutinize their activities and use available data on services to prioritize funding. This includes examining whether there are programs or activities that can be phased out due to shifting needs.
- Agencies cannot propose changes to centrally calculated salary savings and interdepartmental billings & charges (e.g. building use, fleet, insurance, workers compensation, and cost allocation plan charges). Additionally, agencies

cannot propose new revenues that result from charging other agencies. Proposals to shift costs to other funding sources must be sustainable.

Personnel Requests (All Funds)

- Agencies will not be allowed to submit new position requests for 2027. This applies to enterprise fund agencies in addition to general fund agencies.
- Agencies may request to recreate or reclassify existing positions. All requests for personnel reclassifications (except for standard career ladders) must be detailed in the budget proposal forms, even if net neutral. Agencies must discuss proposed changes with their HR analyst prior to submitting a budget request. Changes resulting in a new classification must include an updated position description.

Supplemental Requests

- Agencies will not be allowed to submit supplemental requests for 2027.

Priorities of Racial Equity, Social Justice, and Sustainability

- Agency requests should be aligned with citywide priorities, including racial equity, social justice, and sustainability. Department heads are encouraged to engage department equity teams to think about how to advance equity goals within your base budget and core services. If you have questions regarding sustainability measures, they can be directed to our sustainability staff.

Creativity, Innovation, and Data-Informed Proposals

- Be creative in developing proposals to reduce the cost-of-service delivery. Consider ways to work across agencies and collaborate with others to create cost-saving efficiencies. If you have ideas for inter-agency coordination that do not fit directly within your budget, contact your budget analyst to discuss options.
- Agencies that have completed the Results Madison data engagement will be expected to select 2-3 service indicators to present as part of their budget. These indicators will be published as part of the executive budget in October. Instructions will be sent separately on how to select indicators for your request.

Budgetary Fund Structure

The City's budget is divided into separate funds. A fund is a sum of money segregated for specific activities. Individual funds may be subject to specific regulations or uses.

General & Library Fund

The **General Fund** is primary focus of the budget. It is the City's main operating fund and pays for the cost of day-to-day City services. The General Fund is primarily supported by property tax revenues.

The **Library Fund** is also primarily supported by property tax revenues. For this reason, the Library Fund is also considered part of the General Fund throughout the budget book, unless specifically noted.

Other Funds

Enterprise Funds

Enterprise funds account for the city's business-like activities, such as utilities. The operating budget includes the following Madison's enterprise funds:

- Golf Enterprise
- Monona Terrace
- Parking Utility
- Transit Utility (Metro Transit)
- Sewer Utility
- Stormwater Utility
- Water Utility

Enterprise funds are generally self-sustaining, meaning that the fund generates sufficient revenue to pay for its expenses. The exceptions are Monona Terrace and Transit Utility, which receive a subsidies from local sources. Monona Terrace receives a subsidy through the Room Tax Fund as authorized by the Room Tax Commission. The Transit Utility receives a General Fund subsidy outlined in the proposed budget for Metro Transit. 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 operations. It also builds capacity to respond to future budget shortfalls from enterprise resources, without affecting the General Fund.

Internal Service Funds

The Operating Budget includes three Internal Service Funds: Fleet Service, Insurance, and Workers Compensation. An Internal Service Fund is used to account for enterprise-like operations that provide services, on a user fee basis, primarily or exclusively to City agencies. Budgets for the internal service funds are presented in the Agency Operating Budgets section. Fund statements for Insurance and Workers Compensation are included in the Special Fund Statement section of the Executive and Adopted budgets.

Other Funds

Other funds are separated for legal or other purposes. These include debt service, capital project, public health, room tax, and more. These other funds do not rely on property tax revenues. They pay for themselves through user fees, revenues

that only for these projects, or money moved from other funds.

How to Read Agency Budgets

The "Agency Operating Budgets" section includes all agency budgets. Budgets are organized by "Functional Area," or, groupings of agencies that perform similar work (e.g. Administration, Planning & Development, Public Safety & Health, Public Works). Within the Functional area, budgets are organized in alphabetical order by agency name. The presentation of each agency's budget includes 2024 actuals, 2025 adopted budget and actuals, 2026 adopted budget, 2027 cost to continue, and 2027 agency request.

Note on Budget Phases: *Throughout this budget book, comments on budget changes generally focus on the difference between the 2027 Cost to Continue baseline and the 2027 agency request. Comments do not address differences between the 2026 adopted budget and 2027 request unless explicitly stated.*

Cost to Continue is the first step of the budget development process. It is a baseline estimate of how much it will cost the City to provide the same level of service in the upcoming year. A detailed summary of what is included in this phase was presented to the Finance Committee on June 29, 2026. Details can be found in the presentation attached to Legistar File 93677.

Each agency section includes the following components:

1. Agency Overview: High-level summary of the agency including mission and overview. The "2027 Budget Request Description of Major Changes" is copied directly from the agency's submission materials. This section summarizes changes between the 2027 cost to continue budget and 2027 agency request.

2. Transmittal Memo: A memo submitted by the department head to explain the components of their budget request. Agencies were given a template with prompts to respond to in their memo.

3. Service Summary: An overview of the agency's total budget by service. This includes tables and graphs showing expenditures and agency revenues[3] by service. The data reflect all funds within the agency's operating budget.

- **Note: Agency revenues** refer to funding sources that are budgeted within a department. This is distinct from general purpose revenues such as the property tax levy and state aid that are budgeted in central accounts. For general fund agencies, the total budget is expenses net of agency revenues. The request book shows the agency revenue section for all agencies. In this amount is $0, the tables will display "No data available."

4. Service Detail Pages: For each service, a separate page with the following details:

- **Service Description:** High level overview of the service and its objectives
- **Activities Performed by Service:** Description of activities that make of the service's body of work
- **Service Budget:** Presentation of the service's budget by major expenditure and revenue categories. The data reflect all funds within a service.

5. Fund Summary: An overview of the agency's total budget by fund. This includes tables and graphs showing expenditures and agency revenues by fund. If an agency only utilizes one (1) fund, they do not have a fund summary page.

- **Fund Detail Pages:** For each fund, a line-item detail of expenditures and agency revenues grouped by major category. If an agency has a budget with multiple funds (for example, the Streets Division budgets in the General Fund, Restricted Fund, and Stormwater Fund), there is a separate detail page for each fund.

6. Position Summary: Includes the count of full-time equivalent (FTE) positions authorized in the 2026 Adopted budget and 2026 Year to Date positions.

- The **Year to Date** column reflects any position changes made by resolution or administrative authorization between January 1 and June 26, 2026.
- The **Proposed Personnel Changes** section is copied directly from the agency's submission materials.

7. 2% Reduction Proposals: All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities. This section details what was included in each agency's proposal.



Agency Operating Budget Requests

2027 Agency Operating Budget Requests

By Functional Area

Administration

General Government

Planning & Development

Public Facilities

Public Safety & Health

Public Works

Transportation



Administration

Assessor

Attorney

Civil Rights

Clerk

Employee Assistance Program

Finance

Human Resources

Information Technology

Assessor Overview

Agency Mission

The mission of the Assessor is to establish fair and equitable assessments for all taxable real property and to maintain complete and accurate assessment rolls and property records.

Agency Overview

The Agency assesses all taxable real property, maintains complete and accurate assessment rolls, effectively manages property information/ownership records, reviews and processes all property tax exemption requests, timely files all Department of Revenue reports, and ensures the due process rights of all property owners through the assessment appeal process. A primary goal of the Assessor's Office is to derive supportable property assessments to ensure the fair and equitable distribution of property taxes.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Enter your line-item budget in Munis Central Budget. Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

Fund additional consulting costs – agency request increased by $10,000 compared to Cost to Continue. Total requested funding for 2027 is $40,000.

Fund EagleView software – total increase from 2026 Adopted, $18,000. Agency request increased funding amount by $8,001. $9,999 was reallocated on a net-neutral basis during Cost to Continue.

Agency request reduces Pending Personnel by $58,126 compared to Cost to Continue due to the proposed elimination of PCN #745 (Reduce Pending Personnel ($58,126) due to proposed elimination of PCN #745 ($114,179 decrease), partially offset by proposed reclasses.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

N/A

Transmittal Memo

Office of the City Assessor
210 Martin Luther King, Jr., Blvd, Room 103
Madison, WI 53703
(608) 266-4531
assessor@cityofmadison.com
cityofmadison.com/assessor

TO: Mayor Satya Rhodes-Conway
FROM: Michelle Drea, Esq. City Assessor

Goals of Agency's Operating Budget (All Agencies)

The Assessor's Office provides three statutorily required functions for the City: to discover, to list, and to value all property within the City. Our duties fall under the citywide element of Effective Government. In addition to City values, we operate with a belief in supportive and collaborative relationships both inter and intra agency, a people-first management style that encourages brave spaces, quality and data driven outcomes with regard to the efficacy of our values and processes, and continuous improvement. Our budget goals are to support this important work and philosophies.

Through efforts of dedicated employees, we deliver the highest quality services to City taxpayers by: (1) establishing fair and equitable assessments of all taxable real property; and (2) maintaining complete and accurate assessment rolls and property records as required by state statute.

Assessments

Establishing fair and equitable assessments of all taxable real property provides the requisite foundation for property taxation. Property taxes provide 70% or more of the revenue for the City. This foundational work must be completed accurately and efficiently. We leverage resources to access data and apply best practice appraisal techniques to set assessments. Once assessments are established, our office supports the assessments through various stages of appeal from Board of Assessors to Board of Review to Circuit Court and beyond. Because taxation is a governmental taking, our appraisal and appeal processes must comport with the highest due process standard afforded at law.

Data

Maintaining complete and accurate assessment rolls and property records, as required by state statute, provides critical data for the City infrastructure. The goals of the Effective Government element are: (1) to have efficient and reliable public utilities, facilities, and services that support all residents; and (2) to collaborate with other governmental and non-governmental entities to improve efficiency and achieve shared goals. The property data collected and maintained by the Assessor's Office is integral to achieving those goals. The who, what, and where of property are all tracked in our data. Not only is the property data important to understand and achieve our collective goals, it is the most widely accessed by City residents.

99.25% Budget for General, Library, and Fleet Funds (if applicable)

We effectively manage to budget each year through collaboration with our budget analyst team. For 2027, we anticipate the elimination of our modeling position and subsequent reallocation of those funds to accommodate this goal.

Reduction Scenarios (All Funds, excluding grants)

The proposed reduction would be to eliminate our Assessment Technician positions. Unfortunately, to reach the required 2% ($82,149), we would need to eliminate two positions as a single position is insufficient. We operate a lean budget that is primarily personnel and the only way to achieve a 2% reduction would be through layoffs.

Each Assessment Technician is responsible for capturing new construction value each year by gathering, analyzing, and verifying all new construction data in the City. New construction value is the primary mechanism by which the levy can be increased. There is no other staff available to fill this gap. New construction data would be lost.

In considering which positions to include in the reduction, equity for the property owner was considered. This staff does not impact the due process rights afforded to property owners directly. However, they are solely responsible for data collection of new construction for all residential properties. This impacts the accuracy of our data which could also have challenging consequences to the property owner. There is no team in the office who could be eliminated without significant consequence, and the 2% level requires a personnel reduction scenario.

Reallocations and Other Changes (if applicable)

We propose to eliminate a data analyst position (Modeler) - PCN: 745 (Data Analyst 3-18, CG 18, Range 10) and reallocate part of the funds to reclassify our Commercial Appraiser team. We are also reallocating additional funding to continue the necessary work with a modeling consultant and continue to fully fund a contract with EagleView for orthographic imagery that we use to review and verify parcel data (MPD SWAT also uses this platform but is unable to provide funding).

The reclassifications are required to accurately reflect the current work being performed by the commercial team and to allow recruitment for an open position at the level of expertise that is required. Without this change, we will be unable to fill a current commercial appraiser position which has a direct impact of effectively valuing this class of property and ensuring no inequitable shift in the tax burden.

Three significant changes have occurred over the course of the last five years. First, the commercial tax base has grown in complexity and value. In 2026, the commercial base is valued at $20,173,981,300.

Second, the commercial owners have elected to litigate far more often, and the City must robustly defend the value and position of this class of property. This requires the commercial team to serve as witnesses (either lay or expert) and analyze significant discovery (thousands of pages of technical documents). The impact of not sufficiently defending commercial values would be to inequitably shift the property tax burden to the residential class of property.

Third, we have new software which allows far more in-depth and sophisticated analysis of commercial properties. And, the trajectory for development of models in this system is on target for the next 3 - 5 years. The complexity of data and application in this system is far more advanced than the DOS based system used prior to our new acquisition and implementation of a state-of-the-art software system.

We have fully migrated to our software system which has allowed us to identify a necessary change in our approach to modeling. At this time, the technical expertise required to build our models prevents us from embedding a modeling position within our agency. There are a handful of experts capable of executing this work in the initial build. They are not going to take a position and move to Madison. However, we can engage with our modeling expert in a consulting capacity to create the models across property classifications (residential and commercial) with a goal of a final build for all by 2030. At that time, the work becomes iterative and it is possible that agency needs would align with a full-time position within the agency.

Lastly, we have contracted with EagleView to obtain access to orthographic imagery with high resolution and 3-D capability for reviewing parcels and property attributes. This includes capturing new construction data in a sustainable way to avoid the inefficiencies and lack of safety with in-person field inspections. A part of this contract includes an every other year flyover to provide the data in years wherein the County does not contract for that service. MPD SWAT uses the same platform and data for crisis and other safety planning. However, they are no longer able to provide funding. As such, we have stepped in and found a way to ensure continuous access to up-to-date imagery.

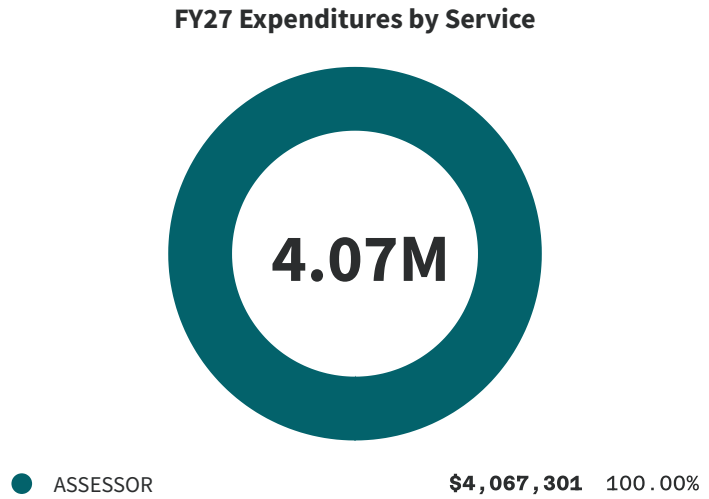
The proposed changes are net neutral. The savings from eliminating the modeling position fully fund the reclassifications, additional consulting costs, and continued funding of EagleView. This allows Assessor to operate efficiently and effectively in 2027 and beyond.

Assessor Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

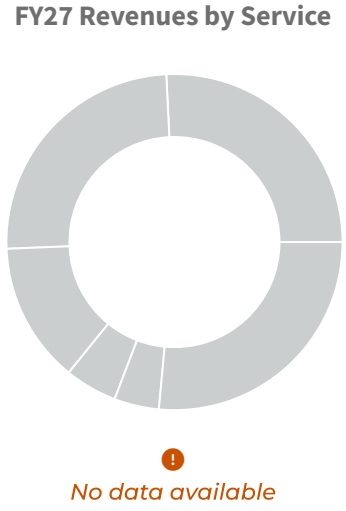
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ASSESSOR	$3,772,896	$3,488,020	$4,106,896	$4,107,426	$4,067,301
Total Expenditures	**$3,772,896**	**$3,488,020**	**$4,106,896**	**$4,107,426**	**$4,067,301**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

No data available

Service: Assessor

Service Description

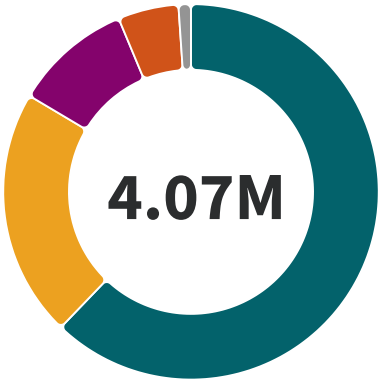
This service discovers, lists, and values all taxable property within the City of Madison. Activities performed by the service include: (1) assessing residential, commercial, and agricultural properties, (2) listing real property and preparing assessment rolls, (3) conducting Board of Assessors and Boards of Review, (4) managing all property that is tax exempt, and (5) property tax litigation. The goal of this service is to provide accurate, up-to-date property assessments to ensure the fair and equitable distribution of property taxes.

Activities Performed by this Service

- Discover Property: Maintain accurate data identifying each parcel of land in the City. Review all building permits, sales transfers, and update property records.
- List Property: Maintain accurate records of ownership, including contact information, property description, legal description, and the correct classification— Residential, Commercial, Agricultural, Agricultural Forest, Undeveloped, Forest, and Other. Manage all land divisions in the City.
- Value Property: Value all taxable property in the City on an annual basis. There are over 80,000 parcels in the city that require accurate valuation each year. This includes managing all tax exempt property in the City.
- Communications and Required Reporting: Provide effective communications to the public and through required state reporting that includes the Municipal Assessment Report and the Statement of Assessment.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$2,528,914**	62.18%
BENEFITS	**$868,739**	21.36%
PURCHASED SERVICES	**$413,707**	10.17%
INTER DEPART CHARGES	**$212,260**	5.22%
SUPPLIES	**$43,681**	1.07%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,455,185	$2,309,352	$2,567,902	$2,587,040	$2,528,914
BENEFITS	$860,618	$789,593	$896,653	$868,739	$868,739
SUPPLIES	$53,680	$62,796	$43,681	$43,681	$43,681
PURCHASED SERVICES	$385,707	$308,573	$395,706	$395,706	$413,707
INTER DEPART CHARGES	$17,706	$17,706	$202,954	$212,260	$212,260
Total Expenditures	**$3,772,896**	**$3,488,020**	**$4,106,896**	**$4,107,426**	**$4,067,301**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

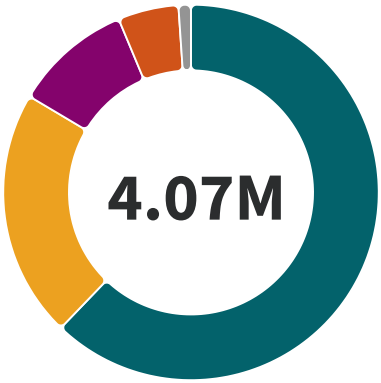
No data available

Assessor: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$2,528,914**	62.18%
BENEFITS	**$868,739**	21.36%
PURCHASED SERVICES	**$413,707**	10.17%
INTER DEPART CHARGES	**$212,260**	5.22%
SUPPLIES	**$43,681**	1.07%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,271,691	$2,455,185	$2,309,352	$2,567,902	$2,587,040	$2,528,914
PERMANENT WAGES	$2,244,480	$2,490,211	$2,284,332	$2,593,665	$2,613,264	$2,613,264
SALARY SAVINGS	-	-$12,451	-	-$12,968	-$13,066	-$13,066
PENDING PERSONNEL	-	-	-	$2,278	$2,278	-$55,848
PREMIUM PAY	-	-	$12	-	-	-
COMPENSATED ABSENCE	$14,704	$15,149	$18,604	$15,603	$15,603	$15,603
HOURLY WAGES	$11,522	-	-	-	-	-
OVERTIME WAGES PERMANENT	$312	-	$5,304	-	-	-
ELECTION OFFICIALS WAGES	$674	-	$1,101	-	-	-
BUDGET EFFICIENCIES	-	-$37,724	-	-$30,676	-$31,038	-$31,038
BENEFITS	$777,663	$860,618	$789,593	$896,653	$868,739	$868,739
HEALTH INSURANCE BENEFIT	$427,319	$474,961	$433,916	$489,705	$460,190	$460,190
WAGE INSURANCE BENEFIT	$8,257	$8,387	$7,461	$7,705	$6,191	$6,191
WI RETIREMENT SYSTEM	$156,407	$173,070	$160,221	$186,744	$188,155	$188,155
FICA MEDICARE BENEFITS	$167,285	$184,701	$169,690	$193,645	$195,328	$195,328

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
POST EMPLOYMENT HEALTH PLANS	$18,395	$19,499	$18,305	$18,854	$18,875	$18,875
SUPPLIES	$51,684	$53,680	$62,796	$43,681	$43,681	$43,681
OFFICE SUPPLIES	$3,172	$6,000	$2,711	$5,001	$5,001	$5,001
COPY PRINTING SUPPLIES	$1,487	$5,000	$1,790	$3,000	$3,000	$3,000
HARDWARE SUPPLIES	$1,742	-	$3,404	-	-	-
SOFTWARE LICENSES & SUPPLIES	$1,259	-	$8,500	-	-	-
POSTAGE	$41,202	$32,680	$43,765	$32,680	$32,680	$32,680
BOOKS AND SUBSCRIPTIONS	$509	$1,000	$206	$1,000	$1,000	$1,000
WORK SUPPLIES	$2,165	$9,000	$2,420	$2,000	$2,000	$2,000
EQUIPMENT SUPPLIES	$147	-	-	-	-	-
PURCHASED SERVICES	$264,746	$385,707	$308,573	$395,706	$395,706	$413,707
TELEPHONE	$1,037	$1,415	$857	$1,415	$1,415	$1,415
CELLULAR TELEPHONE	$4,864	$5,000	$5,602	$5,000	$5,000	$5,000
CUSTODIAL BUILDING USE CHARGES	$43,523	$43,794	$46,069	$43,794	$43,794	$43,794
EQUIP IMPROV REPAIR MAINT	-	$100	-	$100	$100	$100
SYSTEM AND SOFTWARE MAINTENANC	$84,977	$227,908	$192,737	$237,907	$237,907	$245,908
RECRUITMENT	$7	-	$742	-	-	-
MILEAGE	$8,467	$5,000	$6,893	$5,000	$5,000	$5,000
CONFERENCES AND TRAINING	$31,219	$20,000	$14,962	$20,000	$20,000	$20,000
MEMBERSHIPS	$2,987	$8,000	$7,148	$8,000	$8,000	$8,000
LEGAL SERVICES	-	-	-$3,618	-	-	-
STORAGE SERVICES	$3,306	$1,000	$3,230	$1,000	$1,000	$1,000
CONSULTING SERVICES	$45,032	$30,000	-	$30,000	$30,000	$40,000
TRANSCRIPTION SERVICES	$3,217	$500	$4,505	$500	$500	$500
OTHER SERVICES AND EXPENSES	$8,212	$14,990	$2,240	$14,990	$14,990	$14,990
TAXES AND SPECIAL ASSESSMENTS	$27,896	$28,000	$27,207	$28,000	$28,000	$28,000
INTER DEPART CHARGES	$18,044	$17,706	$17,706	$202,954	$212,260	$212,260
ID CHARGE FROM INSURANCE	$5,099	$6,348	$6,348	$195,533	$205,000	$205,000
ID CHARGE FROM WORKERS COMP	$12,945	$11,358	$11,358	$7,421	$7,260	$7,260
Total Expenditures	**$3,383,828**	**$3,772,896**	**$3,488,020**	**$4,106,896**	**$4,107,426**	**$4,067,301**

Agency Revenues by Major

FY27 Revenues by Major

No data available

Line-Item Agency Revenues

No data available

Assessor Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ADMIN ANAL 3-18	18	1.00	1.00
ADMIN CLK 1-20	20	1.00	1.00
ASSESSMENT BUSINESS SYS MGR-18	18	1.00	1.00
ASSESSMENT OPERATIONS MGR-18	18	1.00	1.00
CITY ASSESSOR-21	21	1.00	1.00
CIVIL TECH 2-16	16	2.00	2.00
DATA ANALYST 2	18	2.00	2.00
DATA ANALYST 3	18	1.00	1.00
PROPERTY APPRAISER 2-16	16	1.00	1.00
PROPERTY APPRAISER 3-16	16	7.00	7.00
PROPERTY APPRAISER 4-16	16	6.00	6.00
PROPERTY LISTER 2-20	20	1.00	1.00
PROPERTY LISTER 3-20	20	1.00	1.00
Grand Total		**26.00**	**26.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☐No – No reclassifications

☒Yes – Includes proposed reclassifications

- We are proposing to eliminate a data analyst position (Modeler) - PCN: 745 (Data Analyst 3-18, CG 18, Range 10) and reallocate part of the funds to reclassify our Commercial Appraiser team. We are also reallocating additional funding to continue the necessary work with a modeling consultant and continue to fully fund a contract with EagleView for orthographic imagery that we use to review and verify parcel data (MPD SWAT also uses this platform but is unable to provide funding).
- PCNs of the 4 commercial appraisers whom we are proposing to be reclassed:
  - PCN=3452, 717, 4868, 729 (Property Appraiser 4, CG 16, Range 21)
  - New Job Class=CG 18, Range 12 (Real Estate Specialist 4/Real Estate Development Specialist 4)

- PCN of Hybrid=4123 (Property Appraiser 4, CG 16, Range 21) - Reclass to Range 22

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The reclassifications are required to accurately reflect the current work being performed by the commercial team and to allow recruitment for an open position at the level of expertise that is required. Without this change, we will be unable to fill a current commercial appraiser position which has a direct impact of effectively valuing this class of property and ensuring no inequitable shift in the tax burden.

Three significant changes have occurred over the course of the last five years. First, the commercial tax base has grown in complexity and value. In 2026, the commercial base is valued at $20,173,981,300.

Second, the commercial owners have elected to litigate far more often, and the City must robustly defend the value and position of this class of property. This requires the commercial team to serve as witnesses (either lay or expert) and analyze significant discovery (thousands of pages of technical documents). The impact of not sufficiently defending commercial values would be to inequitably shift the property tax burden to the residential class of property.

Third, we have new software which allows far more in-depth and sophisticated analysis of commercial properties. And, the trajectory for development of models in this system is on target for the next 3 - 5 years. The complexity of data and application in this system is far more advanced than the DOS based system used prior to our new acquisition and implementation of a state-of-the-art software system.

We have fully migrated to our software system which has allowed us to identify a necessary change in our approach to modeling. At this time, the technical expertise required to build our models prevents us from embedding a modeling position within our agency. There are a handful of experts capable of executing this work in the initial build. They are not going to take a position and move to Madison. However, we can engage with our modeling expert in a consulting capacity to create the models across property classifications (residential and commercial) with a goal of a final build for all by 2030. At that time, the work becomes iterative and it is possible that agency needs would align with a full-time position within the agency.

Lastly, we have contracted with EagleView to obtain access to orthographic imagery with high resolution and 3-D capability for reviewing parcels and property attributes. This includes capturing new construction data in a sustainable way to avoid the inefficiencies and lack of safety with in-person field inspections. A part of this contract includes an every other year flyover to provide the data in years wherein the County does not contract for that service. MPD SWAT uses the same platform and data for crisis and other safety planning. However, they are no longer able to provide funding. As such, we have stepped in and found a way to ensure continuous access to up-to-date imagery.

The proposed changes are net neutral. The savings from eliminating the modeling position fully fund the reclassifications, additional consulting costs, and continued funding of EagleView. This allows Assessor to operate efficiently and effectively in 2027 and beyond.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The commercial team's work ensures that the tax burden is equitable and does not inappropriately shift to the residential class of property. In essence, the work prevents what could be considered corporate tax-breaks from occurring to the detriment of the residential class.

This team is currently undergoing highly technical work that is under-compensated. The reclassification will remedy this and allow for a robust recruitment for our vacant position.

Continuing with EagleView allows value alignment with our sustainability goals by reducing reliance on vehicles…ultimately reducing our carbon footprint and supporting the safety of our teams.

Assessor 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Assessor is **$82,149**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated	FTE Impact (#)	Total Amount ($)
101 - ASSESSOR	Civil Technician Position	The loss of this position will have the outcome of losing data collection for new construction value which will eliminate the possibility of a levy limit increase. And, a lack of data collection for residential class of property to support interim market update for the Department of Revenue.	1	77,213
101 - ASSESSOR	Civil Technician Position	The loss of this position will have the outcome of losing data collection for new construction value which will eliminate the possibility of a levy limit increase. And, a lack of data collection for residential class of property to support interim market update for the Department of Revenue. Further, this will impact our ability to process sales and land divisions.	1	65,662
			Total	142,875

Attorney Overview

Agency Mission

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

Agency Overview

The Agency is responsible for drafting, revising, and enforcing City ordinances; providing legislative counsel to the City, Common Council, City Boards, Committees and Commissions; and providing representation to the City in legal matters. The goal of the Attorney's Office is to increase City-wide efficiency through its legal services. The Attorney's Office will advance this goal through the application of the City's Performance Excellence and Results Madison initiatives.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Office of the City Attorney
City-County Building, Room 401
210 Martin Luther King Jr. Boulevard
Madison, WI 53703
Phone: (608) 266-4511
Fax: (608) 267-8715
attorney@cityofmadison.com

TO: Mayor Rhodes-Conway
FROM: Michael Haas, City Attorney

Goals of Agency's Operating Budget

The work plan of the Office of City Attorney focuses on continuing to provide quality legal services to City agencies as well as to prosecute ordinance violation cases in municipal and circuit courts. Our current agency budget request is structured to primarily support personnel costs, including both attorneys and support staff. The budget request also provides proper resources necessary for legal work including transcripts, process servers, supplies and subscriptions.

We are currently working with the Data Team to properly gather data to help us identify potential useful data sources and points to assist with incorporating Results Madison data into our future budget proposals.

99.25% Budget for General, Library, and Fleet Funds

The components of the OCA budget, and the fact that assigned duties and projects are largely outside of our control, leave little room for flexibility or scaling of operations. We monitor and manage employee attendance at conferences which is one of the few items over which we have control of the expenses.

The attorneys involved in prosecution and civil litigation also attempt to ensure that deposition and hearing transcripts are actually needed for a court case before proceeding and paying the cost.

Reduction Scenarios

All agencies are instructed to propose a 2% reduction in their 2027 operating budget. The majority of the City Attorney's budget is salaries and benefits. For an agency of our size and structure, it is very difficult to reduce our budget by 2% without reducing or totally eliminating a position or further impacting our ability to fulfill our responsibilities and assist City agencies and bodies, staff and elected officials. Resources for services and functions that have been reduced in the past to pay for costs such as transcripts, process servers and required legal education costs cannot realistically be reduced further. To adequately serve a growing population and expanding initiatives of the City, it also would not be responsible to propose reducing the number of attorney or administrative support staff positions. As a result, we have only been able to identify possible reductions totaling $37,461 or approximately a 1% reduction. This memorandum summarizes those reductions and the potential impacts we anticipate.

Storage Services (54635): $2,000

This account is used to pay for off-site storage of historical hard copy files. Reducing this account results in restricting the agency's ability to request and retrieve files to assist in legal research.

Office Supplies (53110):$1,000

Further reducing this account makes it more likely that the agency will not be able to purchase needed office supplies.

Furniture (53130):$2,661

Eliminating this account would result in a lack of funds to purchase desk chairs or other pieces of furniture when needed. For several years our office has delayed buying any furniture in anticipation of eventual remodeling of the office suite.

Advertising Services (54650): $2,500

Eliminating these funds would remove the agency's ability to conduct more wide-ranging advertising and recruitment for open positions using paid outlets. The agency has attempted to aggressively advertise open positions to diverse audiences including several outlets which charge for the service.

Conferences and Training (54520):$7,000

Reducing this account by almost 50% would be accomplished by eliminating out of state travel for conferences such as IMLA (International Municipal Lawyers Association), which offers valuable education from municipal law colleagues throughout the country as well as networking opportunities which benefit the office's work. This account has already been reduced approximately $8,000 from 2020 to 2026.

Memberships (54535): $3,700

Reducing this account by $3,700 would require the elimination of our long-standing memberships with IMLA and the Dane County Bar Association. These associations are excellent resources for municipal law conferences, collaboration with local and national colleagues, and continuing education seminars. Both organizations provide relevant municipal-related conferences where discounts are given for members, meaning that our agency could afford to pay for fewer continuing education courses. It should be noted that the Employee Benefits Handbook for the Madison City Attorneys Association provides that the City will pay for Dane County Bar Association memberships for attorneys who request it and for attendance of one Compensation Group 23 employee at each IMLA annual conference. Modification of those provisions would be required if this item is implemented.

Other Expenses (54810): $3,000

This account is used to pay a stipend for an assigned prosecution intern from the UW Law School working full time during the summer. In some years the Law School has not assigned a student to our office. We are proposing to totally eliminate this program which has been a good training program for law students interested in prosecution-related positions. Students completing this program have been subsequently hired by our office, District Attorneys and State Public Defender offices. The elimination of this program would make gaining experience in this area more marginally more difficult for law interested law students and would not have a significant impact on the work of the agency's prosecution team.

Hourly Wages (51210): $15,600

This is the most significant reduction included in our possible options, both in size and impact. This account is used to pay two full-time law clerks for three months each summer from the State Bar Diversity Clerkship and the University of Wisconsin and Marquette Law Schools' Public Interest Programs. This account has been reduced in prior years to accomplish budget reductions. For historical context, in 2020 this account was funded at $44,753 and in the past six years it has been reduced approximately $30,000 to $15,600 (2026 adopted budget). As we cannot continue to reduce this account without affecting the law school programs, we are proposing to completely eliminate paying for summer law clerks. We do not know whether the agency would be able to attract law students to serve in full-time summer clerkships without pay.

The City Attorney's office has been participating in the Diversity Clerkship and the Public Interest Clerkship for over 15 years. The Clerkships not only allow us to work with partners to provide valuable municipal law experience to future attorneys but also provide great assistance in completing in-depth research and other tasks that our attorneys do not have the dedicated and focused time to complete. The elimination of these programs will add to the workload of agency attorneys and may cause delays in the completion of projects.

Reallocations and Other Changes

The OCA has no reallocations or other changes at this time.

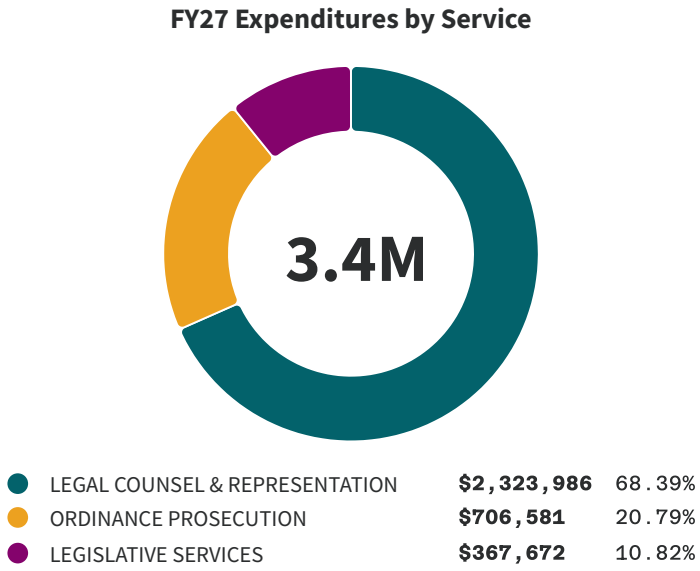
Thank you for your consideration of this information as you construct the Executive Budget under challenging circumstances. Please contact me with any questions or if additional information is required.

Attorney Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

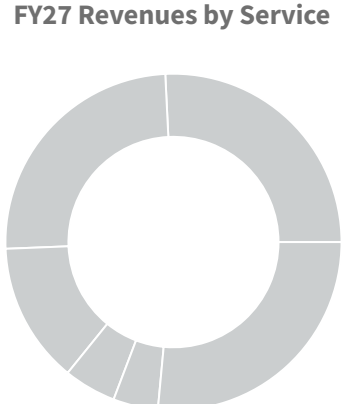
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ORDINANCE PROSECUTION	$693,384	$756,579	$705,436	$706,581	$706,581
LEGISLATIVE SERVICES	$324,649	$323,773	$340,392	$367,672	$367,672
LEGAL COUNSEL & REPRESENTATION	$2,173,277	$2,076,590	$2,242,620	$2,323,986	$2,323,986
Total Expenditures	**$3,191,310**	**$3,156,942**	**$3,288,447**	**$3,398,239**	**$3,398,239**

Agency Revenues by Service (All Funds)



No data available

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ORDINANCE PROSECUTION	-	$480	-	-	-
LEGAL COUNSEL & REPRESENTATION	-	-$65	-	-	-
Total Revenues	**-**	**$415**	**-**	**-**	**-**

Service: Legal Counsel and Representation

Service Description

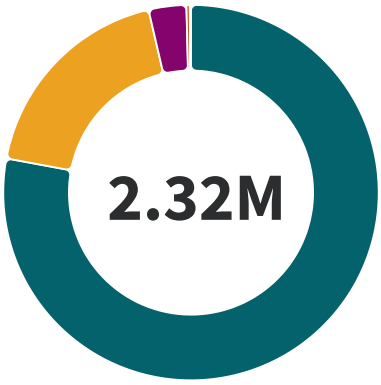
This service assists City officials and agencies with implementing their policies in compliance with legal requirements by preparing, publishing, and distributing formal opinions and reports on legal issues affecting City policy. Specific functions of the service include (1) informing officials and agencies of current legal developments, (2) preparing and presenting formal and informal training sessions for City officials and staff, (3) answering informal legal questions from City officials, staff, and committees, (4) attending meetings of staff teams and public bodies to provide legal advice, and (5) assuring courts uphold the decisions of the Mayor and the Council and of authorized policy decisions made by City agencies that may result in potential liability. The goal of this service is to reduce the City's risk of legal liabilities.

Activities Performed by this Service

- Legal Advice: Provide legal advice to City staff regarding service delivery.
- City Training: Provide training to employees on various topics such as public records, open meetings, and how to conduct employee investigations.
- Contract Development and Review: Assist agencies in drafting of contracts and continuous review of City contracting.
- Labor Law/Equal Employment Opportunity/Affirmative Action: Attend to all aspects of any complaint filed against the City with the Equal Opportunities Commission, Equal Rights Division or Affirmative Action and advise departments regarding the discipline process.
- Public Records: Work with agency records coordinators regarding open records requests.
- Common Council and Mayor's Office Liaison: Attend Common Council, Board, committee and subcommittee meetings as needed.
- City Litigator: Attend to all aspects of lawsuits involving the City of Madison.
- Oversee Outside Counsel: Review documents filed by outside counsel, attend meetings and depositions regarding litigation matters, and assist with strategy.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



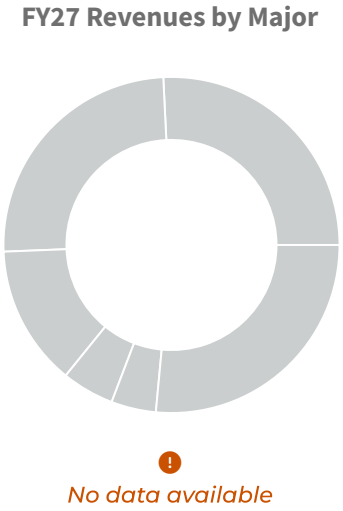
SALARIES	$1,907,183	82.07%
BENEFITS	$451,491	19.43%
PURCHASED SERVICES	$79,550	3.42%
SUPPLIES	$6,780	0.29%
INTER DEPART CHARGES	$2,624	0.11%
INTER DEPART BILLING	-$123,642	-5.32%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,806,422	$1,734,573	$1,791,507	$1,907,183	$1,907,183
BENEFITS	$427,981	$390,140	$440,082	$451,491	$451,491

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SUPPLIES	$7,780	$4,646	$6,780	$6,780	$6,780
PURCHASED SERVICES	$67,072	$83,203	$71,072	$79,550	$79,550
INTER DEPART CHARGES	$2,537	$2,542	$2,675	$2,624	$2,624
INTER DEPART BILLING	-$138,516	-$138,516	-$69,496	-$123,642	-$123,642
Total Expenditures	**$2,173,277**	**$2,076,590**	**$2,242,620**	**$2,323,986**	**$2,323,986**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
OTHER FINANCE SOURCE	-	-$65	-	-	-
Total Revenues	**-**	**-$65**	**-**	**-**	**-**

Service: Legislative Services

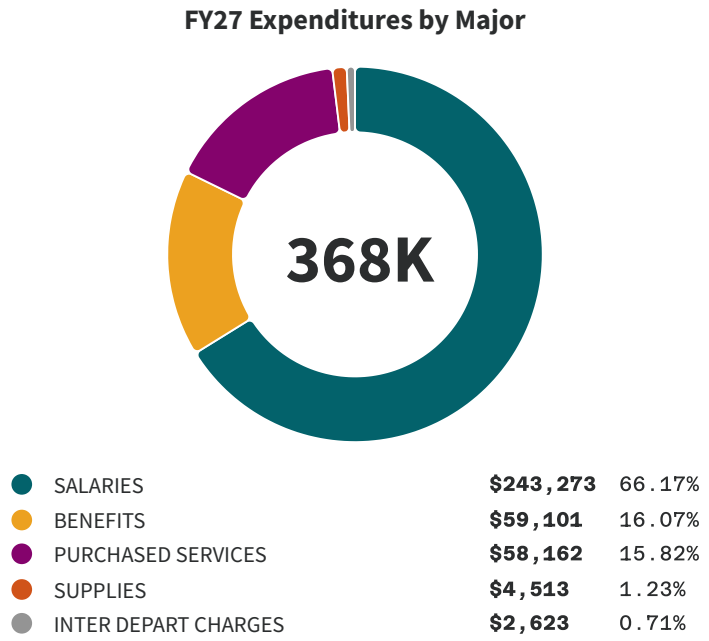
Service Description

This service ensures that Madison ordinances accurately express Mayoral and Common Council policies, ensures public access to ordinances, advises City officials on legal issues with existing or proposed legislation, and provides parliamentary and procedural advice to the Common Council and other City bodies. The goal of this service is to reduce the City's risk of legal liabilities and improve accessibility to online ordinances.

Activities Performed by this Service

- Write and Review Ordinances: Assist City departments with drafting ordinances.
- Maintain the Code of Ordinances: Provide ordinances for the online tracking system service.
- Legistar Data Entry: Enter legislative data in Legistar for committee and Common Council approval.
- Procedures: Train and advise City staff on proper procedures.
- Research and Analysis: Research ordinance history and provide drafter's analysis on proposed ordinance changes.

Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$208,044	$217,855	$219,585	$243,273	$243,273
BENEFITS	$52,289	$51,622	$56,354	$59,101	$59,101
SUPPLIES	$4,513	$150	$4,513	$4,513	$4,513
PURCHASED SERVICES	$57,265	$51,602	$57,265	$58,162	$58,162
INTER DEPART CHARGES	$2,538	$2,543	$2,675	$2,623	$2,623
Total Expenditures	**$324,649**	**$323,773**	**$340,392**	**$367,672**	**$367,672**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Ordinance Prosecution

Service Description

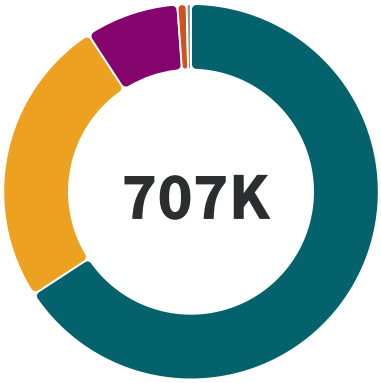
This service seeks to improve the quality of life for residents by helping enforcement agencies deter conduct that is dangerous or interferes with public health and welfare. Specific functions of this service include (1) prosecuting civil enforcement actions, including nuisance and injunctive actions, (2) providing advice and training to enforcement staff, (3) researching legal issues raised by new enforcement techniques, (4) reviewing recent case law developments and changes in state law, (5) identifying legal solutions to enforcement problems and drafting appropriate ordinance amendments, and (6) conducting appellate proceedings. The goal of this service is to reduce the City's risk of legal liabilities and to maintain City services.

Activities Performed by this Service

- Alcohol Enforcement: Advise the Alcohol License Review Committee and appear in Municipal and Circuit Court on alcohol-related matters.
- Prosecution of Ordinance Violations: Attend to all aspects of prosecuting City of Madison ordinance violations in Municipal and Circuit Court.
- Diversion Programs: Appear in Homeless and Juvenile Courts and attend diversion program meetings.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

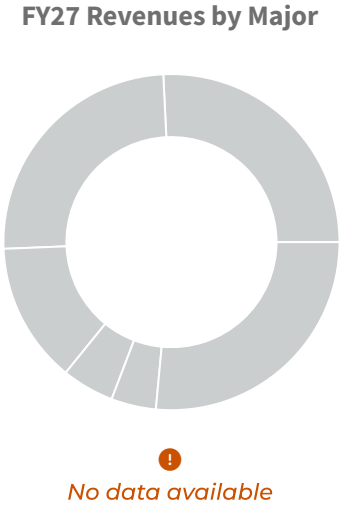


SALARIES	$464,885	65.79%
BENEFITS	$176,707	25.01%
PURCHASED SERVICES	$56,776	8.04%
SUPPLIES	$5,590	0.79%
INTER DEPART CHARGES	$2,623	0.37%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$456,676	$518,367	$470,495	$464,885	$464,885
BENEFITS	$176,064	$187,208	$172,176	$176,707	$176,707
SUPPLIES	$5,590	$4,749	$5,590	$5,590	$5,590
PURCHASED SERVICES	$52,501	$43,712	$54,501	$56,776	$56,776
INTER DEPART CHARGES	$2,553	$2,543	$2,674	$2,623	$2,623
Total Expenditures	**$693,384**	**$756,579**	**$705,436**	**$706,581**	**$706,581**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

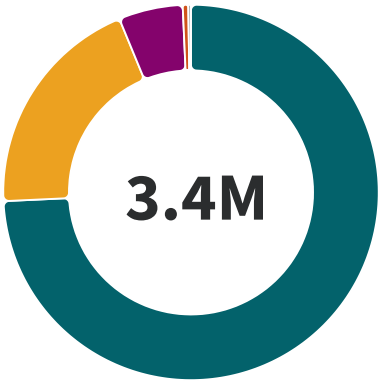
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	-	$480	-	-	-
Total Revenues	**-**	**$480**	**-**	**-**	**-**

Attorney: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$2,615,341	76.96%
BENEFITS	$687,299	20.23%
PURCHASED SERVICES	$194,488	5.72%
SUPPLIES	$16,883	0.50%
INTER DEPART CHARGES	$7,870	0.23%
INTER DEPART BILLING	-$123,642	-3.64%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,355,185	$2,471,142	$2,470,795	$2,481,587	$2,615,341	$2,615,341
PERMANENT WAGES	$2,317,566	$2,465,473	$2,376,167	$2,465,433	$2,600,369	$2,600,369
SALARY SAVINGS	-	-$12,327	-	-$12,327	-$13,002	-$13,002
PENDING PERSONNEL	-	-	-	$6,088	$6,226	$6,226
PREMIUM PAY	$1,473	-	-	-	-	-
COMPENSATED ABSENCE	$20,444	$30,000	$75,216	$30,900	$31,827	$31,827
HOURLY WAGES	$13,093	$20,000	$18,558	$15,600	$15,600	$15,600
ELECTION OFFICIALS WAGES	$2,609	-	$854	-	-	-
BUDGET EFFICIENCIES	-	-$32,004	-	-$24,107	-$25,679	-$25,679
BENEFITS	$627,720	$656,335	$628,971	$668,611	$687,299	$687,299
HEALTH INSURANCE BENEFIT	$259,810	$278,557	$247,666	$274,805	$271,854	$271,854
WAGE INSURANCE BENEFIT	$8,997	$9,061	$7,307	$7,225	$7,361	$7,361
WI RETIREMENT SYSTEM	$161,207	$167,479	$167,046	$177,511	$187,227	$187,227
FICA MEDICARE BENEFITS	$170,901	$172,824	$177,975	$179,224	$189,283	$189,283

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
POST EMPLOYMENT HEALTH PLANS	$26,806	$28,414	$28,977	$29,846	$31,574	$31,574
SUPPLIES	$11,522	$17,883	$9,545	$16,883	$16,883	$16,883
OFFICE SUPPLIES	$2,038	$3,611	$1,635	$3,611	$3,611	$3,611
COPY PRINTING SUPPLIES	$2,257	$3,611	$2,213	$3,611	$3,611	$3,611
FURNITURE	-	$3,661	-	$2,661	$2,661	$2,661
HARDWARE SUPPLIES	$1,147	$3,000	$24	$3,000	$3,000	$3,000
SOFTWARE LICENSES & SUPPLIES	$375	-	-	-	-	-
POSTAGE	$3,537	$3,000	$3,395	$3,000	$3,000	$3,000
BOOKS AND SUBSCRIPTIONS	$2,167	$1,000	$1,401	$1,000	$1,000	$1,000
FOOD AND BEVERAGE	-	-	$877	-	-	-
PURCHASED SERVICES	$176,091	$176,838	$178,517	$182,838	$194,488	$194,488
TELEPHONE	$1,460	$1,175	$1,282	$1,175	$1,175	$1,175
CELLULAR TELEPHONE	$1,159	-	$1,150	-	-	-
SYSTEMS COMMUNICATION INTERNET	$31,148	$28,350	$26,646	$28,350	$34,000	$34,000
CUSTODIAL BUILDING USE CHARGES	$50,543	$50,859	$53,501	$50,859	$50,859	$50,859
COMMUNICATION DEVICE RPR MAIN	-	$200	-	$200	$200	$200
SYSTEM AND SOFTWARE MAINTENANC	$34,302	$38,000	$34,953	$43,000	$43,000	$43,000
MILEAGE	$1,312	-	$376	-	-	-
CONFERENCES AND TRAINING	$14,186	$16,528	$22,366	$16,528	$16,528	$16,528
MEMBERSHIPS	$16,677	$14,226	$12,056	$14,226	$14,226	$14,226
LEGAL SERVICES	$3,367	$6,300	$8,396	$4,300	$6,300	$6,300
DELIVERY FREIGHT CHARGES	$238	$500	$80	$500	$500	$500
STORAGE SERVICES	$3,331	$4,200	$2,761	$4,200	$4,200	$4,200
ADVERTISING SERVICES	$1,652	$2,500	$1,230	$2,500	$2,500	$2,500
PRINTING SERVICES	$67	-	-	-	-	-
TRANSCRIPTION SERVICES	$13,049	$9,000	$13,704	$12,000	$16,000	$16,000
OTHER SERVICES AND EXPENSES	$3,600	$5,000	$17	$5,000	$5,000	$5,000
INTER DEPART CHARGES	$6,914	$7,628	$7,629	$8,024	$7,870	$7,870
ID CHARGE FROM INSURANCE	$5,315	$6,107	$6,108	$6,909	$6,700	$6,700
ID CHARGE FROM WORKERS COMP	$1,599	$1,521	$1,521	$1,115	$1,170	$1,170
INTER DEPART BILLING	-$124,923	-$138,516	-$138,516	-$69,496	-$123,642	-$123,642
ID BILLING TO LANDFILL	-	-	-	-	-$57	-$57

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID BILLING TO MONONA TERRACE	-$33,147	-$51,416	-$51,416	-$12,015	-$2,683	-$2,683
ID BILLING TO GOLF COURSES	-	-	-	-	-$3,477	-$3,477
ID BILLING TO PARKING	-$23,565	-$15,882	-$15,882	-$10,915	-$14,414	-$14,414
ID BILLING TO SEWER	-$2,524	-$3,106	-$3,106	-	-$10,344	-$10,344
ID BILLING TO STORMWATER	-$6,855	-$6,093	-$6,093	-	-$9,652	-$9,652
ID BILLING TO TRANSIT	-$49,625	-$53,419	-$53,419	-$46,566	-$65,431	-$65,431
ID BILLING TO WATER	-$9,207	-$8,600	-$8,600	-	-$17,584	-$17,584
Total Expenditures	**$3,052,509**	**$3,191,310**	**$3,156,942**	**$3,288,447**	**$3,398,239**	**$3,398,239**

Agency Revenues by Major

FY27 Revenues by Major

No data available

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$30,498	-	$480	-	-	-
MISCELLANEOUS REVENUE	$30,498	-	$480	-	-	-
OTHER FINANCE SOURCE	-	-	-$65	-	-	-
FUND BALANCE APPLIED	-	-	-$65	-	-	-
Total Revenues	**$30,498**	**-**	**$415**	**-**	**-**	**-**

Attorney Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ADMIN SUPV-18	18	1.00	1.00
ASST CITY ATTY-23	23	16.00	16.00
ATTY CITY-21	21	1.00	1.00
CLERK-TYP 2-20	20	1.00	1.00
DEPUTY CITY ATTY-18	18	1.00	1.00
LEGAL ADMIN ASST 2-20	20	3.00	3.00
LEGAL OFFICE ASST-20	20	1.00	1.00
ORD REVISIONS SPEC-20	20	1.00	1.00
PARALEGAL-18	18	1.00	1.00
Grand Total		**26.00**	**26.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Attorney 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Attorney is **$67,965**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
111 - ORDINANCE PROSECUTION	Storage Services (54635)	The OCA would have limited funds to store and request files from the City's off-site records location.		1,000
113 - LEGAL COUNSEL & REPRESENTATION	Storage Services (54635)	The OCA would have limited funds to store and request files from the City's off-site records location.		1,000
113 - LEGAL COUNSEL & REPRESENTATION	Office Supplies (53110)	Reducing this account further makes it more likely the agency cannot purchase necessary office supplies.		1,000
111 - ORDINANCE PROSECUTION	Furniture (53130)	Eliminating this account results in a lack of funding to replace desk chairs or some other type of office furniture.		1,033
112 - LEGISLATIVE SERVICES	Furniture (53130)	Eliminating this account results in a lack of funding to replace desk chairs or some other type of office furniture.		638
113 - LEGAL COUNSEL & REPRESENTATION	Furniture (53130)	Eliminating this account results in a lack of funding to replace desk chairs or some other type of office furniture.		990

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
111 - ORDINANCE PROSECUTION	Hourly wages (51210) used to pay for two full-time summer law clerk positions through the State Bar Diversity Clerkship and the UW and Marquette Law Schools' Public Interest Program.	The agency has been a longstanding participant in these clerkship programs which not only provide valuable municipal law experience to future attorneys but also provide great assistance in completing in-depth research and other tasks that attorneys do not have the dedicated time to complete. The elimination of these programs will add to the workload of agency attorneys and may cause delays in the completion of projects.		5,927
112 - LEGISLATIVE SERVICES	Hourly wages (51210) used to pay for our two full-time summer law clerk positions through the State Bar Diversity Clerkship and the UW and Marquette Law Schools' Public Interest Program.	The agency has been a longstanding participant in these clerkship programs which not only provide valuable municipal law experience to future attorneys but also provide great assistance in completing in-depth research and other tasks that attorneys do not have the dedicated time to complete. The elimination of these programs will add to the workload of agency attorneys and may cause delays in the completion of projects.		2,927
113 - LEGAL COUNSEL & REPRESENTATION	Advertising Services (54650)	Eliminating these funds would remove the agency's ability to conduct more wide-ranging advertising and recruitment for open positions using paid outlets.		2,500
111 - ORDINANCE PROSECUTION	Conference and Training (54520).	Reducing this account by almost 50% would eliminate out of state travel for conferences such as IMLA (International Municipal Lawyers Association).		7,000
113 - LEGAL COUNSEL & REPRESENTATION	Memberships (54535)	Reducing this account by $3,700 would require the elimination of our long-standing IMLA Membership as well as the Dane County Bar Association. These associations are excellent resources for municipal law conferences, collaboration with colleagues, and continuing education seminars.		3,700

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
111 - ORDINANCE PROSECUTION	Other Expenses (54810). This account is used to pay for a UW law student who is interested in pursuing prosecution work. This law student works full-time in the summer with the prosecution team handling court hearings as well as trials in Municipal and Circuit Courts.	This program has been used to train law students interested in prosecution. Students completing this program have been hired by our office, the District Attorney as well as the State Public Defender's office. The elimination of this program would make gaining experience in this area more difficult.		3,000
113 - LEGAL COUNSEL & REPRESENTATION	Hourly wages (51210) used to pay for our two full-time summer law clerk positions through the State Bar Diversity Clerkship and the UW and Marquette Law Schools' Public Interest Program.	The agency has been a longstanding participant in these clerkship programs which not only provide valuable municipal law experience to future attorneys but also provide great assistance in completing in-depth research and other tasks that attorneys do not have the dedicated time to complete. The elimination of these programs will add to the workload of agency attorneys and may cause delays in the completion of projects.		6,746
			Total	37,461

Civil Rights Overview

Agency Mission

The Department of Civil Rights is responsible for ensuring that the rights of all people are respected and that all persons are given equal opportunities to succeed based upon their personal merits. To this end, the Department of Civil Rights vigorously pursues the policies and principles of affirmative action, equal opportunities, disability rights, racial equity, social justice, and environmental justice as an employer and as a community of people who respect the rights and the contributions of every community member.

Agency Overview

The goals of the Department of Civil Rights are to assist City agencies and contractors to further diversify their workforces and reduce underrepresentation among women, people of color, and individuals with disabilities; provide additional training venues, subjects, and opportunities for City employees, community members, contractors and their employees; provide more direct contact with under-served segments of the community; and reduce case processing time and increase the number of contracted cases from the Equal Employment Opportunity Commission (EEOC). The department will advance these goals by creating inclusion and meaningful access to resources for all; addressing discrimination by education, investigating, and taking corrective action; and advancing shared prosperity by leveraging resources equitably.

2027 Budget Request Description of Major Changes

As part of the Cost to Continue exercise, Civil Rights redefined its budgeted services. In the 2026 budget, the services were Access, Accountability, and Education. In the 2027 budget and moving forward, the services are Affirmative Action, Equal Opportunities, and Equity & Social Justice. This change was made to align the budget with the agency's organizational structure.

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state “Technical correction for [reason].”

The reallocation of budget based on the updated services during Cost to Continue was re-evaluated during the request phase. Budget was moved within Purchased Services to support the Language Access Program (LAP) at the same level as the 2026 adopted budget. The majority of budget was moved from conferences & trainings to interpretation and signing services. $13,400 was moved from the Affirmative Action and Equal Opportunities services to the Equity & Social Justice service.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

The proposed changes were made to promote equitable access to City services. The Language Access Program (LAP) has grown in recent years, experiencing high numbers of requests from residents for interpretation and translation services both in-person and over the phone. LAP has also experienced higher numbers of requests from other City agencies for document translation. DCR staff will continue working with agencies and policy makers to utilize these funds efficiently and effectively through prioritization, policy changes, and technological solutions, among other strategies.

Transmittal Memo

Department of Civil Rights
City-County Building, Room 100
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4910
Fax: (608) 266-6514
dcr@cityofmadison.com
cityofmadison.com/civil-rights

TO: Mayor Satya Rhodes-Conway
FROM: Norman D. Davis, Civil Rights Director

Goals of Agency's Operating Budget

The Department of Civil Rights endeavors to remove barriers and create access throughout our community and among our relationships by delivering civil rights expertise in education and accountability. In the area of employment, we support all City agencies and vendors to develop an equitable workforce through the elimination of disparities and ensure timely and just resolution of harassment and discrimination complaints raised among City agencies, vendors, and employers doing business in Madison. Regarding services, programs, and facilities, we assist all City agencies to mitigate adverse impacts to racial equity and accessibility in existing and proposed policies and projects; we develop tools and training to standardize citywide language access competencies and compliance; and we consult on the application of universal design concepts for City projects and services. Related to entrepreneurship and government contracting, our agency provides education and outreach events for targeted business enterprises and identifies potential candidates for certification and contracting; we also support all City agencies and vendors to meet or exceed contracting goals, including supply chain sourcing and eliminating disparities, as well as impacting economic equity outcomes in our community by sponsoring diverse business development programming. Moreover, we facilitate direct access to essential and priority City services for underserved neighborhoods and community members with housing and neighborhood resource needs. Lastly, through training, we create awareness of opportunities concerning the rights of individuals as well as organizations and build skills to equip them with the means to manage their responsibilities related to civil rights policy.

As “Strong and Compassionate Leaders for Justice,” these services and activities help us advance equitable access to economic and social inclusion for individuals and groups excluded by public and private institutions, systems, and personal bias. Through proactive collaboration and responsive corrective action, we seek to advance shared prosperity for all. To measure and manage this work, we monitor 1) case processing statistics for applications, investigations, and compliance plans; 2) participant data for our programs, training, and internships; and 3) quantitative and qualitative evaluations from employee surveys, public engagements, and customer feedback.

99.25% Budget

The Department of Civil Rights intends to meet the 99.25% budget target, primarily by streamlining processes in our purchased services categories and partially through salary savings. Specifically, we have implemented improved screening for interpretation and translation service requests to better appropriate funding, and we are actively developing the implementation of inter-agency technology solutions to increase efficiency. We also expect to realize modest salary savings due to position turnover.

Reduction Scenarios

To meet the objectives of preserving core services and identifying 2% budget reduction options, we are offering $61,038 of our language access support funding. Although it is not a perfect solution, we must reduce the level of language access services to avoid eliminating critical positions and programs. This solution will allow us to share in the collective goal of addressing citywide budget needs while maintaining necessary services to our customers and community.

Our leadership team reviewed all services and activities. Given the parameters we must meet, we considered the impact to equity in our proposal. We are offering this reduction in service to maintain access to City services and support the equity focus of all areas of the

department. This preserves critical positions supporting equity work across all City agencies and maintains a level of language access programming as budgeted in prior years.

For the 2027 budget, we will realize the required 2% savings while retaining $132,000 in language access services, ensuring that residents do not experience the loss of rights under the law. Again, this solution minimizes the impact of budget reductions on the number of departmental positions while protecting and maintaining our services to the public. We will continue working with agencies and policy makers to administer the remaining language access funds efficiently through prioritization, policy changes, and technological solutions, among other strategies. Maintaining these essential services are of primary importance to the Department.

The difficult process of identifying a 2% cut to the DCR budget has an unfortunate and unavoidable impact on services. Based on our intensive review of past practices, operations, and options, we are taking the steps necessary to balance the budget while maintaining excellent service to our customers. Without the implementation of an alternate measure to address balancing the budget, we will employ this option to maintain all of our vital services at acceptable levels.

Reallocations and Other Changes

The reallocation of budget based on the updated services during Cost to Continue was re-evaluated during the request phase. Budget was moved within Purchased Services to support the Language Access Program (LAP) at the same level as the 2026 adopted budget. The majority of budget was moved from conferences & trainings to interpretation and signing services. $13,400 was moved from the Affirmative Action and Equal Opportunities services to the Equity & Social Justice service.

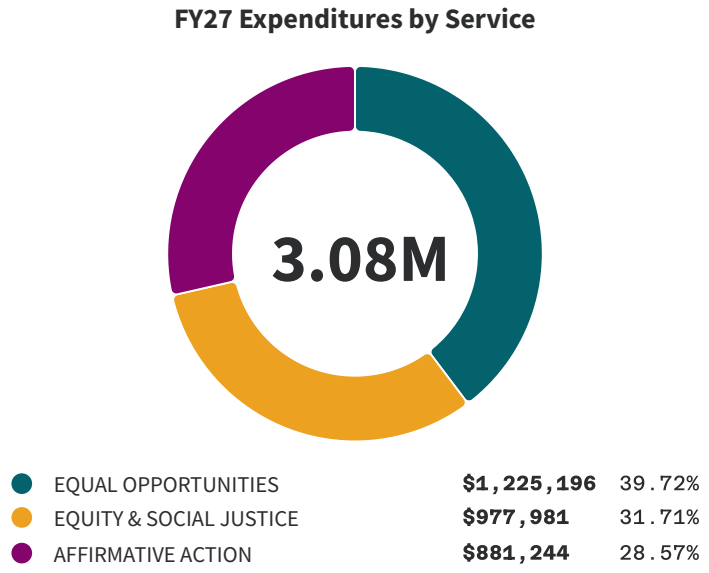
The proposed changes were made to promote equitable access to City services. LAP has grown in recent years, experiencing high numbers of requests from residents for interpretation and translation services both in-person and over the phone. LAP has also experienced higher numbers of requests from other City agencies for document translation.

Civil Rights Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
EQUITY & SOCIAL JUSTICE	$561,236	$829,270	$711,810	$964,578	$977,981
AFFIRMATIVE ACTION	$909,696	$827,987	$956,389	$885,445	$881,244
EQUAL OPPORTUNITIES	$1,262,468	$1,317,219	$1,302,000	$1,234,398	$1,225,196
Total Expenditures	**$2,733,400**	**$2,974,476**	**$2,970,199**	**$3,084,422**	**$3,084,422**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



EQUAL OPPORTUNITIES **$32,500** 100.00%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
EQUAL OPPORTUNITIES	$56,500	$41,412	$41,500	$32,500	$32,500
Total Revenues	**$56,500**	**$41,412**	**$41,500**	**$32,500**	**$32,500**

Service: Affirmative Action

Service Description

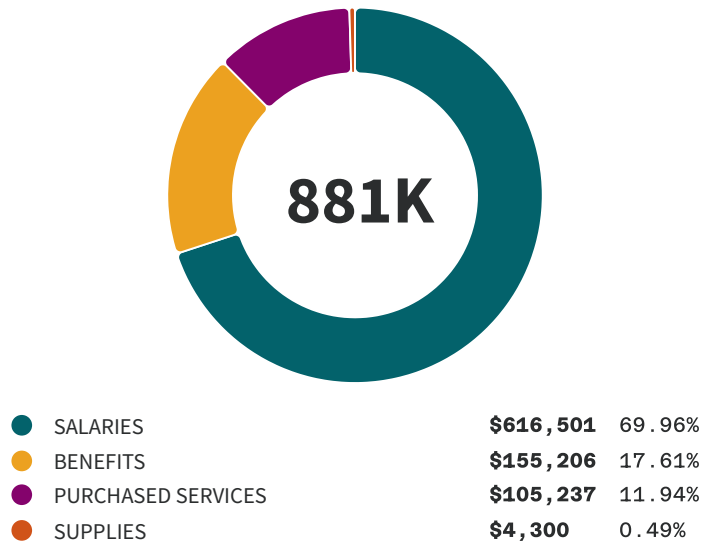
This service is responsible for providing access, education, and accountability related to City employment, City-funded services and programs, and entrepreneurship and government contracting.

Activities Performed by this Service

- Economic Equity: Support diverse business development and workforce programming to assist City agencies and vendors to further diversify subcontracting, supply chain sourcing, and reduce under-representation among women, people of color, and individuals with disabilities.
- Equal Employment Opportunity: Collaborating with Human Resources and other City agencies to review and improve equitable hiring practices in City employment.
- Discrimination Complaints: Resolve complaints of harassment and discrimination involving City employees through investigations. Provide triennial training for all City employees.
- Contractor Responsibilities: Review Affirmative Action Plans, audit contractor compliance, and provide technical assistance on contract requirements.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$609,027	$605,542	$632,692	$616,501	$616,501
BENEFITS	$157,560	$167,843	$180,589	$155,206	$155,206
SUPPLIES	$5,124	$2,589	$5,124	$4,300	$4,300
PURCHASED SERVICES	$137,985	$52,014	$137,985	$109,438	$105,237
Total Expenditures	**$909,696**	**$827,987**	**$956,389**	**$885,445**	**$881,244**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Equal Opportunities

Service Description

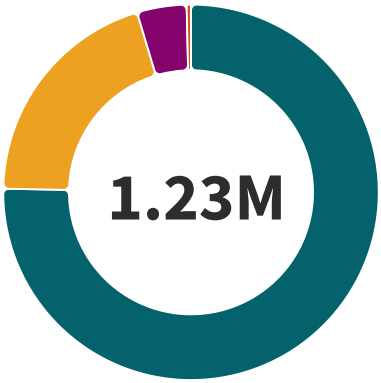
This service is responsible for providing access, education, and accountability related to employment, housing, public places of accommodation and services of the City of Madison. This service also provides training to build skills and create awareness regarding individual and organizational rights, responsibilities, and opportunities.

Activities Performed by this Service

- Discrimination Complaints: Promote equitable access and uphold City of Madison's equal opportunities protections through the discrimination complaint process. This includes conducting complaint intake, mediations, investigations, conciliations, hearings, and appeals.
- Outreach and Public Information: Create greater public awareness of civil rights policies, programs, projects, and events through partnerships with City agencies and community-based organizations.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$922,617**	75.30%
BENEFITS	**$245,715**	20.06%
PURCHASED SERVICES	**$52,263**	4.27%
SUPPLIES	**$4,601**	0.38%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$901,705	$921,318	$915,636	$922,617	$922,617
BENEFITS	$239,744	$304,946	$265,345	$245,715	$245,715
SUPPLIES	$5,126	$3,598	$5,126	$4,601	$4,601
PURCHASED SERVICES	$115,894	$87,356	$115,894	$61,465	$52,263
Total Expenditures	**$1,262,468**	**$1,317,219**	**$1,302,000**	**$1,234,398**	**$1,225,196**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES **$32,500** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$41,500	$41,412	$41,500	$32,500	$32,500
MISC REVENUE	$15,000	-	-	-	-
Total Revenues	**$56,500**	**$41,412**	**$41,500**	**$32,500**	**$32,500**

Service: Equity & Social Justice

Service Description

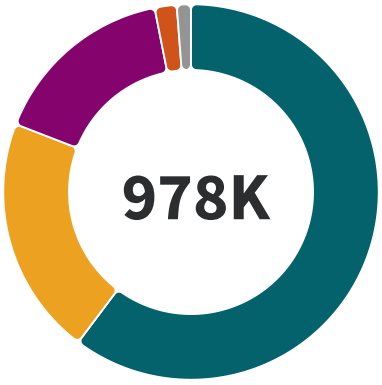
This service is responsible for providing access, education, and accountability related to City employment, City-funded services, programs and facilities, and related to housing and neighborhood resources.

Activities Performed by this Service

- Language Access: Implement city-wide language access program and coordinate all language requests.
- Disability Rights Compliance: Ensure Americans with Disabilities Act compliance for City assets including parking, playgrounds, polling places, and Metro Transit.
- Racial Equity and Social Justice: Provide equity training to City employees and develop and maintain tools and policies to advance equity in the City.
- City Services: Facilitating more direct access to City services for under-served neighborhoods and community members.
- Barrier Resolution: Identify and resolve barriers to equitable access through technical assistance, collaborative problem-solving, and voluntary compliance.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$786,034**	80.37%
PURCHASED SERVICES	**$269,043**	27.51%
BENEFITS	**$208,751**	21.35%
INTER DEPART CHARGES	**$24,710**	2.53%
SUPPLIES	**$15,899**	1.63%
INTER DEPART BILLING	**-$326,456**	-33.38%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$553,384	$567,448	$651,567	$786,034	$786,034
BENEFITS	$142,266	$161,408	$164,001	$208,751	$208,751
SUPPLIES	$5,266	$15,010	$5,266	$16,299	$15,899
PURCHASED SERVICES	$121,936	$347,018	$189,125	$255,240	$269,043
INTER DEPART CHARGES	$8,459	$8,459	$6,578	$24,710	$24,710
INTER DEPART BILLING	-$270,074	-$270,074	-$304,726	-$326,456	-$326,456
Total Expenditures	**$561,236**	**$829,270**	**$711,810**	**$964,578**	**$977,981**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Civil Rights Fund Summary

The graphs and tables below summarize expenditures and agency revenues by fund. This summary is included because the agency has two or more fund types within the operating budget. The pages following this summary show the line-item detail for each fund.

Expenditures by Fund

FY27 Expenditures by Fund



GENERAL	$3,051,922	98.95%
OTHER GRANTS	$32,500	1.05%

Expenditures by Fund

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$2,738,029	$2,691,900	$2,933,064	$2,928,699	$3,051,922	$3,051,922
OTHER GRANTS	$44,677	$41,500	$41,412	$41,500	$32,500	$32,500
Total Expenditures	**$2,782,705**	**$2,733,400**	**$2,974,476**	**$2,970,199**	**$3,084,422**	**$3,084,422**

Agency Revenues by Fund

FY27 Revenues by Fund



OTHER GRANTS	$32,500	100.00%

Agency Revenues by Fund

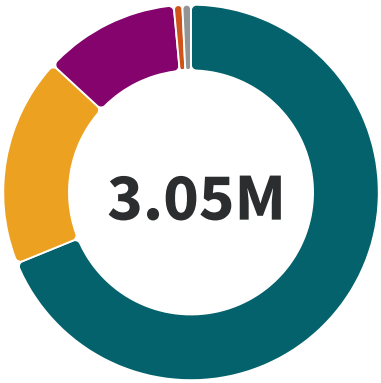
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$700	$15,000	-	-	-	-
OTHER GRANTS	$44,677	$41,500	$41,412	$41,500	$32,500	$32,500
Total Revenues	**$45,377**	**$56,500**	**$41,412**	**$41,500**	**$32,500**	**$32,500**

Civil Rights: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$2,325,152	76.19%
BENEFITS	$609,673	19.98%
PURCHASED SERVICES	$394,043	12.91%
SUPPLIES	$24,800	0.81%
INTER DEPART CHARGES	$24,710	0.81%
INTER DEPART BILLING	-$326,456	-10.70%

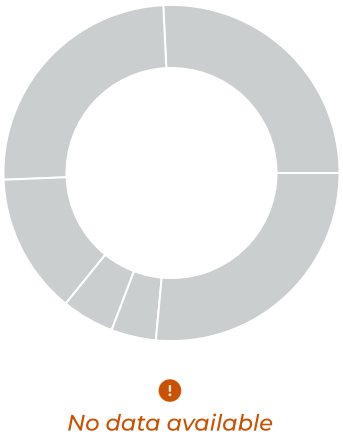
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,951,269	$2,065,232	$2,094,174	$2,199,895	$2,325,152	$2,325,152
PERMANENT WAGES	$1,877,015	$2,021,276	$1,996,378	$2,106,256	$2,179,017	$2,179,017
SALARY SAVINGS	-	-$10,106	-	-$10,531	-$10,895	-$10,895
PENDING PERSONNEL	-	$34,052	-	$84,099	$133,092	$133,092
PREMIUM PAY	$4,642	-	$4,473	-	-	-
COMPENSATED ABSENCE	$9,895	$7,759	$24,768	$7,992	$8,000	$8,000
HOURLY WAGES	$29,847	$39,644	$44,745	$40,834	$39,000	$39,000
OVERTIME WAGES PERMANENT	$29,115	-	$23,665	-	-	-
OVERTIME WAGES HOURLY	$92	-	$145	-	-	-
ELECTION OFFICIALS WAGES	$664	-	-	-	-	-
BUDGET EFFICIENCIES	-	-$27,394	-	-$28,755	-$23,062	-$23,062
BENEFITS	$516,742	$538,455	$633,988	$609,935	$609,673	$609,673
COMPENSATED ABSENCE ESCROW	-	-	$53,827	-	-	-
HEALTH INSURANCE BENEFIT	$230,825	$238,179	$277,521	$291,971	$287,357	$287,357

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WAGE INSURANCE BENEFIT	$7,087	$7,324	$5,596	$6,105	$5,309	$5,309
WI RETIREMENT SYSTEM	$132,581	$140,478	$138,023	$151,650	$150,360	$150,360
FICA MEDICARE BENEFITS	$143,177	$149,217	$155,058	$156,127	$162,123	$162,123
POST EMPLOYMENT HEALTH PLANS	$3,072	$3,256	$3,963	$4,082	$4,523	$4,523
SUPPLIES	$15,161	$15,515	$21,197	$15,515	$25,200	$24,800
OFFICE SUPPLIES	$1,116	$1,700	$1,900	$1,700	$1,700	$1,700
ARTWORK	-	-	$390	-	-	-
COPY PRINTING SUPPLIES	$1,183	$2,156	$2,437	$2,156	$2,200	$2,200
HARDWARE SUPPLIES	$59	$818	$2,371	$818	$1,000	$1,000
SOFTWARE LICENSES & SUPPLIES	$783	$400	$1,318	$400	-	-
POSTAGE	$5,551	$3,800	$5,793	$3,800	$5,000	$5,000
PROGRAM SUPPLIES	-	-	-	-	$6,500	$6,300
BOOKS AND SUBSCRIPTIONS	-	$308	-	$308	$500	$300
WORK SUPPLIES	$895	$333	$203	$333	$300	$300
FOOD AND BEVERAGE	$5,573	$6,000	$6,785	$6,000	$8,000	$8,000
PURCHASED SERVICES	$477,132	$334,314	$445,320	$401,503	$393,643	$394,043
TELEPHONE	$937	$820	$925	$820	$1,000	$1,000
CELLULAR TELEPHONE	$1,586	-	$1,828	-	$1,325	$1,325
FACILITY RENTAL	-	-	-	-	$2,000	$1,500
CUSTODIAL BUILDING USE CHARGES	$36,470	$36,698	$38,604	$36,698	$36,698	$36,698
COMMUNICATION DEVICE RPR MAIN	-	$2,070	-	$2,070	$690	$690
SYSTEM AND SOFTWARE MAINTENANC	-	$5,000	$269	$5,000	$2,000	$2,000
RECRUITMENT	$21	-	$7	-	-	-
MILEAGE	$33	$50	$600	$50	$50	$50
CONFERENCES AND TRAINING	$42,454	$41,000	$26,006	$41,000	$59,000	$21,300
MEMBERSHIPS	$4,475	$9,450	$2,509	$9,450	$8,300	$8,300
LEGAL SERVICES	$18,035	-	$24,799	-	$5,000	-
STORAGE SERVICES	$6	$100	$3	$100	$100	$100
CONSULTING SERVICES	-	-	-	-	$1,000	$1,500
ADVERTISING SERVICES	$125	$1,193	$326	$1,193	$3,000	$7,700
INTERPRETERS SIGNING SERVICES	$264,552	$126,933	$249,111	$194,122	$158,126	$193,265
PROGRAM SERVICES	$75,000	$85,000	$75,000	$85,000	$105,000	$109,115
OTHER SERVICES AND EXPENSES	$33,437	$26,000	$25,333	$26,000	$4,354	-
GRANTS	-	-	-	-	$6,000	$9,500
INTER DEPART CHARGES	$8,094	$8,459	$8,459	$6,578	$24,710	$24,710

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID CHARGE FROM INSURANCE	$7,101	$7,493	$7,493	$5,828	$23,900	$23,900
ID CHARGE FROM WORKERS COMP	$993	$966	$966	$750	$810	$810
INTER DEPART BILLING	-$230,369	-$270,074	-$270,074	-$304,726	-$326,456	-$326,456
ID BILLING TO LANDFILL	-$542	-$595	-$595	-$632	-$681	-$681
ID BILLING TO MONONA TERRACE	-$19,573	-$23,418	-$23,418	-$29,133	-$31,980	-$31,980
ID BILLING TO GOLF COURSES	-$2,841	-$14,253	-$14,253	-$18,490	-$16,414	-$16,414
ID BILLING TO PARKING	-$29,679	-$34,418	-$34,418	-$36,266	-$35,914	-$35,914
ID BILLING TO SEWER	-$7,311	-$5,950	-$5,950	-$9,168	-$12,943	-$12,943
ID BILLING TO STORMWATER	-$6,799	-$6,295	-$6,295	-$8,514	-$8,132	-$8,132
ID BILLING TO TRANSIT	-$128,118	-$145,331	-$145,331	-$159,331	-$173,989	-$173,989
ID BILLING TO WATER	-$35,506	-$39,814	-$39,814	-$43,192	-$46,403	-$46,403
Total Expenditures	**$2,738,029**	**$2,691,900**	**$2,933,064**	**$2,928,699**	**$3,051,922**	**$3,051,922**

Agency Revenues by Major



Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INVEST OTHER CONTRIB	$700	-	-	-	-	-
CONTRIBUTIONS AND DONATIONS	$700	-	-	-	-	-
MISC REVENUE	-	$15,000	-	-	-	-
MISCELLANEOUS REVENUE	-	$15,000	-	-	-	-
Total Revenues	**$700**	**$15,000**	**-**	**-**	**-**	**-**

Civil Rights: Other Grants Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Grants Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



PURCHASED SERVICES **$32,500** 100.00%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$10,487	-$1,115	$134	-	-	-
PERMANENT WAGES	$10,487	$11,041	$134	-	-	-
PENDING PERSONNEL	-	-$12,155	-	-	-	-
BENEFITS	$2,443	$1,115	$209	-	-	-
HEALTH INSURANCE BENEFIT	$868	$1,115	$189	-	-	-
WAGE INSURANCE BENEFIT	$66	-	$1	-	-	-
WI RETIREMENT SYSTEM	$724	-	$9	-	-	-
FICA MEDICARE BENEFITS	$785	-	$10	-	-	-
SUPPLIES	$8,587	-	-	-	-	-
HARDWARE SUPPLIES	$1,465	-	-	-	-	-
SOFTWARE LICENSES & SUPPLIES	$7,122	-	-	-	-	-
PURCHASED SERVICES	$23,161	$41,500	$41,068	$41,500	$32,500	$32,500
SYSTEM AND SOFTWARE MAINTENANC	$10,504	$7,500	$28,402	$37,200	$29,250	$29,250
CONFERENCES AND TRAINING	-	$18,000	$6,985	-	-	-
MEMBERSHIPS	-	-	$1,081	-	-	-
INTERPRETERS SIGNING SERVICES	$12,277	$16,000	-	$4,300	$3,250	$3,250

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
OTHER SERVICES AND EXPENSES	$380	-	$4,601	-	-	-
Total Expenditures	**$44,677**	**$41,500**	**$41,412**	**$41,500**	**$32,500**	**$32,500**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES **$32,500** 100.00%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$44,677	$41,500	$41,412	$41,500	$32,500	$32,500
FEDERAL REVENUES OPERATING	$44,677	$41,500	$41,412	$41,500	$32,500	$32,500
Total Revenues	**$44,677**	**$41,500**	**$41,412**	**$41,500**	**$32,500**	**$32,500**

Civil Rights Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
AA MGR-18	18	1.00	1.00
ADMIN CLK 1-20	20	1.00	1.00
ADMIN SUPV-18	18	1.00	1.00
AFF ACTION SPEC-18	18	1.00	1.00
CIVIL RIGHTS DIR-21	21	1.00	1.00
COMM RELATIONS SPEC-18 PT	18	2.40	2.40
CONTRACT COMP SPEC 3	18	3.00	2.00
DIS RGTS & SVS PRG COORD-18	18	1.00	1.00
EO INVESTIGATOR 1	18	1.00	1.00
EO INVESTIGATOR 3	18	3.00	2.00
EQT SOC JUSTICE MGR-18	18	1.00	1.00
EQUAL OPPT MGR-18	18	1.00	1.00
EQUITY COORD-18	18	1.00	1.00
HEARING EXAM-EOC-23	23	1.00	1.00
PARALEGAL-MEDIATOR 3-18	18	1.00	1.00
PROGRAM ASST 1-20	20	2.00	2.00
PROGRAM SPECIALIST 2-18	18	-	1.00
PROGRAM SPECIALIST 1-18	18	-	1.00
Grand Total		**22.40**	**22.40**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Civil Rights 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Civil Rights is **$61,038**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
122 - EQUITY & SOCIAL JUSTICE	Language Access Program - Reducing LAP budget for citywide translation and interpretation services.	Reduced language access services to community; need for improved city staff prioritization.	N/A	61,038
			Total	61,038

Clerk's Office

Agency Mission

The Clerk's Office's mission is to administer essential local government services to the public, including:

- Free, fair, accessible elections
- Impartial licensing
- Open meeting and open records
- Legislative process support

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 goal of the Clerk's Office is to increase access to open government. The Clerk's Office will advance this goal by remaining engaged in the Racial Equity and Social Justice Initiative (RESJI); streamlining City agency approvals of license applications; continuing voter registration at community centers, food pantries, and community events; developing informative materials to increase compliance with the City's lobbying ordinance; and posting committee meeting agendas more than 48 hours in advance.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

City Clerk's Office
210 Martin Luther King, Jr., Blvd, Room 105
Madison, WI 53703
(608) 266-4601
clerk@cityofmadison.com
www.cityofmadison.com/clerk
www.cityofmadison.com/election

TO: Mayor Satya Rhodes-Conway
FROM: Lydia McComas, City Clerk

Goals of the Clerk's Office Operating Budget

The City Clerk's Office remains committed to our core mission to administer accessible, transparent, and secure elections; ensure fair and efficient licensing processes; support City legislative functions; and other primary responsibilities. In 2027, our key goals include:

1. Election Administration
    a. Administer two regularly scheduled elections (the nonpartisan primary and general) with accuracy, accessibility, and security.
    b. Complete a comprehensive strategic planning process to standardize election procedures, reduce errors, and ensure full preparedness for the high-volume 2028 election cycle.
    c. Strengthen public trust in the election process and the Madison City Clerk's Office by highlighting process improvements through public outreach and media engagement.
2. Licensing and Administration:
    a. Organize and purge contracts past retention to reduce the more than 250 boxes stored at the State Records Center, lowering storage costs and improving retrieval efficiency.
    b. Digitize the contract process to reduce printing costs and streamline document access.
    c. Modernize processes for licensing by launching a fully online licensing system, translating all public licensing materials, and collaborating with the Alcohol License Review Committee to improve clarity, efficiency, and equity for applicants.
3. Staffing and Organizational Health
    a. Reduce staff burnout and turnover through intentional work planning and by reinforcing a culture of trust, transparent communication, and continuous learning.
    b. Stabilize the new organizational structure implemented in 2026 and identify opportunities for refinement.

The Clerk's Office budget request supports these goals by maintaining operational readiness for elections, investing in modernization of licensing and administrative systems, and aligning staffing resources with strategic priorities to ensure sustainable operations. This budget request reflects sustaining current operations without supplemental funding to improve key processes or prepare for the 2028 elections. Please see appendix I for information about how additional funds would support Clerk's Office operations.

Key metrics to track progress:

- Voter participation in historically underrepresented wards
- Absentee ballot reconciliation accuracy and timeliness
- Diverse and multilingual election official staffing
- Processing time for licenses and public records requests
- Internal workload and burnout indicators to monitor organizational health

99.25% Budget for General, Library, and Fleet Funds (if applicable)

Our strategies to comply with the 99.25% budget are as follows:

- Reduce low-priority supply purchases
- Track permanent and hourly overtime hours to reduce overtime expenses and burnout thereby reducing staff turnover
- Digitize paper-based processes to reduce printing and contract storage expenses

These strategies are designed to minimize service disruptions while maintaining election integrity and public service expectations. The Clerk's Office will continue to provide high-quality public service in 2027. It's important to note that without additional funding above the base budget, the Clerk's Office will not be able to improve processes or adequately prepare for the 2028 election cycle.

Reduction Scenarios (All Funds, excluding grants)

The Clerk's Office has completed a comprehensive review of all services and activities planned for 2027. To meet the required 2% reduction to our base budget, we propose reducing Election Day election officials by approximately 11%, resulting in a reduction of one election official per polling place for each of the two scheduled 2027 elections.

With this reduction, all polling places will continue to meet statutory staffing requirements, and core Election Day operations will be preserved.

However, this reduction may result in the following consequences:

- **Longer wait times:** Polling places may need to operate at less-than-optimal staffing, which would increase the time spent checking in voters and issuing ballots. This could lead to voters waiting in longer lines.
- **Reduced ability for election officials to take breaks:** When fewer election officials are at a polling place, the officials who are working have less ability to take breaks from their station, which is needed during a long and often demanding day. This may lead to election official fatigue and burnout.
- **Attrition in pool of election officials:** When election officials are not scheduled for an election, they are less likely to return to serve in subsequent elections. Attrition in 2027 raises concerns for staffing in 2028, when we will need substantially larger numbers of officials to manage high-volume elections.

The Clerk's Office will monitor these impacts closely and will restore to ideal staffing levels in 2028, pending budget approval, in preparation for the anticipated high-turnout presidential election cycle.

Reallocations and Other Changes (if applicable)

The Clerk's Office is not currently planning any changes or reallocations for the 2027 budget. To improve processes and adequately prepare for a successful 2028 election cycle, the Clerk's Office would need additional funds. The Clerk's Office recognizes citywide fiscal constraints, especially given the Expenditure Restraint Incentive Program; please see the appendix for the supplemental request the Clerk's Office would have submitted if city budget allowed. Appendix I is meant to provide transparent operational concerns about continued under-resourcing of the Clerk's office and the grave public impact.

Thank you for your consideration,

Lydia McComas, City Clerk

Appendix: Request for supplemental funds

If supplemental requests were to be allowed for 2027, the Clerk's Office would request funds to add two Municipal Clerk 1 positions, beginning mid-year, at a total cost of $77,424. This represents a modest 2% increase to the current 2027 base budget of $3,619,164. These positions are essential to prepare for the 2028 presidential election cycle, ensure statutory compliance, and reduce operation risk during a period of

unprecedented workload and scrutiny. Sustaining these two positions beyond 2028 is a strategic investment that strengthens the Clerk's Office's long-term operational resilience, accelerates process modernization, and reduces structural dependence on hourly staffing and overtime.

Fiscal note

The two municipal clerks would start mid-year, resulting in a total of $77,424 for both positions in 2027. The City Clerk's Office 2028 budget request would include approximately $160,000 for these two additional Municipal Clerk 1 positions.

Statutory responsibilities and operational realities

The Clerk's Office is legally responsible for administering elections in full compliance with federal, state, and local law. These responsibilities involve fixed deadlines, complex processes, and heightened public scrutiny. The City of Madison consistently has some of the highest voter turnout in the nation, and residents expect a seamless, accurate, and transparent voting experience.

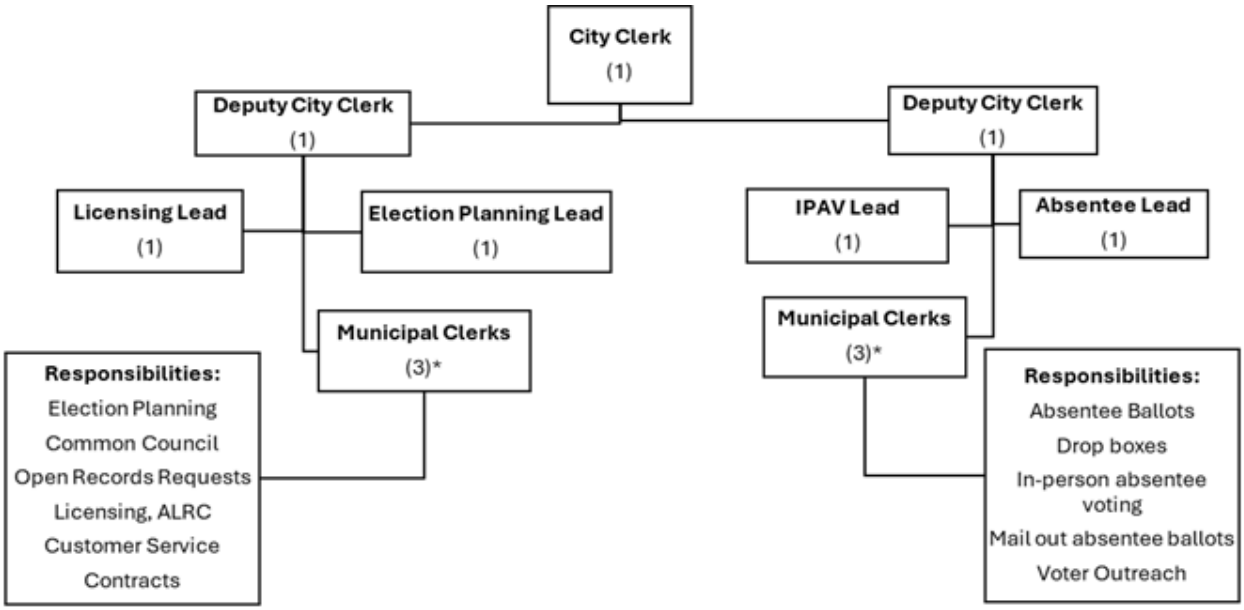
The Clerk's Office manages alcohol licensing for the City of Madison. The office averages 850 new licenses issued every year and manages over 3,000 total licenses annually. Providing smooth alcohol licensing benefits local businesses and the city's economy.

In 2027, the City of Madison will add the Town of Blooming Grove. This addition will require substantial staff time and office resources to absorb the town's licensing operations and election duties. The cost of running a polling place (election official salaries, supplies, and equipment) in 2027 for the Town of Blooming Grove will be about $5,100.

2026 reorganization, new staff structure

In 2025, the City Clerk's Office transitioned into a new organizational structure, with two new deputy clerks and four lead workers, for a total of thirteen permanent positions. While this structure improved internal coordination, it is insufficient for future demands of the Clerk's Office. Establishing these two positions is essential ahead of the 2028 cycle, which will come with high turnout, likely statutory changes, and increased administrative load. The need for these positions extends beyond 2028 and will help the office ensure continuity of operations, process improvement, and decrease reliance on hourly staff and overtime.

City Clerk's Office Org Structure - 2026



*This supplemental request would add two municipal clerks to the Clerk's Office structure for a total of eight municipal clerks in 2027.

Staff strain: overtime, burnout, turnover

Election preparation requires extraordinary staff effort. Municipal clerks routinely work 60-80 hours per week in the month prior to each election. Overtime is necessary to meet statutory requirements and deadlines and to prepare for Election Day but can and has had significant

consequences. Accuracy decreases as fatigue increases, elevating the incidence of human error in high-stakes processes which puts the city at reputational and financial risk.

In 2026, the City Clerk's Office implemented strategies to reduce overtime usage. Strategies include a new overtime request form, using hourly staff for lower-level tasks, and shifting work hours. The Clerk's Office has also clarified roles and responsibilities to ensure staff are not duplicating work. These changes have resulted in a modest decrease in overtime hours and more intentionality to the hours worked. However, staff are still asked to work an unreasonable number of hours to meet statutory requirements. This would be directly rectified with two additional municipal clerks.

Clerk's Office Staff Overtime Hours				
Year	**2023**	**2024**	**2025**	**2026 (as of June)**
Permanent staff OT hours	1,821	3,906.75	2,051.20	1,284.75
Hourly staff OT hours	399	987.55	90.85	91

The Clerk's Office has high rates of staff turnover. In the past four months, four staff have resigned, three of whom directly cited burnout as the reason for their resignation. During their exit interviews, staff were candid about the impact the Clerk's Office being understaffed had on their wellbeing. Staff turnout has been an issue in the Clerk's Office for the past several years and has left significant gaps in institutional knowledge retention. Decreasing staff turnover will reduce long-term recruitment and training costs. Avoiding these recurring replacement costs strengthens long-term budget sustainability and ensures the Clerk's Office maintains the expertise needed to support process improvements and reduce reliance on hourly staff and overtime.

Operational risks without additional staffing

The 2028 presidential election cycle will include four high-turnout elections. Absentee voting volume is expected to match or exceed 2024 levels. Critical preparation begins in 2027, including updating processes and documentation, preparing election materials, developing and delivering training, recruiting and supporting election officials, and conducting process audits.

Without additional staffing, there is a real likelihood of human error in high-stakes election processes. Current staffing levels leave the City Clerk's Office vulnerable during peak election periods.

Beyond peak election periods, these two positions would provide essential capacity for continuous improvement during odd-year cycles. The Clerk's Office must evaluate prior year's election performance, update procedures and documentation, strengthen quality-control measures, refine training programs, and implement new technology and workflow enhancements. Sustained staffing ensures that these improvements are not deferred but completed with the rigor required for high-stakes election administration. Maintaining these two additional roles year-round protects the office from entering major election cycles with outdated processes, unresolved vulnerabilities, or insufficient preparation.

Cost avoidance and value of investment

The cost of two additional clerks is modest compared to the potential consequences of an election-related error. Stable staffing reduces overtime expenditures, improves accuracy and compliance, strengthens institutional knowledge, enhances operational stability, and protects the city's reputation and fiscal responsibilities. Preventing even one major error would offset the cost of these positions.

One municipal clerk will be allocated to the absentee team. The Clerk's Office continues to see high interest in absentee voting. Understaffing in recent years has contributed to human error and uncounted absentee ballots (November 2024, April 2026). Adding a permanent staff member to the absentee team will ensure the Clerk's Office has enough coverage to reliably and accurately administer the absentee ballot process. While the total absentee period each year is between six weeks and thirty-four weeks, the time not processing absentee ballots should be spent improving processes, training election officials, and preparing for the next election which current staffing levels do not allow.

The other municipal clerk will be allocated to assist with election planning and licensing. The Clerk's Office continues to postpone necessary administrative organization and improvements because of limited staff capacity. During election season, this position will assist with scheduling poll workers, coordinate trainings, and update documentation. Outside of election season, this position will assist with alcohol license applications and renewals, contract storage and retention organization, and other projects that have been postponed.

Supplemental Request Summary

Adding two Municipal Clerk 1 positions in 2027 will ensure the Clerk's Office meets all statutory requirements and deadlines, provide operational stability during the 2028 election cycle, reduce burnout, turnover, and overtime, and mitigate the risk of human error during peak election periods.

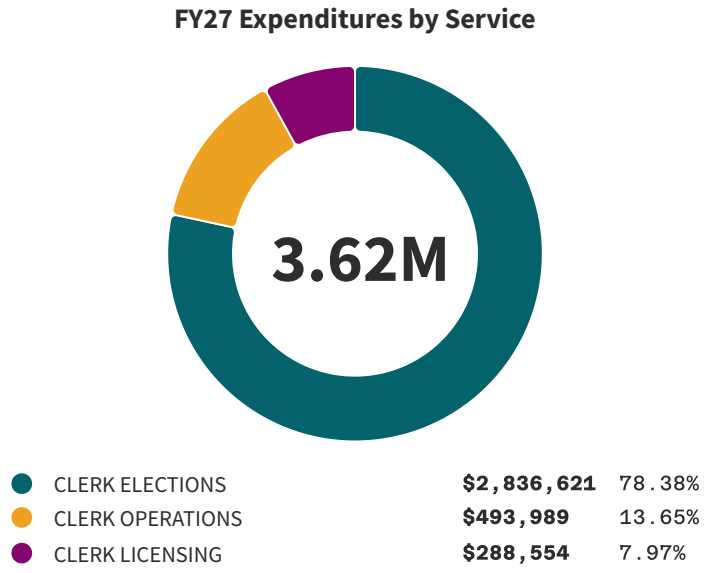
While the City Clerk's Office recognizes the severe impact of the Expenditure Restraint Incentive Program and citywide fiscal constraints, this supplemental request is fundamentally about protecting the integrity, safety, and reliability of Madison's elections.

Clerk's Office Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

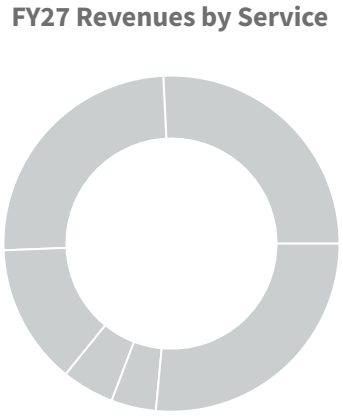
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CLERK ELECTIONS	$2,145,869	$2,455,207	$3,223,711	$2,836,621	$2,836,621
CLERK LICENSING	$239,211	$234,138	$288,502	$288,554	$288,554
CLERK OPERATIONS	$272,402	$287,687	$318,042	$493,989	$493,989
Total Expenditures	**$2,657,481**	**$2,977,032**	**$3,830,255**	**$3,619,164**	**$3,619,164**

Agency Revenues by Service (All Funds)



No data available

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CLERK ELECTIONS	-	$2,300	-	-	-
Total Revenues	**-**	**$2,300**	**-**	**-**	**-**

Service: Clerk Elections

Service Description

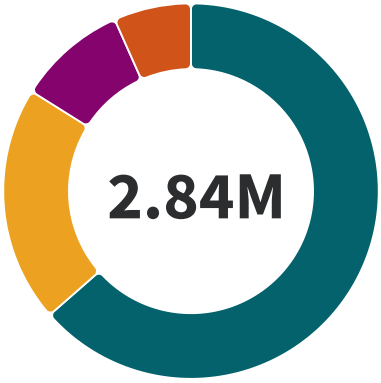
The City Clerk's Office facilitates the right to vote so each eligible voter is able to cast a ballot and have that ballot counted.

Activities Performed by this Service

- Voter Outreach & Education: Answering voter questions; registering voters.
- Absentee Voting: Processing absentee requests; mailing absentee ballots upon request; securing absentee ballots envelopes returned to the office; training and scheduling poll workers to deliver absentee ballots to absentee voters in nursing homes and qualifying care facilities; setting up and supporting in-person absentee voting sites; coordinating absentee ballot couriers and chains-of-custody for absentee voting sites and drop boxes; coordinating chains-of-custody for absentee ballot delivery to polling places on Election Day.
- Elections Administration: Managing voter list maintenance; certifying ballot access for city and school board candidates; recruiting, training, and scheduling poll workers; conducting public tests of election equipment; securing ballots and election equipment; establishing and equipping polling locations; providing poll workers and voters with support, resources, and answers on Election Day; certifying local and school district election results; recording and reconciling voter participation in the state voter registration system; conducting recounts as needed for local and school board elections; training new municipal clerks from municipalities across the state.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$1,802,642**	63.55%
PURCHASED SERVICES	**$577,292**	20.35%
BENEFITS	**$267,792**	9.44%
SUPPLIES	**$188,895**	6.66%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,583,630	$1,645,101	$2,305,819	$1,802,642	$1,802,642
BENEFITS	$208,980	$280,816	$237,783	$267,792	$267,792
SUPPLIES	$190,000	$210,288	$308,250	$188,895	$188,895
PURCHASED SERVICES	$163,259	$319,002	$371,859	$577,292	$577,292
Total Expenditures	**$2,145,869**	**$2,455,207**	**$3,223,711**	**$2,836,621**	**$2,836,621**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	-	$2,300	-	-	-
Total Revenues	**-**	**$2,300**	**-**	**-**	**-**

Service: Clerk Licensing

Service Description

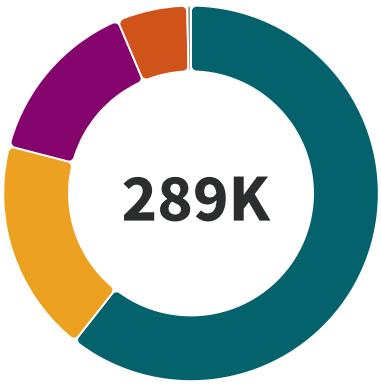
We serve the community by processing license applications for the City of Madison and Public Health Madison Dane County, administering license renewals for the Fire Department, and staffing the Alcohol License Review Committee.

Activities Performed by this Service

- Alcohol License Review Committee: Staffing the Alcohol License Review Committee which includes oversight for: Liquor/Beer sales, Operators (Alcohol Servers), and Picnic Beer Permits.
- Processing Licenses/Permits: Intake payment, processing applications, and receiving payments for Clerk Licenses, Health Licenses, Scrap & Recycling Licenses, Secondhand Dealer Licenses, and Transportation and Paratransit Licenses.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$174,934**	60.62%
BENEFITS	**$53,181**	18.43%
SUPPLIES	**$42,000**	14.56%
PURCHASED SERVICES	**$17,489**	6.06%
INTER DEPART CHARGES	**$950**	0.33%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$136,465	$144,931	$184,781	$174,934	$174,934
BENEFITS	$42,306	$44,416	$43,282	$53,181	$53,181
SUPPLIES	$42,000	$31,922	$42,000	$42,000	$42,000
PURCHASED SERVICES	$17,489	$11,945	$17,489	$17,489	$17,489
INTER DEPART CHARGES	$950	$924	$950	$950	$950
Total Expenditures	**$239,211**	**$234,138**	**$288,502**	**$288,554**	**$288,554**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Clerk Operations

Service Description

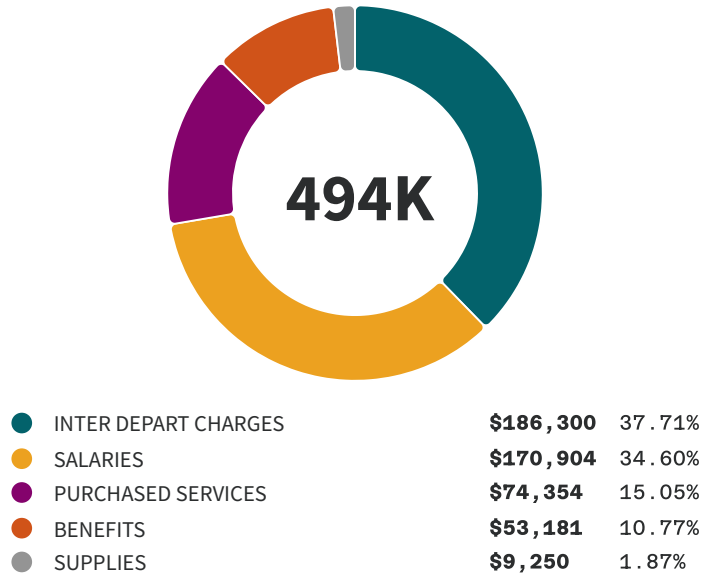
The City Clerk's Office helps members of the community connect with their local government and facilitates inter-agency operations while providing administrative support for Clerk Licensing and Clerk Elections.

Activities Performed by this Service

- Supporting transparent and open government: Posting meeting agendas; preparing Common Council agendas; staffing Common Council meetings; compiling Common Council proceedings; fulfilling open records requests; facilitating community engagement.
- Legislative Support: Training city staff to use Legistar; assisting City Agencies with entering resolutions into Legistar.
- Miscellaneous Clerk Operations: Providing administrative support to the City Emergency Management Team; coordinating purchasing and budgetary services for the agency.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$132,776	$144,931	$180,751	$170,904	$170,904
BENEFITS	$42,306	$44,416	$43,282	$53,181	$53,181
SUPPLIES	$9,250	$1,920	$9,250	$9,250	$9,250
PURCHASED SERVICES	$74,354	$82,705	$74,354	$74,354	$74,354
INTER DEPART CHARGES	$13,715	$13,715	$10,405	$186,300	$186,300
Total Expenditures	**$272,402**	**$287,687**	**$318,042**	**$493,989**	**$493,989**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

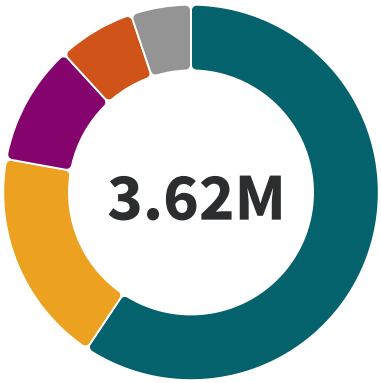
No data available

Clerk's Office: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



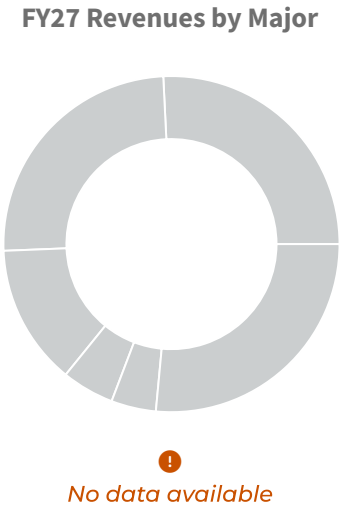
SALARIES	$2,148,481	59.36%
PURCHASED SERVICES	$669,135	18.49%
BENEFITS	$374,153	10.34%
SUPPLIES	$240,145	6.64%
INTER DEPART CHARGES	$187,250	5.17%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,641,420	$1,852,871	$1,934,963	$2,671,350	$2,148,481	$2,148,481
PERMANENT WAGES	$837,798	$885,176	$896,715	$969,005	$1,096,217	$1,096,217
PENDING PERSONNEL	-	-	-	$239,371	$47,145	$47,145
PREMIUM PAY	$7,906	$3,689	$7,379	$4,030	$8,912	$8,912
COMPENSATED ABSENCE	$17,692	-	$83,746	$16,000	$16,480	$16,480
HOURLY WAGES	$428,904	$175,000	$257,573	$309,000	$206,876	$206,876
OVERTIME WAGES PERMANENT	$159,797	$33,432	$74,939	$120,000	$123,600	$123,600
OVERTIME WAGES HOURLY	$60,942	-	$17,849	$40,000	$41,200	$41,200
ELECTION OFFICIALS WAGES	$1,128,380	$782,294	$596,762	$1,000,000	$635,400	$635,400
BUDGET EFFICIENCIES	-	-$26,720	-	-$26,056	-$27,349	-$27,349
BENEFITS	$360,162	$293,592	$369,648	$324,348	$374,153	$374,153
HEALTH INSURANCE BENEFIT	$134,898	$151,026	$170,611	$154,935	$190,895	$190,895
WAGE INSURANCE BENEFIT	$3,952	$3,804	$3,517	$2,771	$3,050	$3,050
IATSE HEALTH BENEFIT	$19,849	$5,000	$11,436	$22,000	$9,600	$9,600
WI RETIREMENT SYSTEM	$72,660	$61,520	$69,796	$64,664	$78,927	$78,927

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FICA MEDICARE BENEFITS	$122,621	$65,690	$100,890	$66,178	$81,664	$81,664
POST EMPLOYMENT HEALTH PLANS	$6,181	$6,552	$13,398	$13,800	$10,016	$10,016
SUPPLIES	$915,669	$241,250	$244,130	$359,500	$240,145	$240,145
OFFICE SUPPLIES	$2,632	$2,750	$1,275	$2,750	$2,750	$2,750
COPY PRINTING SUPPLIES	$98,584	$37,000	$36,070	$37,000	$37,000	$37,000
ELECTION SUPPLIES	$256,233	$50,000	$101,559	$50,000	$50,000	$50,000
HARDWARE SUPPLIES	$51,470	$1,500	$784	$6,500	$6,500	$6,500
SOFTWARE LICENSES & SUPPLIES	$97,551	-	$13,834	$17,750	$17,750	$17,750
POSTAGE	$291,883	$150,000	$90,524	$243,500	$124,145	$124,145
WORK SUPPLIES	$111	-	$9	$2,000	$2,000	$2,000
EQUIPMENT SUPPLIES	$117,206	-	$74	-	-	-
PURCHASED SERVICES	$234,852	$255,102	$413,653	$463,702	$669,135	$669,135
TELEPHONE	$764	$978	$762	$978	$978	$978
CELLULAR TELEPHONE	$13,094	$13,310	$4,002	$13,310	$13,310	$13,310
SYSTEMS COMMUNICATION INTERNET	-	$17,460	$4,438	$17,460	$34,740	$34,740
FACILITY RENTAL	$41,924	$42,581	$43,563	$43,656	$192,656	$192,656
CUSTODIAL BUILDING USE CHARGES	$46,065	$46,354	$48,762	$46,354	$46,354	$46,354
EQUIP IMPROV REPAIR MAINT	$292	$20,015	$3,929	$20,015	$20,015	$20,015
SYSTEM AND SOFTWARE MAINTENANC	$32,945	$33,604	$225,469	$209,365	$277,115	$277,115
LEASE RENTAL OF EQUIPMENT	$45,760	$30,000	$31,380	$61,764	$33,167	$33,167
MILEAGE	$3,566	-	$2,107	-	-	-
CONFERENCES AND TRAINING	$8,808	$12,000	$12,548	$12,000	$12,000	$12,000
MEMBERSHIPS	$7,415	$5,800	$1,268	$5,800	$5,800	$5,800
STORAGE SERVICES	$5,042	$3,000	$5,767	$3,000	$3,000	$3,000
ADVERTISING SERVICES	$27,818	$30,000	$27,014	$30,000	$30,000	$30,000
OTHER SERVICES AND EXPENSES	$1,357	-	$2,643	-	-	-
INTER DEPART CHARGES	$11,208	$14,665	$14,639	$11,355	$187,250	$187,250
ID CHARGE FROM TRAFFIC ENGINEE	$1,120	$950	$924	$950	$950	$950
ID CHARGE FROM INSURANCE	$8,754	$12,831	$12,831	$9,344	$185,600	$185,600
ID CHARGE FROM WORKERS COMP	$1,334	$884	$884	$1,061	$700	$700
Total Expenditures	**$4,163,311**	**$2,657,481**	**$2,977,032**	**$3,830,255**	**$3,619,164**	**$3,619,164**

Agency Revenues by Major



Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	-	-	$2,300	-	-	-
REIMBURSEMENT OF EXPENSE	-	-	$2,300	-	-	-
Total Revenues	**-**	**-**	**$2,300**	**-**	**-**	**-**

Clerk's Office Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
CERT MUNI CLK-20	20	5.00	3.00
CITY CLERK-21	21	1.00	1.00
DEPUTY CITY CLERK-18	18	2.00	2.00
MUNI CLK 2-20	20	4.00	3.00
MUNI CLK LEADWORKER-20	20	1.00	4.00
Grand Total		**13.00**	**13.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Clerk 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Clerk is **$72,383**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
132 - CLERK ELECTIONS	Election Official Salary	Reducing Election Day election officials by approximately 11%, resulting in a reduction of one election official per polling place for each of the two scheduled 2027 elections. With this reduction, all polling places will continue to meet statutory staffing requirements, and core Election Day operations will be preserved. However, this reduction may result in the following consequences: • Longer wait times: Polling places may need to operate at less-than-optimal staffing, which would increase the time spent checking in voters and issuing ballots. This could lead to voters waiting in longer lines. • Reduced ability for election officials to take breaks: When fewer election officials are at a polling place, the officials who are working have less ability to take breaks from their station, which is needed during a long and often demanding day. This may lead to election official fatigue and burnout. • Attrition in pool of election officials: When election officials are not scheduled for an election, they are less likely to return to serve in subsequent elections. Attrition in 2027 raises concerns for staffing in 2028, when we will need substantially larger numbers of officials to manage high-volume elections.	0	72,383
			Total	72,383

Employee Assistance Program Overview

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 wellbeing 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. Services provided by the agency include but are not limited to critical incident stress management services, consultation services for managers and union stewards, and ongoing education and training. The goal of the agency is to collaborate with other City agencies, insurance providers, and the external EAP provider to improve service delivery. The Employee Assistance Program will advance this goal by improving technological tools and data, continuing support of First Responder Peer Support Teams, and expanding training.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Employee Assistance Program
2300 S. Park St., Suite 111
Madison, WI 53713
Phone: (608) 266-6561
Fax: (608) 243-0189
eap@cityofmadison.com
cityofmadison.com/eap

TO: Mayor Rhodes-Conway
FROM: Arlyn Gonzalez

Goals of Agency's Operating Budget

The mission of the City of Madison Employee Assistance Program (EAP) is to provide personalized and culturally inclusive counseling, management consultation, resource referral, education, and trauma response to both work and personal situations. We strive to create and support workplaces were individuals with diverse backgrounds and experiences can feel empowered and flourish in the organization.

Our 2027 budget supports the continued delivery of high-quality EAP services to City employees by ensuring timely access to counseling consultation, crisis response, training, and other workplace wellness resources. In addition, a key priority for 2027 is the successful onboarding, training, and professional development of newly hired clinical staff. Investing in the growth and integration of new clinicians will strengthen the team's capacity, maintain continuity of services, and support the long-term sustainability of the program.

Several of our Results Madison indicators demonstrate our continue success in supporting City employees. One of our indicators measures the City's EAP utilization. Our utilization rate reached its highest level to date in 2025 at 5.37%, compared with 4.41% in 2024 and 3.65% in 2023. These utilization rates consistently exceed the national average for EAPs, which is typically between 2-3%.

The sustained increase in utilization reflects employee's awareness of and confidence in the program, as well as continued demand for accessible counseling, consultation, crisis response, and workplace support services.

99.25% Budget for General, Library, and Fleet Funds

To effectively manage the 2027 budget, the EAP has implemented several cost containment strategies while maintaining the quality of services provided to City employees. First, we successfully negotiated with our external EAP Provider to maintain 2026 rates through 2027, avoiding a planned 10% rate increase and reducing projecting contract costs.

Second, the program will conduct an RFP process in 2027 to evaluate external EAP providers and ensure the City continues to receive high quality services at the best overall value. The program has also realized cost savings through strategies implemented in prior years. The Consulting Network established in 2023, has reduced reliance on external consultation services and demonstrated measurable cost savings. In addition, the EAP office is now fully staffed with internal clinicians, increasing our capacity to provide services in-house and reducing the need to utilize external EAP services when appropriate.

While all City employees have access to the external EAP and individual utilization cannot be restricted, the program will continue to actively monitor contract utilization and manage the areas within its control, including external mediation and training services, to ensure resources are used efficiently while maintaining high quality support for employees.

Reduction Scenarios

EAP's budget is $546,915, with only one service (EAP services). The remainder of the budget consists primarily of salaries and benefits. We are expected to reduce the budget by $10,938.

The EAP Services budget line totals $50,600 and includes funding for both the external EAP provider and the Consulting Network. We have limited control over costs associated with employees who choose to utilize the external EAP directly. The areas we can influence are training, mediation, and critical incident services.

To help achieve the required budget reduction, we could attempt to reduce this budget line to $39,662 by utilizing the Consulting Network instead of the external EAP whenever appropriate (mostly critical incident services), as it is a more cost-effective option. We could also limit the use of the external EAP for trainings and minimize mediation services when feasible.

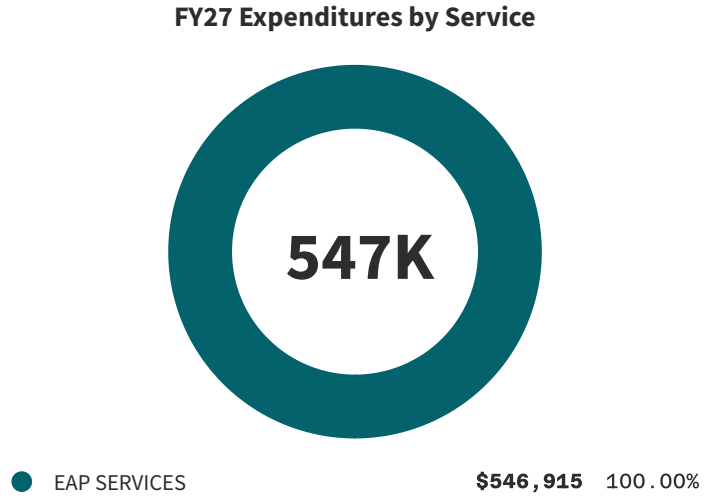
These reductions would likely decrease the availability of training and mediation services for employees and leaders who would otherwise benefit from them.

Employee Assistance Program Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

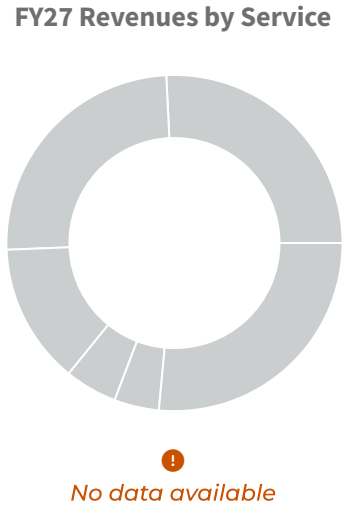
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
EAP SERVICES	$489,372	$525,299	$554,658	$546,915	$546,915
Total Expenditures	**$489,372**	**$525,299**	**$554,658**	**$546,915**	**$546,915**

Agency Revenues by Service (All Funds)



Agency Revenues by Service



Service: EAP Services

Service Description

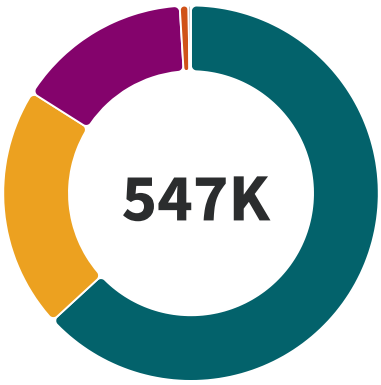
This service provides 24-hour professional and confidential assistance, information, resource referral, and support. Key activities performed by the service include, but are not limited to, critical incident stress management services (CISM), consultation services for supervisors and union stewards, ongoing education and training, and supervision of Madison Police and Fire Peer Support Teams and the EAP Facilitator Network. The goals of this service are to increase employee productivity, attendance, and overall well-being, encourage a culture of wellness and prevention among Madison's First Responders, and provide equitable access to EAP service for City staff.

Activities Performed by this Service

- Employee Assistance Program (EAP): Provides 24-hour professional and confidential assistance, information, resource referral, and support to employees and their families. The purpose is to ensure a productive workforce that can do their best work for stakeholders and community members.
- Critical Incident Stress Management (CISM): Helps employees prepare for, and recover from, traumatic events at work. Activities include pre-incident education and training, defusing, debriefing, follow-up, management consultation, and policy and procedure development.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$395,842	72.38%
BENEFITS	$130,636	23.89%
PURCHASED SERVICES	$94,446	17.27%
SUPPLIES	$4,646	0.85%
INTER DEPART CHARGES	$1,340	0.25%
INTER DEPART BILLING	-$79,995	-14.63%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$349,568	$386,232	$393,297	$395,842	$395,842
BENEFITS	$129,314	$146,856	$159,690	$130,636	$130,636
SUPPLIES	$3,250	$3,545	$3,250	$4,646	$4,646
PURCHASED SERVICES	$71,446	$52,872	$71,446	$94,446	$94,446
INTER DEPART CHARGES	$1,119	$1,119	$1,195	$1,340	$1,340
INTER DEPART BILLING	-$65,325	-$65,325	-$74,220	-$79,995	-$79,995
Total Expenditures	**$489,372**	**$525,299**	**$554,658**	**$546,915**	**$546,915**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

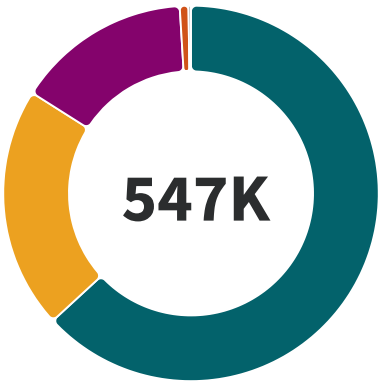
No data available

Employee Assistance Program: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$395,842	72.38%
BENEFITS	$130,636	23.89%
PURCHASED SERVICES	$94,446	17.27%
SUPPLIES	$4,646	0.85%
INTER DEPART CHARGES	$1,340	0.25%
INTER DEPART BILLING	-$79,995	-14.63%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$323,870	$349,568	$386,232	$393,297	$395,842	$395,842
PERMANENT WAGES	$315,915	$351,448	$377,480	$394,396	$396,885	$396,885
PREMIUM PAY	$431	-	$1,785	-	-	-
COMPENSATED ABSENCE	$7,010	$3,000	$6,967	$3,090	$3,090	$3,090
OVERTIME WAGES PERMANENT	$103	-	-	-	-	-
ELECTION OFFICIALS WAGES	$412	-	-	-	-	-
BUDGET EFFICIENCIES	-	-$4,880	-	-$4,189	-$4,133	-$4,133
BENEFITS	$116,722	$129,314	$146,856	$159,690	$130,636	$130,636
HEALTH INSURANCE BENEFIT	$69,532	$77,612	$89,438	$99,603	$70,089	$70,089
WAGE INSURANCE BENEFIT	$796	$382	$1,716	$1,588	$1,472	$1,472
WI RETIREMENT SYSTEM	$21,777	$24,426	$26,425	$28,397	$28,576	$28,576
FICA MEDICARE BENEFITS	$23,850	$26,081	$28,492	$29,293	$29,679	$29,679

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
POST EMPLOYMENT HEALTH PLANS	$767	$813	$786	$809	$821	$821
SUPPLIES	$5,603	$3,250	$3,545	$3,250	$4,646	$4,646
OFFICE SUPPLIES	$23	$350	$407	$350	$350	$350
COPY PRINTING SUPPLIES	$109	$500	$127	$500	$500	$500
HARDWARE SUPPLIES	$188	-	-	-	-	-
POSTAGE	$2,400	$2,400	$2,400	$2,400	$2,400	$2,400
PROGRAM SUPPLIES	$2,649	-	-	-	$1,396	$1,396
BOOKS AND SUBSCRIPTIONS	$59	-	-	-	-	-
FOOD AND BEVERAGE	$174	-	$611	-	-	-
PURCHASED SERVICES	$49,733	$71,446	$52,872	$71,446	$94,446	$94,446
TELEPHONE	$156	-	$161	-	-	-
CELLULAR TELEPHONE	$871	$720	$1,642	$720	$720	$720
SYSTEMS COMMUNICATION INTERNET	$468	-	$468	-	-	-
FACILITY RENTAL	$7,150	$7,158	$7,169	$7,158	$30,158	$30,158
CUSTODIAL BUILDING USE CHARGES	$2,175	$2,280	$2,280	$2,280	$2,280	$2,280
RECRUITMENT	$14	-	-	-	-	-
MILEAGE	$231	$250	-	$250	$250	$250
CONFERENCES AND TRAINING	$1,761	$8,335	$4,693	$8,335	$8,335	$8,335
MEMBERSHIPS	$525	$1,365	$426	$1,365	$1,365	$1,365
CONSULTING SERVICES	$35,824	$50,600	$35,269	$50,600	$50,600	$50,600
SECURITY SERVICES	$558	$558	$580	$558	$558	$558
OTHER SERVICES AND EXPENSES	-	-	$184	-	-	-
PERMITS AND LICENSES	-	$180	-	$180	$180	$180
INTER DEPART CHARGES	$1,008	$1,119	$1,119	$1,195	$1,340	$1,340
ID CHARGE FROM INSURANCE	$807	$951	$951	$1,078	$1,200	$1,200
ID CHARGE FROM WORKERS COMP	$201	$168	$168	$117	$140	$140
INTER DEPART BILLING	-$70,720	-$65,325	-$65,325	-$74,220	-$79,995	-$79,995
ID BILLING TO LANDFILL	-$143	-$118	-$118	-$88	-$73	-$73
ID BILLING TO MONONA TERRACE	-$11,491	-$15,575	-$15,575	-$15,601	-$16,048	-$16,048
ID BILLING TO GOLF COURSES	-$749	-$2,830	-$2,830	-$2,565	-$1,766	-$1,766
ID BILLING TO PARKING	-$8,511	-$6,982	-$6,982	-$8,811	-$9,384	-$9,384
ID BILLING TO SEWER	-$1,928	-$1,181	-$1,181	-$1,272	-$1,393	-$1,393
ID BILLING TO STORMWATER	-$1,793	-$1,250	-$1,250	-$1,181	-$875	-$875
ID BILLING TO TRANSIT	-$36,741	-$29,484	-$29,484	-$38,711	-$45,463	-$45,463
ID BILLING TO WATER	-$9,364	-$7,905	-$7,905	-$5,991	-$4,993	-$4,993

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$426,216**	**$489,372**	**$525,299**	**$554,658**	**$546,915**	**$546,915**

Agency Revenues by Major

FY27 Revenues by Major

No data available

Line-Item Agency Revenues

No data available

Employee Assistance Program Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
EAP DIR-21	21	1.00	1.00
EAP SPECIALIST 3-18	18	2.00	2.00
PROGRAM ASST 1-20	20	1.00	1.00
Grand Total		**4.00**	**4.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Employee Assistance Program 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Employee Assistance Program is **$10,938**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
221 - EAP SERVICES	Reduce budget associated with external EAP services by by utilizing the Consulting Network instead of the external EAP whenever appropriate (mostly critical incident services), as it is a more cost-effective option. We could also limit the use of the external EAP for trainings and minimize mediation services when feasible.	These reductions would likely decrease the availability of training and mediation services for employees and leaders who would otherwise benefit from them.	N/A	10,938
			Total	10,938

Finance Overview

Agency Mission

The Agency's mission is to enhance the financial health of Madison and serve as the steward of the City's resources through financial information, advice and support to the public, employees, City agencies and policymakers.

Agency Overview

The Agency is responsible for citywide financial services, including general accounting, financial reporting, budgeting, internal audit, risk management, purchasing, payroll, treasury services, investment management, and debt management. The goal of the Finance Department is to provide quality services to City agencies and facilitate processes that contribute to the quality of financial information for internal and external stakeholders. The Finance Department will advance this goal by continuing to support full implementation of enterprise resources planning system modules, fulfilling the reporting requirements of updated Governmental Accounting Standards Board (GASB) standards, continuing to transition to more transparent budget decision-making processes and equitable resource allocation, strengthening internal audit and grants management procedures, mitigating citywide risk and ensuring employee safety, and assisting agencies with administrative support and document service needs.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

The budget reduces purchased services in the Accounting Service by $78,400 and reallocates funds to Treasury ($78,200) and Administrative Services ($200). These changes are technical adjustments based on updated contracts and better align the budget to services. There is no change in service levels. The reduction in Accounting is based on a new contract for ambulance billing services. Annual costs are projected to be lower than cost to continue amounts and will not have an impact on services. The reallocation to Treasury increases budget for postage ($25,000), software ($4,200), and credit card processing fees ($49,000) based on trends. The minor reallocation to Administrative Services provides funding for supplies for Braille output.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

The proposed reallocations are based on analysis of trends and actual costs and do not reflect service-level changes. There is no anticipated equity impact with these reallocations.

Insurance and Worker's Compensation

The Finance Department is responsible for administering the Insurance Fund and Worker's Compensation Fund. The budget requests for these funds are presented as a "Service" in the Finance Department. For the executive and adopted budgets, these funds will be presented as separate agencies.

2027 Budget Request Description of Major Changes: Insurance Fund

The following information was submitted by the agency in their budget request.

Enter your line-item budget in Munis Central Budget. Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

2027 Budget Request Description of Major Changes: Worker's Compensation Fund

The following information was submitted by the agency in their budget request.

Enter your line-item budget in Munis Central Budget. Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Finance Department
City-County Building, Room 406
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4671
Fax: (608) 267-8705
finance@cityofmadison.com
cityofmadison.com/finance

TO: Mayor Satya Rhodes-Conway
FROM: David Schmiedicke, Finance Director

Goals of Agency's Operating Budget

In keeping with the Finance Department mission to enhance the financial health of the city and serve as steward of the city's resources through financial information, advice and support to the public, employees, city agencies and policymakers, the major goals of the department services for 2027 are listed below.

Accounting Services – Implementing Governmental Accounting Standards Board (GASB) 103 relating to updating the structure of the Management Discussion and Analysis element of the Annual Comprehensive Financial Report (ACFR); realizing the additional functionality from the recent migration of the Tyler ERP suite to the cloud; implementation of a new special assessment system, identification of a software solution for on-line bids and vendor access, and a new employee access portal; in conjunction with the Department of Civil Rights (DCR) and other city agencies, expanding training and data collection in support of broader and more equitable participation in the city's procurement process by disadvantaged, minority and locally-owned business enterprises; enhancing efficiency through on-line payroll activities (W-4 changes, direct deposit, etc.); and implementation of a new software system to prepare annual financial statements.

Budget and Program Evaluation – Continued progress toward implementing outcome-based / results-oriented budgeting through the Results Madison initiative; continuing measures for a structurally-balanced budget and long-range financial planning; implementing a digital budget presentation platform, continued Data Governance efforts, including training on data management practices for city agencies and partnership with Information Technology on a data warehouse to support evidence-based decision making; supporting city-wide data projects, including those with an equity focus.

Risk Management and Administrative Services – Safety monitoring and building security overviews; continued use of on-line claim form for easier filing of claims with the city; continued support of agencies by the Administrative Support Team; software application support and document layout and preparation assistance to agencies on the Document Services team; hiring of a new Risk Manager based on an upcoming retirement.

Treasury Services – Implementation of a licensing billing system; continued work upgrading city cashiering systems to ensure compliance with banking industry security standards; implementation of publicly accessible information on city investments; and enhancement of room tax internal controls.

Internal Audit Services – Continue instituting a regular cycle of auditing city agencies and programs. A grant monitoring and outreach plan, including an update to the APM for grants, monitoring federal, state, and other grant opportunities.

99.25% Budget for General, Library, and Fleet Funds

The Finance Department will continue to carefully review the need and time to fill vacant positions as a means of meeting the 99.25% budget. The department has been reallocating vacant positions for several years to meet city priorities, including staffing a data team in support of city racial equity and social justice goals, redeveloping an internal audit section to help ensure the efficient, effective and appropriate use of city resources, implementing an enterprise resource planning system to better manage and report on city finances, and increasing internal

administrative support. Redirecting resources to areas of higher priority will continue to be a key element of fulfilling the department's mission in these times of on-going financial austerity. During 2026, rates of staff turnover have allowed the department to meet both salary savings and the 0.75% reduction.

Reduction Scenarios (All Funds, excluding grants)

The Finance team has worked diligently to identify ways to do more with less. We have reallocated vacant positions to meet equity goals by building out a Data Team. The need to protect and enhance the City's resources led us to create an Internal Audit and Grants unit. We have improved customer service by consolidating front desk activities in the Treasury Office on the first floor of CCB.

Most of the department's budget pays the salaries and fringe benefits of the accountants, analysts, technicians, and clerks that deliver services to the Mayor, Common Council, other City agencies and residents. A two percent reduction to the Finance budget is approximately $140,000.

The Finance management team reviewed department priorities, previous right-sizing efforts, and the scale of units necessary to deliver services. Selecting a reduction was very difficult – the department is already very lean, has identified ways to meet more demands through reallocation, and is fortunate to have a professional, highly competent, and customer-oriented staff. Given this background, the plan includes eliminating a currently vacant Enterprise Accountant (Financial Systems Analyst) position. This position is vacant due to promotions that occurred after the recent retirement of the previous Assistant Finance Director for Accounting Services. The recruitment to fill the Enterprise Accountant position is at the interview stage. This position is located on the General and Debt Accounting Team in Accounting Services and is one of two Financial Systems Analysts that are integral to operating, maintaining and providing outreach to agencies associated with the Tyler MUNIS ERP system.

This position provides a core function to the financial systems and reporting that must be completed for the entire City. All City agencies rely on this position for access to MUNIS, training on the system, analytics of data within the system, and the yearly cycle of the monthly closing of the books and year-end activities. The Financial Systems Analysts help ensure that residents can pay required taxes and fees and that employees are paid biweekly. Two positions are critical given the breadth and complexity of the ERP system, particularly integrating system functionality with business processes. These positions engage with the system provider, Tyler Technologies, and City Information Technology to ensure that the system runs smoothly and issues are addressed in a timely manner.

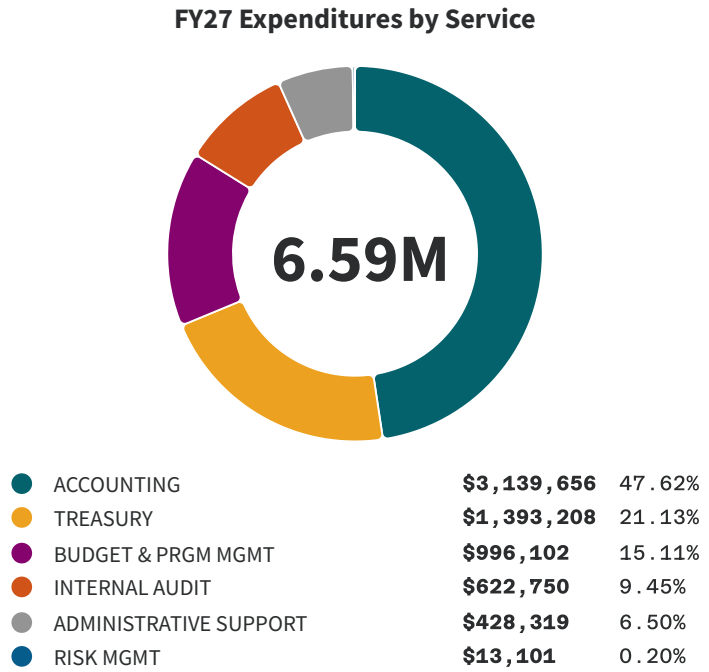
This position was selected for the department's reduction proposal solely because it is currently vacant. If the reduction proposal is taken, this will result in less technical support and expertise for implementing key modules like billing and employee access, and will result in slower response times to internal users. Training and troubleshooting of issues will be dramatically reduced if this position is eliminated. Report development that is critical to agency financial and program management will be severely reduced, if not eliminated. Payments from the public could be impacted, which could result in reduced customer service to residents.

Finance Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

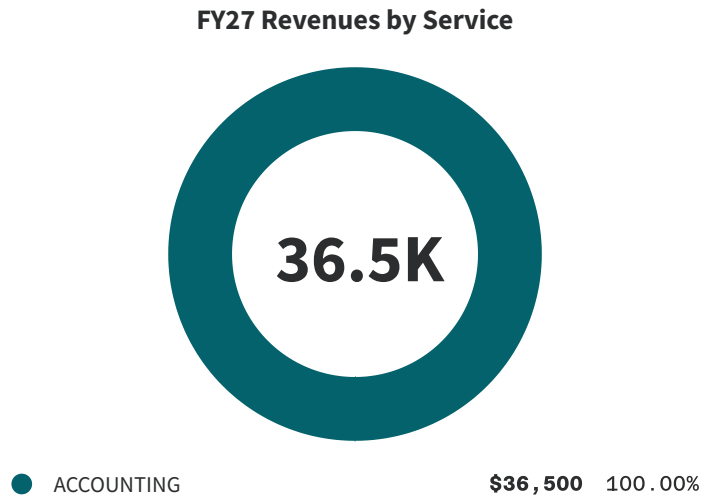
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ACCOUNTING	$3,171,167	$3,447,270	$3,274,368	$3,218,056	$3,139,656
BUDGET & PRGM MGMT	$941,719	$730,458	$1,036,501	$996,102	$996,102
RISK MGMT	-	$10,692	$21,599	$13,101	$13,101
ADMINISTRATIVE SUPPORT	$487,651	$454,205	$337,160	$428,119	$428,319
TREASURY	$986,191	$1,177,898	$1,199,450	$1,315,008	$1,393,208
INTERNAL AUDIT	$540,355	$514,231	$582,085	$622,750	$622,750
Total Expenditures	**$6,127,084**	**$6,334,755**	**$6,451,163**	**$6,593,136**	**$6,593,136**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ACCOUNTING	$36,500	$36,500	$36,500	$36,500	$36,500
Total Revenues	**$36,500**	**$36,500**	**$36,500**	**$36,500**	**$36,500**

Service: Accounting

Service Description

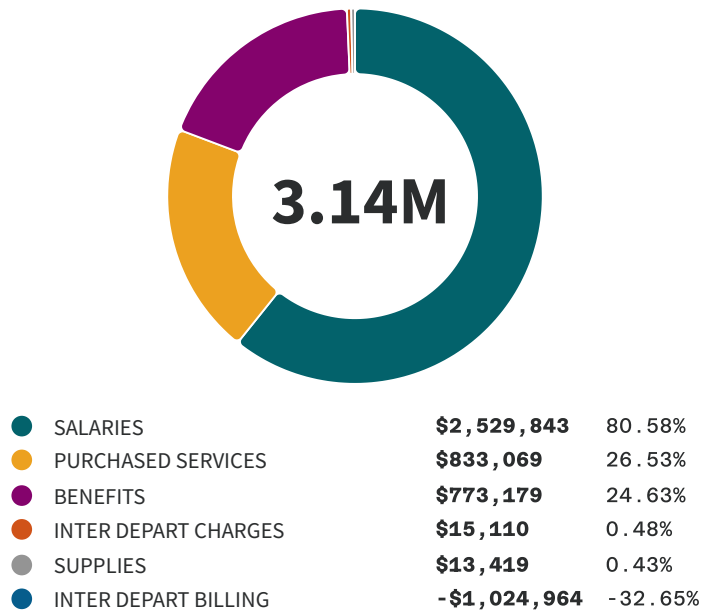
This service is responsible for the accounting, payroll, and procurement operations of the City of Madison. The service develops and maintains accounting-related internal controls, oversees the annual financial statement and audit preparation, and develops, coordinates and implements the City's accounting and financial reporting systems. The goal of the service is to mitigate risk for financial losses and to ensure adherence to Generally Accepted Accounting Principles (GAAP) and Governmental Accounting Standards Board Statements (GASB).

Activities Performed by this Service

- Accounting: Responsible for overseeing, approving, and processing financial transactions according to GAAP and GASB reporting standards. Prepares the Annual Comprehensive Financial Report and liaisons to external audit teams. Ensure debt and arbitrage compliance for the governmental funds, including payments for debt service principal and interest. Administer Tyler MUNIS City-wide.
- Payroll Accounting: Process bi-weekly payroll, approve time entry batches for agency staff. Assist HR staff in administering benefits and annual enrollments. Administer the Tyler MUNIS Employee Self Service portal.
- Procurement and Contracting: Assist City staff with procuring and contracting for goods and services. Administer the Vendor Self Service portal of the financial system.

Expenditures by Major (All Funds)

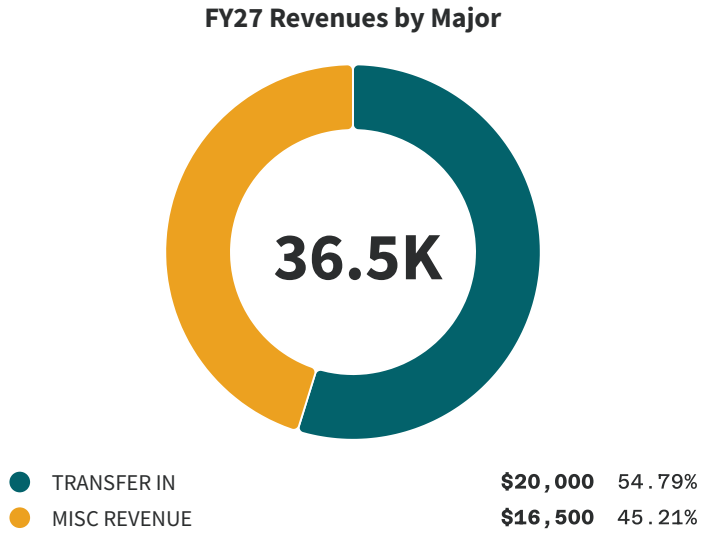
FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,375,898	$2,651,110	$2,532,897	$2,529,843	$2,529,843
BENEFITS	$667,231	$739,636	$763,755	$773,179	$773,179
SUPPLIES	$13,419	$6,661	$13,419	$13,419	$13,419
PURCHASED SERVICES	$886,469	$823,671	$911,469	$911,469	$833,069
INTER DEPART CHARGES	$12,293	$10,335	$15,064	$15,110	$15,110
INTER DEPART BILLING	-$784,143	-$784,143	-$962,235	-$1,024,964	-$1,024,964
Total Expenditures	**$3,171,167**	**$3,447,270**	**$3,274,368**	**$3,218,056**	**$3,139,656**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$16,500	$16,500	$16,500	$16,500	$16,500
TRANSFER IN	$20,000	$20,000	$20,000	$20,000	$20,000
Total Revenues	**$36,500**	**$36,500**	**$36,500**	**$36,500**	**$36,500**

Service: Administrative Support

Service Description

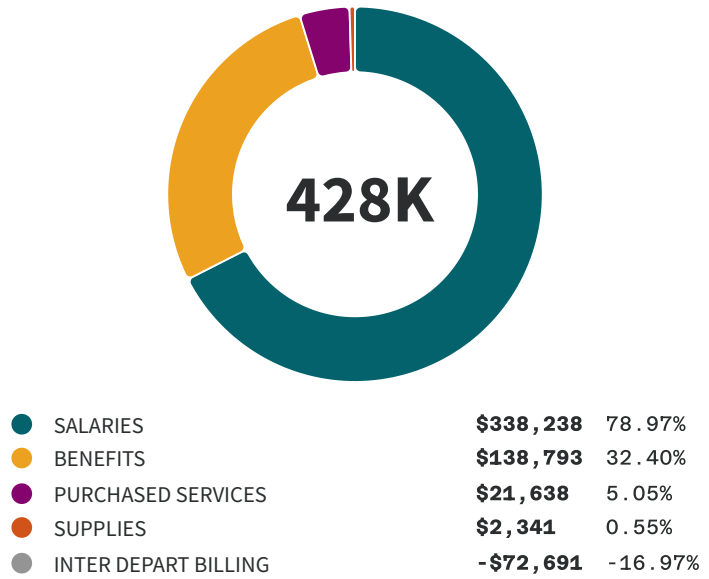
This service provides clerical and office services to City agencies. In addition to the Administrative Support Team staff who are assigned to various City agencies to assist with both special projects and day-to-day operations, a centralized Document Services Unit provides confidential word processing 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.

Activities Performed by this Service

- Administrative Support Team: Centralized team that provides administrative support to City agencies upon request.
- Document Services: Provides assistance to City agencies in document presentation, database management, and website administration.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$336,812	$316,162	$228,273	$338,238	$338,238
BENEFITS	$130,107	$110,269	$107,838	$138,793	$138,793
SUPPLIES	$2,141	$13,940	$2,141	$2,141	$2,341
PURCHASED SERVICES	$21,638	$16,882	$21,638	$21,638	$21,638
INTER DEPART BILLING	-$3,047	-$3,047	-$22,730	-$72,691	-$72,691
Total Expenditures	**$487,651**	**$454,205**	**$337,160**	**$428,119**	**$428,319**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Budget & Program Management

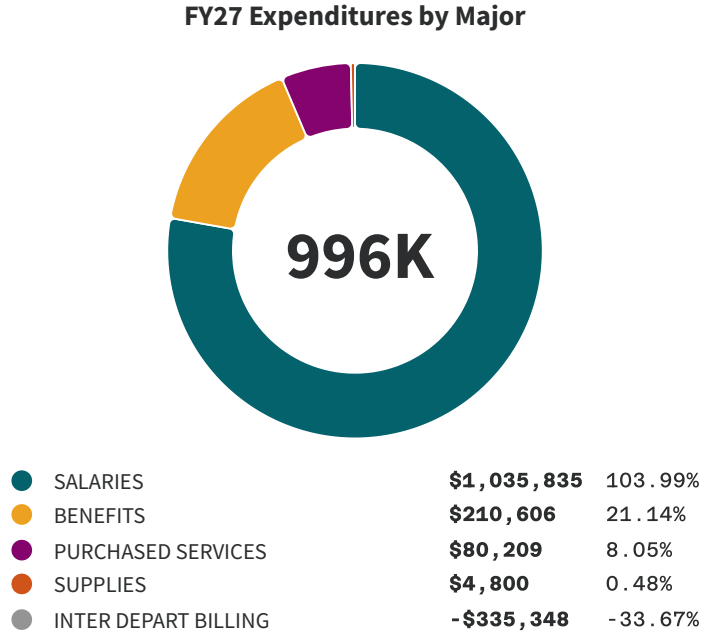
Service Description

This service is responsible for preparing the City's annual capital and operating budgets, providing assistance to City agencies with budget development and analysis, and leading City-wide data governance and analytics. The service performs financial, compliance and performance reviews of City agencies, and supports City-wide efforts to coordinate, manage, and use data effectively in support of racial equity, social justice, and performance goals. The goals of the service are to facilitate a transparent budget process, execute projects as part of the Data Governance work plan, and continue to expand data management, analysis, and visualization tools, allowing staff, policymakers and residents to understand and interact with data.

Activities Performed by this Service

- Operating and Capital Budget Development: Facilitate all phases of the budget planning and development process including: forecasting budget trends for the upcoming year, establishing processes for agency proposals, analyzing budget data to develop finance recommendations, and facilitating the legislative amendment process.
- Budget Monitoring: Conduct mid-year and year-end projections to monitor actual expenditures and revenues against the adopted budget. This work effort allows City policymakers and managers to make necessary adjustments throughout the year based on actual budgetary trends. In addition to projections, staff review and approve budget amendments and transfers throughout the year to ensure agency compliance with the adopted budget and the State Expenditure Restraint Incentive Program.
- Fiscal Analysis: Perform fiscal analysis on all legislation introduced to the Common Council.
- Data Governance & Training: Lead efforts around City-wide data policy and usability, convene data users from City departments, and manage the Data Training Certificate Program.
- Data Projects: Perform ad hoc research at the request of policymakers and agencies, and lead the Results Madison service indicators initiative.

Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$917,592	$688,156	$1,005,103	$1,035,835	$1,035,835

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
BENEFITS	$209,077	$240,195	$235,802	$210,606	$210,606
SUPPLIES	$4,800	$2,667	$4,800	$4,800	$4,800
PURCHASED SERVICES	$80,209	$69,398	$80,209	$80,209	$80,209
INTER DEPART BILLING	-$269,959	-$269,957	-$289,413	-$335,348	-$335,348
Total Expenditures	**$941,719**	**$730,458**	**$1,036,501**	**$996,102**	**$996,102**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Internal Audit

Service Description

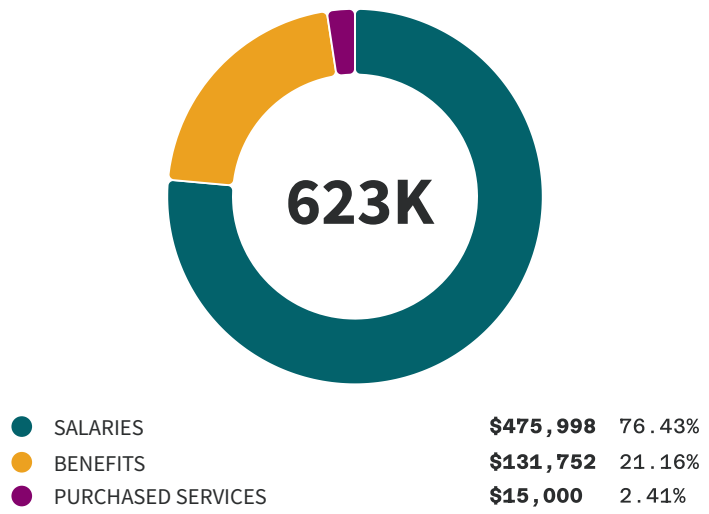
This service is responsible for developing and administering the City's comprehensive internal audit and grant programs. This includes assessing the internal control systems, the efficiency and effectiveness of the City's agencies programs as directed or approved by the Common Council, facilitating grants for programs, identifying ways to improve services and operations, making recommendations that strengthen and promote City government accountability, and overseeing the single audit preparation activities.

Activities Performed by this Service

- Plan, supervise, and perform internal audit activities to assess the efficiency and effectiveness of the City's internal controls.
- Perform the internal audits in accordance with the Generally Accepted Government Auditing Standards (GAGAS) and the annual audit work plan approved by the Finance Committee.
- Prepare audit risk assessment to identify and assess the City's inherent risks, ensure that legal and procedural requirements are met to promote the financial accountability of City departments, manage grants applications to support funding of City operations, and confirm that programs are functioning as intended by the Common Council.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$423,842	$407,617	$454,841	$475,998	$475,998
BENEFITS	$101,513	$100,577	$112,244	$131,752	$131,752
SUPPLIES	-	$512	-	-	-
PURCHASED SERVICES	$15,000	$5,525	$15,000	$15,000	$15,000
Total Expenditures	**$540,355**	**$514,231**	**$582,085**	**$622,750**	**$622,750**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Risk Management

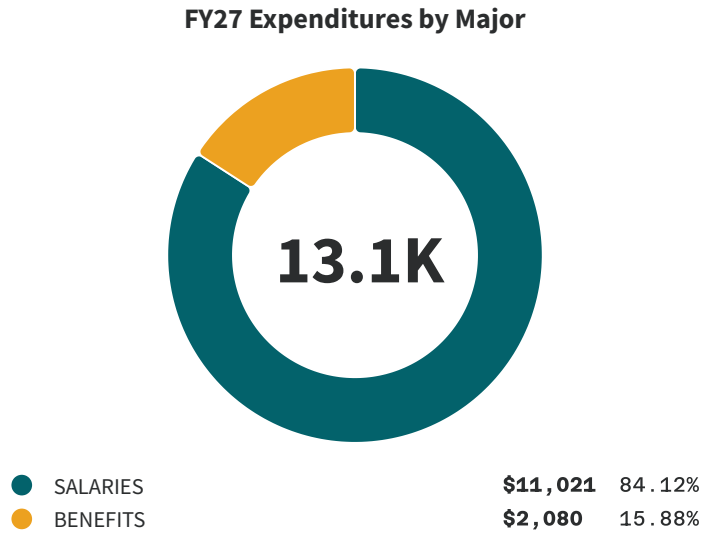
Service Description

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 Workers' Compensation programs. Expenses for the Risk Management service are primarily funded through the Insurance and Workers' Compensation funds. These budgets are available in the "Other" section.

Activities Performed by this Service

- Claim payment: Payment of City liability property and subrogation claims.
- Safety Program: Administer the City's Safety program focused on ensuring the City is providing a safe workspace for all employees.
- Workers' Compensation and Insurance Fund Administration: Administer funds including setting annual rates billed to agencies, and coordinate with insurers, agents, and outside providers.
- Risk Management Services: Contract review, employee trainings, policy development, and other risk services.

Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	-	$6,700	$17,566	$11,021	$11,021
BENEFITS	-	$1,540	$4,033	$2,080	$2,080
SUPPLIES	-	$382	-	-	-
PURCHASED SERVICES	-	$2,070	-	-	-
Total Expenditures	**-**	**$10,692**	**$21,599**	**$13,101**	**$13,101**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Treasury

Service Description

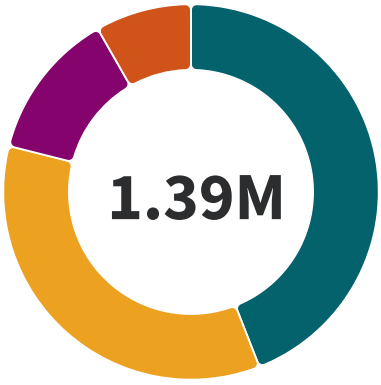
This service processes over one million payments per year with an increasing number of payments received through electronic payment channels which requires the development of new processes and procedures. The primary customers of this service are the general public and City agencies that rely on the service. The goals of this service are to enhance the ability of the taxpayer to avoid delinquency, while at the same time maximizing the collection of delinquent taxes by July 31st; and to meet or exceed the budget goal for interest earnings. The major initiatives planned for this service include the continued development and expansion of electronic payments.

Activities Performed by this Service

- Revenue Processing: Calculate and receipt all revenue, including real estate tax bills.
- Citywide Investments and Reconciliation: Oversee citywide investments, reconciliation of bank accounts, and report of investment holdings and revenue earnings.
- Parking Revenue Processing: Receive and count all Parking Utility receipts.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$686,282**	49.26%
PURCHASED SERVICES	**$543,190**	38.99%
BENEFITS	**$199,265**	14.30%
SUPPLIES	**$128,850**	9.25%
INTER DEPART BILLING	**-$164,378**	-11.80%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$618,070	$612,302	$675,785	$686,282	$686,282
BENEFITS	$154,843	$172,766	$188,161	$199,265	$199,265
SUPPLIES	$103,850	$105,891	$103,850	$103,850	$128,850
PURCHASED SERVICES	$489,990	$496,844	$489,990	$489,990	$543,190
INTER DEPART CHARGES	-	$1,958	-	-	-
INTER DEPART BILLING	-$380,562	-$211,863	-$258,337	-$164,378	-$164,378
Total Expenditures	**$986,191**	**$1,177,898**	**$1,199,450**	**$1,315,008**	**$1,393,208**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

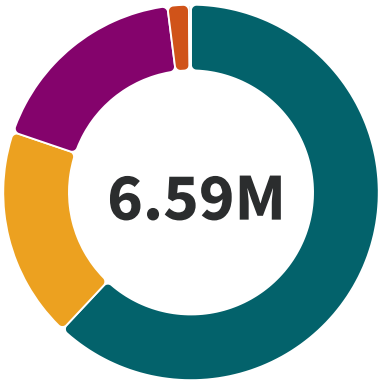
No data available

Finance: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$5,077,217**	77.01%
PURCHASED SERVICES	**$1,493,106**	22.65%
BENEFITS	**$1,455,674**	22.08%
SUPPLIES	**$149,410**	2.27%
INTER DEPART CHARGES	**$15,110**	0.23%
INTER DEPART BILLING	**-$1,597,381**	-24.23%

Line-Item Expenditures

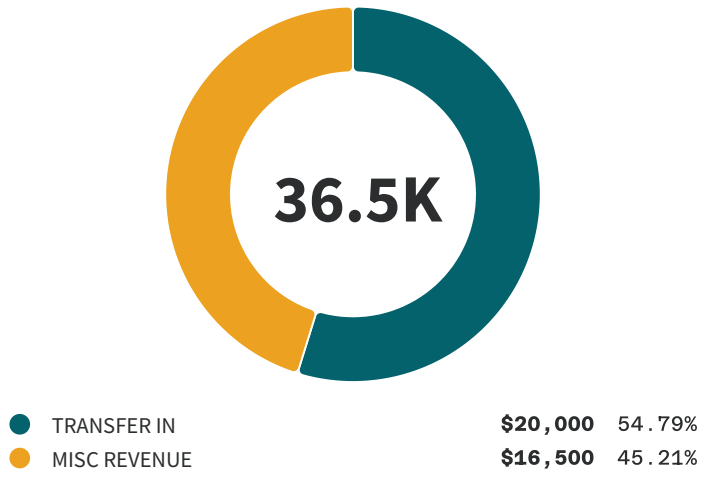
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$4,225,921	$4,672,214	$4,682,047	$4,914,465	$5,077,217	$5,077,217
PERMANENT WAGES	$4,147,366	$4,529,128	$4,619,267	$4,730,929	$5,119,762	$5,119,762
SALARY SAVINGS	-	-$68,293	-	-$62,309	-$51,198	-$51,198
PENDING PERSONNEL	-	$224,500	-	$224,500	-$10,000	-$10,000
PREMIUM PAY	$1,724	-	$4,538	-	-	-
COMPENSATED ABSENCE	$52,984	$39,700	$47,190	$59,699	$59,699	$59,699
HOURLY WAGES	$8,159	$6,000	$7,040	$6,000	$6,000	$6,000
OVERTIME WAGES PERMANENT	$15,276	$2,500	$3,347	$2,500	$2,500	$2,500
ELECTION OFFICIALS WAGES	$411	-	$664	-	-	-
BUDGET EFFICIENCIES	-	-$61,321	-	-$46,854	-$49,546	-$49,546
BENEFITS	$1,165,626	$1,262,772	$1,364,982	$1,411,833	$1,455,674	$1,455,674
COMPENSATED ABSENCE ESCROW	-	-	$74,596	-	-	-
HEALTH INSURANCE BENEFIT	$539,386	$583,960	$589,466	$688,619	$672,946	$672,946
WAGE INSURANCE BENEFIT	$15,491	$14,686	$17,113	$15,636	$16,858	$16,858

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WI RETIREMENT SYSTEM	$288,803	$314,774	$325,365	$340,627	$368,623	$368,623
FICA MEDICARE BENEFITS	$309,957	$336,643	$343,331	$352,212	$382,257	$382,257
MOVING EXPENSES	-	-	$800	-	-	-
POST EMPLOYMENT HEALTH PLANS	$11,990	$12,709	$14,310	$14,739	$14,990	$14,990
SUPPLIES	$125,219	$124,210	$130,053	$124,210	$124,210	$149,410
OFFICE SUPPLIES	$8,126	$7,400	$5,401	$7,400	$7,400	$7,400
COPY PRINTING SUPPLIES	$7,444	$17,975	$9,368	$18,975	$18,975	$19,975
FURNITURE	-	$5,300	-	$4,300	$4,300	$3,300
HARDWARE SUPPLIES	$744	$1,845	$1,673	$1,845	$1,845	$1,845
SOFTWARE LICENSES & SUPPLIES	$92	$1,100	-	$500	$500	$700
POSTAGE	$103,984	$86,105	$112,042	$87,605	$87,605	$112,605
BOOKS AND SUBSCRIPTIONS	$507	$950	$195	$550	$550	$550
WORK SUPPLIES	$4,321	$3,535	$69	$3,035	$3,035	$3,035
FOOD AND BEVERAGE	-	-	$1,304	-	-	-
PURCHASED SERVICES	$1,253,215	$1,493,306	$1,414,390	$1,518,306	$1,518,306	$1,493,106
TELEPHONE	$2,530	$1,600	$2,422	$1,600	$1,600	$1,600
CUSTODIAL BUILDING USE CHARGES	$107,294	$116,158	$122,191	$116,158	$116,158	$116,158
COMMUNICATION DEVICE RPR MAIN	-	$555	-	-	-	-
EQUIP IMPROV REPAIR MAINT	-	$1,200	$645	$1,200	$1,200	$1,200
SYSTEM AND SOFTWARE MAINTENANC	$52,286	$89,690	$81,680	$115,365	$115,365	$120,565
RECRUITMENT	$21	$1,000	$207	$1,000	$1,000	$1,000
MILEAGE	$743	$100	$697	$100	$100	$100
CONFERENCES AND TRAINING	$18,461	$47,621	$32,519	$46,321	$46,321	$45,321
MEMBERSHIPS	$10,437	$3,033	$11,056	$4,333	$4,333	$4,333
FINANCIAL ACTUARY SERVICES	$4,150	$11,500	$9,700	$11,500	$11,500	$11,500
AUDIT SERVICES	$82,430	$105,200	$89,475	$105,200	$105,200	$105,200
BANK SERVICES	$110,563	$105,000	$118,632	$105,000	$105,000	$105,000
CREDIT CARD SERVICES	$249,721	$230,000	$273,675	$261,000	$261,000	$310,000
COLLECTION SERVICES	$82,744	$92,400	$97,713	$92,400	$92,400	$92,400
ARMORED CAR SERVICES	$19,701	$16,000	$21,733	$16,000	$16,000	$16,000
STORAGE SERVICES	$6,169	$6,135	$6,470	$6,135	$6,135	$6,135
MANAGEMENT SERVICES	$381,551	$546,000	$486,849	$546,000	$546,000	$467,600
CONSULTING SERVICES	$52,182	$80,000	$41,482	$49,000	$49,000	$49,000
ADVERTISING SERVICES	-	$200	-	$200	$200	$200

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PRINTING SERVICES	$70,936	$38,520	$17,055	$38,400	$38,400	$38,400
OTHER SERVICES AND EXPENSES	$1,286	$1,244	$168	$1,244	$1,244	$1,244
OTHER INSURANCE	-	-	$20	-	-	-
PERMITS AND LICENSES	$11	$150	-	$150	$150	$150
INTER DEPART CHARGES	$10,459	$12,293	$12,293	$15,064	$15,110	$15,110
ID CHARGE FROM INSURANCE	$8,051	$10,006	$10,006	$13,265	$13,200	$13,200
ID CHARGE FROM WORKERS COMP	$2,408	$2,287	$2,287	$1,799	$1,910	$1,910
INTER DEPART BILLING	-$1,386,372	-$1,437,711	-$1,269,010	-$1,532,715	-$1,597,381	-$1,597,381
ID BILLING TO CAPITAL	-$443,911	-$426,090	-$426,090	-$523,469	-$559,585	-$559,585
ID BILLING TO LANDFILL	-$15,311	-$16,899	-$16,899	-$30,753	-$37,035	-$37,035
ID BILLING TO MONONA TERRACE	-$51,555	-$58,315	-$58,316	-$72,240	-$128,283	-$128,283
ID BILLING TO GOLF COURSES	-$39,485	-$48,337	-$48,336	-$54,374	-$60,544	-$60,544
ID BILLING TO PARKING	-$160,094	-$162,645	-$162,644	-$240,665	-$128,000	-$128,000
ID BILLING TO SEWER	-$99,135	-$89,416	-$89,417	-$104,211	-$102,039	-$102,039
ID BILLING TO STORMWATER	-$83,623	-$69,995	-$69,994	-$68,496	-$90,720	-$90,720
ID BILLING TO TRANSIT	-$233,178	-$208,259	-$208,259	-$250,624	-$273,212	-$273,212
ID BILLING TO WATER	-$260,080	-$357,755	-$189,055	-$187,883	-$217,963	-$217,963
Total Expenditures	**$5,394,068**	**$6,127,084**	**$6,334,755**	**$6,451,163**	**$6,593,136**	**$6,593,136**

Agency Revenues by Major

FY27 Revenues by Major



Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$16,500	$16,500	$16,500	$16,500	$16,500	$16,500

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISCELLANEOUS REVENUE	$16,500	$16,500	$16,500	$16,500	$16,500	$16,500
TRANSFER IN	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
TRANSFER IN FROM OTHER RESTRIC	$20,000	$20,000	$20,000	$20,000	$20,000	$20,000
Total Revenues	**$36,500**	**$36,500**	**$36,500**	**$36,500**	**$36,500**	**$36,500**

Finance Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCOUNTANT 2-18	18	3.00	3.00
ACCOUNTANT 3-18	18	3.00	3.00
ACCT TECH 2-20	20	5.00	5.00
ACCT TECH 3-20	20	5.00	5.00
ADMIN ASST-20	20	1.00	1.00
ADMIN SERVS SUPV-18	18	1.00	1.00
ADMIN SUPPORT CLK 2-20	20	1.00	1.00
ASSISTANT FINANCE DIR-18	18	2.00	2.00
BUYER 2-16	16	2.00	2.00
BUYER 3-16	16	1.00	1.00
DATA ANALYST 3	18	2.00	2.00
DOC SERVS LDWKR-20	20	1.00	1.00
DOC SERVS SPEC 2-20	20	1.00	1.00
ENTERPRISE ACCOUNTANT 2-18	18	6.00	6.00
ENTERPRISE ANALYST 2-18	18	4.00	4.00
ENTERPRISE PROGRAM SUP-18	18	3.00	3.00
FINANCE DIR-21	21	1.00	1.00
GRANT WRITER-18	18	1.00	1.00
INTERNAL AUDIT MGR-18	18	1.00	1.00
PRINCIPAL ACCOUNTANT-18	18	3.00	3.00
PROGRAM ASST 2-20	20	1.00	1.00
RISK MANAGER-18	18	1.00	1.00
SAFETY COORDINATOR 2-18	18	1.00	1.00
TREASURY REV MGR-18	18	1.00	1.00
Grand Total		**51.00**	**51.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Finance 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Finance is **$131,133**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
151 - ACCOUNTING	Eliminate a 1.0 FTE enterprise accountant 2 position (PCN 4580).	This position is vacant as of the budget submission date, but is under active recruitment with interviews scheduled in mid-July. The total amount reflects salaries and fringe benefits. This is one of two positions that support the citywide ERP system (Tyler Munis). Eliminating the position would significantly reduce technical support and expertise for implementing Munis modules, result in slower response times to internal customers, and reduce departmental efforts for citywide finance training.	1	148,903
			Total	148,903

Insurance 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The Insurance Fund had the same instructions as Enterprise Funds. Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges).

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
751 - INSURANCE	54520 - Conferences and trainings	Reduce conferences from $1,000 to $0. There was $0 in expenditures in 2025 and 2024. In prior years, expenditures were between $150-$300.		1,000
751 - INSURANCE	54810 - Other Expenses	Reduce other expenses from $10,000 to $3,825		6,175
			Total	7,175

Worker's Compensation 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The Worker's Compensation Fund had the same instructions as Enterprise Funds. Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges).

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
761 - WORKERS COMP	51210 - Hourly Wages	Reduce Hourly Wages from $8,000 to $0 based on actual expenditure trends. Funds previously used to hire interns, which are not planned for 2027		8,000
761 - WORKERS COMP	53210 - Work Supplies	Reduce work supplies from $9,000 to $7220 based on actual expenditure trends		1,780
			Total	9,780

Human Resources Overview

Agency Mission

The mission of Human Resources is to move Our Madison forward by hiring, developing, and sustaining a diverse and engaged workforce.

Agency Overview

The Agency supports other City agencies in recruiting, hiring, training, and retaining the City's active workforce. Human Resources' goal is to support agencies in organizational development to ensure quality City services, oversee compliance with Madison's personnel rules, and support agencies in recruitment efforts. Human Resources works to advance this goal by continuing to build programs and cultivate relationships in order to develop City staff as well as make investments to reward and retain personnel.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

Service Reallocation 1:

The creation of a Benefits Service (16400) prioritizes employee benefits as a focus for three full-time HR staff members and one hourly employee. The employees previously had similar duties but different priorities due to inclusion in the Employee & Labor Relations Service. The City provides a full range of employee benefits including health and dental insurance, long and short-term disability insurance, life insurance, pet insurance, pension, flexible spending, deferred compensation, paid parental leave, post-employment health care, family and medical leave, and disability leave and layoff. The Benefits Unit will oversee all these programs and support individual employee's needs. Creating the new service area will result in the reallocation of approximately $490,000 in permanent wages with the majority coming from the Employee & Labor Relations Service.

An additional Service reallocation goes further.

Service Reallocation 2:

The movement of an HR Analyst 2 (PCN 4780) from the Madison Police Department to the Employee & Labor Relations group within Human Resources will support the work of employee accommodations, light duty, and leave management. This will allow the position improved access to HR resources and knowledge, while also improving coordination with other staff focused on accommodations. The transfer of the position is cost neutral to the overall 2027 Operating Budget however it should result in a transfer of approximately $128,000 from the MPD budget to the Human Resources Department.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

Both of the changes above improve services for our employees, either by providing faster response to accommodations requests or by providing a firewall between Employee & Labor Relations and the confidential medical information which will be handled by the Benefits Unit. Improved services to employees typically leads to greater employee engagement and therefore improved services to our residents and customers.

Transmittal Memo

Human Resources Department
Madison Municipal Building, Suite 261
215 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4615
Fax: (608) 267-1115
hr@cityofmadison.com
cityofmadison.com/human-resources

TO: Mayor Rhodes-Conway
FROM: Erin Hillson, Director of Human Resources

Goals of Agency's Operating Budget

The Human Resources Department supports the citywide goal of sustaining an effective and efficient government by meeting the four following goals:

1. Attract a talented and diverse workforce
2. Retain an engaged and diverse workforce where all employees feel they belong
3. Implement innovative and progressive Human Resources practice
4. Develop our employees and organization to be an inclusive and high performing City

In 2027, Human Resources will be:

- Completing initial implementation of the Human Resources Management System aimed at improving HR related services and resources for all City employees
- Building on our implementation of the City's Talent Management Strategy aimed at ensuring an exceptional employee experience through further development of workforce planning tools, policy, and capabilities
- Human Resources will be separating services between Employee & Labor Relations and a new Benefits Unit through this budget
- Completing the final phase of organizational work planning with all agencies in the City
- Developing a 5-year strategic plan which incorporates an updated HR Growth Plan and succession plan
- Finalizing the skill-based hiring program with new testing, marketing, training, and evaluation components
- Implementing an improved employee recognition program
- Developing and implementing Management Development Program phase two to include final four management competencies

Given the significant improvements Human Resources has made over the course of the initial 5-year strategic plan implemented in 2023, as well as the 2025 creation and release of the City's Talent Management Strategy aimed at fostering an exceptional employee experience, our current budget request supports this work. This is accomplished through staffing each of our core significant functions, providing improvement in our ability to meet employee needs through the Human Resources Management System, and alignment with our workplan by a cost neutral modification from a Learning and Development Specialist position. This position would be modified to create a Talent Management Specialist able to coordinate and maintain alignment of all of our talent management strategies. This budget also includes reallocation of an MPD related position into our Employee and Labor Relations unit, supporting the work of accommodations, light duty, and leave management.

As with last year, we continue to monitor citywide employment related data so we can understand and evaluate the impacts of our changes. Our data goals include:

1. Improving first year permanent staff retention rates
2. Increasing satisfaction rates with City employment

3. Improving BIPOC and traditionally marginalized gender retention rates
4. Increasing internship, apprenticeships, and trainee agreements
5. Improving the availability of opportunities for employees to learn and grow
6. Maintaining a high rate of perception that employees feel they belong on their team
7. Maintaining a high rate of customer service satisfaction including:
    a. Staff responded in kind and empathetic way
    b. Staff responded within two business days of initial request
8. Reducing time to fill positions to 70 days

Human Resources Service Areas

The Human Resources Department provides City agencies with crucial support in four service areas:

- The **HR Services unit** assists agencies in the workforce recruitment process and manages the City's classification and compensation systems, including oversight of the position study process and assistance in implementing organizational changes. Additionally, this works closely with the City's Personnel Board and maintains the City's Position Control Program.
- The **Employee & Labor Relations unit** administers the Occupational Accommodations Program, coordinates investigations, processes grievances and complaints, and represents the City during bargaining and "Meet and Confer" sessions with employee associations and unions. Additionally, this unit serves as an advisor to managers and supervisors in areas of conflict resolution and performance management.
- The **Organizational Development unit** promotes organizational development and performance excellence by creating opportunities for advancements to work culture and operations through employee training, process improvement, organizational development consultations and community outreach programs.
- In the 2026 Budget, the Human Resources Department elevated the Benefits Supervisor position to Manager status. This year, Human Resources is continuing modification of our internal organizational priorities by proposing creation of a new **Benefits unit** within the Department. This is part of our broader talent management strategy that assists with attracting and retaining a talented workforce. More specifically the new unit will improve the effectiveness of our staff by allowing them to focus on the core responsibilities of evaluation, selection, and administration of the employee benefit and leave programs. This will also create an organizational firewall between labor relations and leave and benefits administration, improve organizational confidence in discreet record-keeping to ensure the privacy and safety of medically related documentation.

    The Benefits unit will work collaboratively with various stakeholders to analyze, determine, and improve the City's benefits structure. Finally, the dedicated staff will conduct new employee orientation programs and provide individualized assistance to both employees and managers seeking information on Family Medical Leave, Parental Leave, and Disability Leave and other benefits related topics. This is also going to allow the Department to better align Results Madison indicators around functional units.

99.25% Budget for General, Library, and Fleet Funds

In 2027 we intend to manage to our 99.25% budget initially by salary savings, but also by holding on purchases within our training and conference budget and consultant budget until salary savings have fully been realized.

In terms of efficiencies, we are intending to continue to work with the Human Resources Management system to reduce dependency on paper based manual systems, and to create high levels of efficiency and service related to all components of our Talent Management Strategy including but not limited to hiring, classification, benefits management, orientation, onboarding, learning and development, and performance management.

If salary savings are not realized, given the proportion of the Human Resources budget that is predominantly made up of salaries and benefits, the required .75% reduction in Human Resources budget will be required to come from our Training and Conference budget line, and Performance Excellence (Consultant) budget line. These budgets together are $110,000 dollars. The required reduction is $19,000. The resulting impact to Training and Conferences and Performance Excellence is a reduction of approximately 15%.

The services provided through these budget lines include:

- Consultation to agencies in Executive Team Development
- Leadership training including annual Leadership Gathering, Management Development Program and 360 feedback surveys
- Internal and external voice of the customer survey development and implementation
- Standardized work planning
- Training development and evaluation related to key services and expectations like data management, communication, performance management, gender equity, and racial equity and social justice
- Change management training and consultation

2025 examples include improvements to BCC onboarding resources, and creation of the HRM change champions network. Consequently, this .75 % reduction would have a direct impact on proactively designing, developing, and delivering systems and tools to achieve a healthy and effective organization where employees report they are engaged and feel they belong.

Reduction Scenarios

To meet the 2% reduction scenario requirement, I am proposing a reduction of the City's Talent Acquisition Specialist (CG/R 18/4) to a total FTE of 50% with related 50% benefits. The target of 2% is equivalent to $50,663, and this reduction provides a total cost savings of $59,417. The position is currently a 100% FTE and is an encumbered position.

This position is critical for outreach and marketing related to current job postings. The position does broad outreach citywide for job applicants and is focused on diversification of positions through engagement with our partners in the Partner Pipeline Program. Consequently, the City's ability to manage external communications around available jobs and resources, to provide backup to other analysts in screening or posting jobs, to building partnerships with our Partner Pipeline Program participants, and to engage in recruitment related events to attract new City applicants; will be effectively cut in half.

Given that this is a lower priority than the other responsibilities in our HR Services Unit, we do not anticipate backfilling any of the recruitment activities with other staff, but rather seeing an actual reduction in services.

Reallocations and Other Changes

Talent Management Specialist

This budget requests a re-allocation to position 4703 to reduce the position to almost 90% for a calendar year, while increasing the classification from CG/R 18/10 to CG/R 18/12. Given that the employee will be AWOP for a total of 24 days, there will be no related savings in benefits, but the reduction in total time worked will offset the range increase. This commitment to a reduction in service hours will be for at least the entire payroll year of 2027, potentially into further years as capacity allows.

This position is a Learning and Development Specialist, focused on continuously improving and providing learning and development opportunities for all City employees. The position would be reclassified as an Organizational Development Training Officer (working title: Talent Management Specialist) which provides a number of benefits to City employees in alignment with our 5-year growth plan and Talent Management Strategy which focuses on creating an exceptional employee experience. The City of Madison has made significant investments in its human resources systems. The HR Strategic Plan and its talent management focus call for workforce planning, onboarding, employee development, performance management, growth & career pathways, recognition, succession planning, and technology---all while creating an equitable and impactful employee experience.

Today, these efforts are led by different units, different roles, at different times, with different priorities. A Talent Management Specialist provides a dedicated role to connect these staff, initiatives and programs, moving them from planning to implementation. This ensures employees experience them as one coordinated approach rather than a collection of separate programs. With this role, we would have dedicated staff leading the City's talent strategy implementation, strengthening the employee experience, and building the workforce needed to meet future service demands. The opportunity is not simply to manage programs--it is to build the future workforce of the City of Madison.

Without attention to this, we risk siloed efforts, slower implementation, inconsistent experiences across agencies, decreased employee engagement and satisfaction and reduced ability to fully operationalize our Talent Management Strategy.

Cost Neutral Position Transfer with MPD:

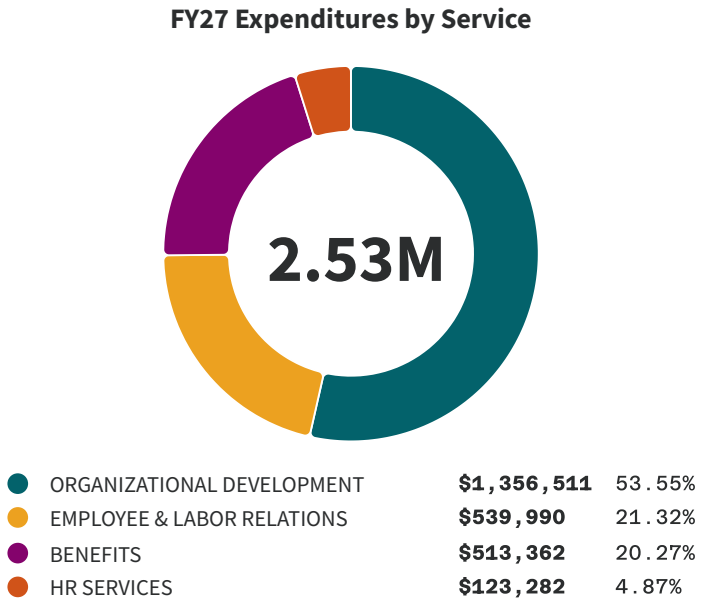
For many years, MPD has collaborated with Human Resources (HR) to provide high-quality human resource services to MPD personnel. Recently, HR has worked with agencies to transfer some agency specific Human Resource Analysts directly into the HR Department. Such arrangements have served to improve 1) cross-functional coordination, 2) access to human resource knowledge and oversight, and 3) growth opportunities for the Analyst. In 2025, MPD and HR entered into an experimental agreement to explore the transition of MPD's HR Analyst to HR. To date, this agreement has worked well and MPD supports the official transfer of MPD's HR Analyst to HR. This position transfer is cost neutral and does not have any impact on the overall 2027 operating budget.

Human Resources Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

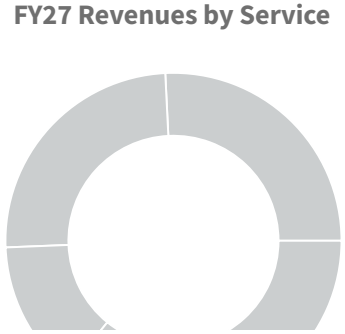
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HR SERVICES	$362,820	$446,883	$319,515	$259,868	$123,282
EMPLOYEE & LABOR RELATIONS	$830,296	$810,062	$897,075	$918,613	$539,990
ORGANIZATIONAL DEVELOPMENT	$1,081,885	$1,080,124	$1,267,702	$1,354,664	$1,356,511
BENEFITS	-	-	-	-	$513,362
Total Expenditures	**$2,275,002**	**$2,337,068**	**$2,484,293**	**$2,533,145**	**$2,533,145**

Agency Revenues by Service (All Funds)



No data available

Agency Revenues by Service

No data available

Service: Benefits

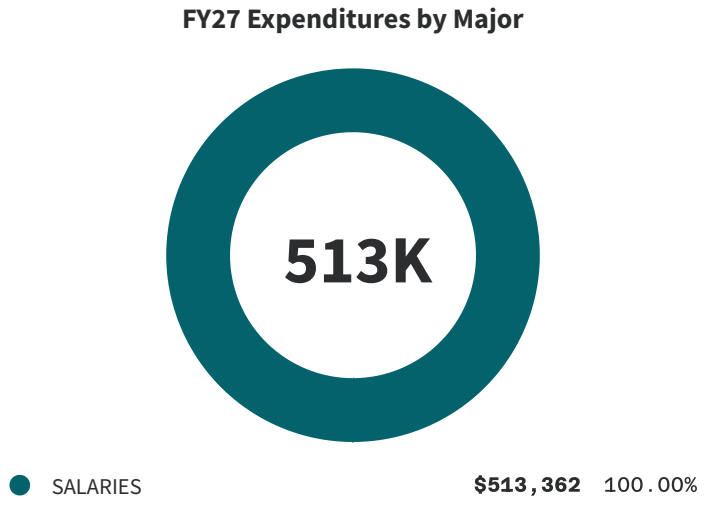
Service Description

The newly created Benefits service area is part of a broader talent management strategy that assists with attracting and retaining a talented workforce. The Benefits unit, in collaboration with various groups, analyzes, evaluates, selects, and administers the Employee Benefits Program. Staff working in this service area oversee and support employees requesting Family Medical Leave and Disability Leave, conduct new employee orientation sessions, provide HRIS and employee onboarding support, and offer a variety of training for employees and managers on benefit and leave related topics.

Activities Performed by this Service

- Employee Benefits Planning and Implementation: Research, develop, and maintain the employee benefits package for City staff, including insurance, retirement, and wellness programs.
- Administration of Family Medical Leave Act (FMLA) Requests: Consult with employees on the FMLA process, review FMLA requests for eligibility, contact medical providers for required information, and coordinate with employees and departments as staff resume their duties.
- Conduct orientation sessions for newly hired employees across the City

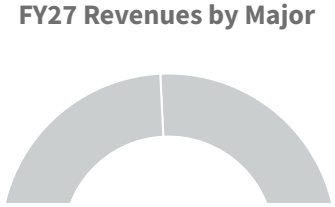
Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	-	-	-	-	$513,362
Total Expenditures	**-**	**-**	**-**	**-**	**$513,362**

Agency Revenues by Major (All Funds)



No data available

Agency Revenues by Major

No data available

Service: Employee & Labor Relations

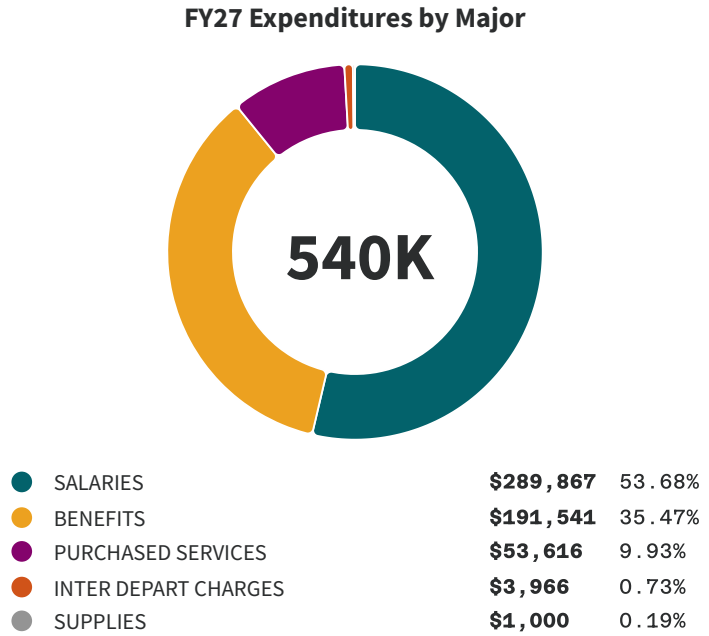
Service Description

This service fulfills the City's obligations for contract negotiation and management; works with Employee Associations in developing and implementing employee handbooks; layoffs, and occupational accommodations. The goals of this service are effective use of the Meet and Confer process with employee associations, and successful negotiation of all outstanding labor contracts.

Activities Performed by this Service

- Occupational Accommodations and Disability Leave: Administration of the occupational accommodations program and tracking employee leave and layoff processes due to disabilities.
- Meet and Confer with Employee Groups: Negotiate with employee unions and work with employee associations to develop and implement employee handbooks and contracts.
- Coordinate Grievance Investigations: Review complaints and coordinate investigation of grievances filed against City employees and work with the Attorney's Office to negotiate separation agreements, when necessary.

Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$565,182	$535,099	$685,773	$668,490	$289,867
BENEFITS	$156,533	$189,282	$152,720	$191,541	$191,541
SUPPLIES	$1,000	$148	$1,000	$1,000	$1,000
PURCHASED SERVICES	$103,616	$81,566	$53,616	$53,616	$53,616
INTER DEPART CHARGES	$3,966	$3,966	$3,966	$3,966	$3,966
Total Expenditures	**$830,296**	**$810,062**	**$897,075**	**$918,613**	**$539,990**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: HR Services

Service Description

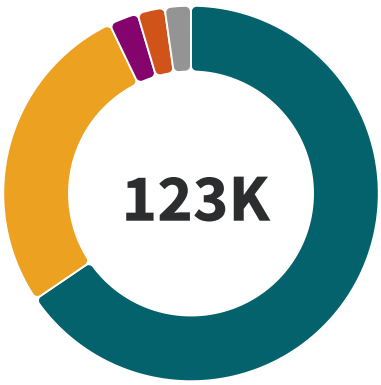
This service provides Human Resources support to all City departments, helping them achieve their goals by developing and implementing recruitment and selection strategies; assisting in the implementation of organizational changes, including the classification and reclassification of employees and positions; working with the Personnel Board; and, providing general human resources support. The goals of this service are to increase the diversity of applicants for City jobs across all classifications, identify positions struggling to attract qualified applicants, and implement strategies to increase the number of qualified applicants.

Activities Performed by this Service

- Workforce Recruitment: Developing and implementing strategies to recruit and select diverse and appropriately-skilled new staff members.
- Workforce Modification: Assist City departments with modifications to their staffing structure through reclassifications, internal promotions, and development of new employment exams and position descriptions.
- Maintain Position Control: Assist the Personnel Board and Finance Committee with answers to inquiries and maintain control of positions allocated throughout the year, ensuring departments do not recruit for positions which have not been approved by the Personnel Board and Finance Committee.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$716,889	581.50%
BENEFITS	$299,643	243.06%
PURCHASED SERVICES	$27,735	22.50%
INTER DEPART CHARGES	$25,760	20.90%
SUPPLIES	$24,600	19.95%
INTER DEPART BILLING	-$971,346	-787.91%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$771,334	$830,436	$818,313	$853,475	$716,889
BENEFITS	$261,818	$288,156	$307,249	$299,643	$299,643
SUPPLIES	$16,100	$17,086	$20,100	$24,600	$24,600
PURCHASED SERVICES	$50,735	$48,372	$27,735	$27,735	$27,735
INTER DEPART CHARGES	$11,431	$11,431	$23,235	$25,760	$25,760

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTER DEPART BILLING	-$748,598	-$748,598	-$877,117	-$971,346	-$971,346
Total Expenditures	**$362,820**	**$446,883**	**$319,515**	**$259,868**	**$123,282**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Organizational Development

Service Description

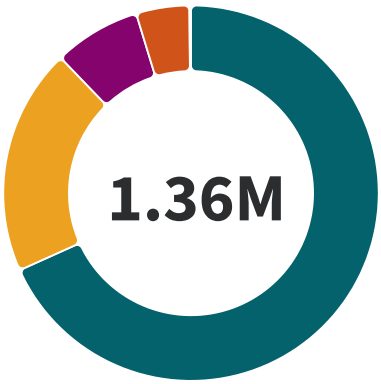
This service works with key stakeholders to develop a healthy, high-performing, self-renewing organization that successfully manages change by integrating results-oriented capacity building. This includes: systems decision-making, continuous improvement, employee learning and development, and growth and asset-based best practices.

Activities Performed by this Service

- Organizational Capacity: Build and support organizational capacity through a focus on the organization's: health; effectiveness; ability to create a positive employee experience; ability to adapt, change and self-renew; and, capacity to solve problems.
- Employee & Leadership Development: Build leadership through five key components: communicating and sharing a vision and framework for what good leadership (and followership) looks like within the City; build key management and supervisory skills; orienting and connecting leaders to the City's vision, mission, values, and service promise; cultivating leader identity and capacity; and, creating support and growth networks for current and emerging leaders.
- Employee Learning & Development: Help employees become better at their job and improve confidence and performance throughout the entire employee lifecycle.
- Performance Excellence: Support Performance Excellence to collaboratively design the City of Madison's integrated approach to organizational performance management to deliver standardized processes that lead to organizational sustainability, improvement of overall organizational effectiveness, and improved organizational capacity for meeting its vision.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



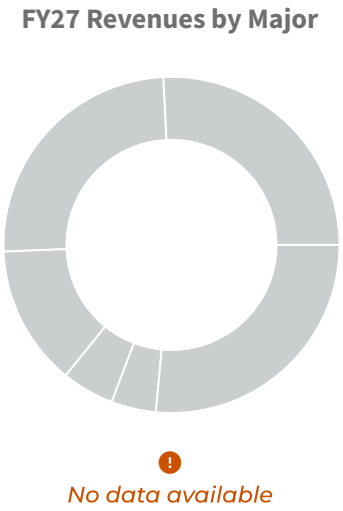
SALARIES	**$926,165**	68.28%
BENEFITS	**$264,958**	19.53%
PURCHASED SERVICES	**$101,400**	7.48%
INTER DEPART CHARGES	**$62,138**	4.58%
SUPPLIES	**$1,850**	0.14%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$737,111	$748,472	$883,562	$924,318	$926,165
BENEFITS	$180,186	$200,643	$218,752	$264,958	$264,958
SUPPLIES	$1,850	$2,492	$1,850	$1,850	$1,850
PURCHASED SERVICES	$100,600	$66,379	$101,400	$101,400	$101,400
INTER DEPART CHARGES	$62,138	$62,138	$62,138	$62,138	$62,138

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$1,081,885**	**$1,080,124**	**$1,267,702**	**$1,354,664**	**$1,356,511**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

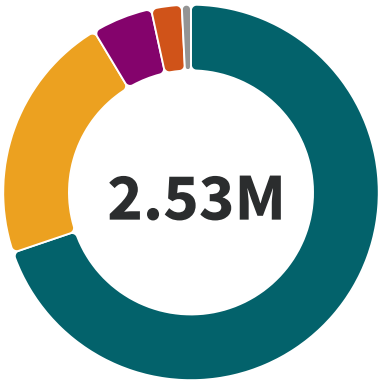
No data available

Human Resources: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$2,446,283**	96.57%
BENEFITS	**$756,142**	29.85%
PURCHASED SERVICES	**$182,751**	7.21%
INTER DEPART CHARGES	**$91,864**	3.63%
SUPPLIES	**$27,450**	1.08%
INTER DEPART BILLING	**-$971,346**	-38.35%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,902,962	$2,073,627	$2,114,007	$2,387,648	$2,446,283	$2,446,283
PERMANENT WAGES	$1,855,626	$2,066,520	$2,042,947	$2,154,331	$2,434,920	$2,434,920
SALARY SAVINGS	-	-$10,332	-	-$10,772	-$12,175	-$12,175
PENDING PERSONNEL	-	-	-	$225,773	-	-
PREMIUM PAY	$1,817	$8,661	$1,858	$2,000	$2,000	$2,000
COMPENSATED ABSENCE	$18,961	$13,000	$14,523	$20,310	$21,010	$21,010
HOURLY WAGES	$23,690	$18,516	$51,271	$19,071	$19,671	$19,671
OVERTIME WAGES PERMANENT	-	-	$2,114	-	-	-
OVERTIME WAGES HOURLY	-	-	$110	-	-	-
ELECTION OFFICIALS WAGES	$2,869	-	$1,184	-	-	-
BUDGET EFFICIENCIES	-	-$22,738	-	-$23,065	-$19,143	-$19,143
BENEFITS	$547,101	$598,536	$678,081	$678,722	$756,142	$756,142
COMPENSATED ABSENCE ESCROW	-	-	$57,962	-	-	-
HEALTH INSURANCE BENEFIT	$269,687	$292,764	$313,566	$355,057	$390,101	$390,101

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WAGE INSURANCE BENEFIT	$5,652	$5,218	$5,714	$5,306	$6,172	$6,172
WI RETIREMENT SYSTEM	$128,796	$143,623	$143,095	$155,112	$175,314	$175,314
FICA MEDICARE BENEFITS	$139,800	$153,576	$155,290	$160,721	$181,934	$181,934
POST EMPLOYMENT HEALTH PLANS	$3,165	$3,355	$2,453	$2,526	$2,621	$2,621
SUPPLIES	$14,891	$18,950	$19,726	$22,950	$27,450	$27,450
OFFICE SUPPLIES	$3,159	$5,200	$3,726	$5,200	$5,200	$5,200
COPY PRINTING SUPPLIES	$3,799	$5,500	$4,487	$5,500	$5,500	$5,500
HARDWARE SUPPLIES	-	-	$377	-	-	-
SOFTWARE LICENSES & SUPPLIES	$438	-	$115	-	-	-
POSTAGE	$2,801	$1,000	$3,228	$3,000	$4,000	$4,000
BOOKS AND SUBSCRIPTIONS	-	$1,750	$38	$1,750	$1,750	$1,750
WORK SUPPLIES	$1,389	$5,500	$2,708	$5,500	$5,500	$5,500
FOOD AND BEVERAGE	$3,305	-	$5,047	$2,000	$5,500	$5,500
PURCHASED SERVICES	$219,764	$254,951	$196,317	$182,751	$182,751	$182,751
TELEPHONE	$101	$2,700	$2,147	$2,700	$2,700	$2,700
CELLULAR TELEPHONE	$915	-	$907	-	-	-
FACILITY RENTAL	$7,688	$10,456	$7,957	$10,456	$10,456	$10,456
COMMUNICATION DEVICE RPR MAIN	$132	$6,500	-	$4,500	$4,500	$4,500
EQUIP IMPROV REPAIR MAINT	$1,743	-	$2,034	-	-	-
SYSTEM AND SOFTWARE MAINTENANC	$24,220	$76,100	$30,133	$8,600	$8,600	$8,600
RECRUITMENT	$1,287	$1,000	$1,584	$1,000	$1,000	$1,000
CONFERENCES AND TRAINING	$51,166	$60,160	$54,657	$60,160	$60,160	$60,160
MEMBERSHIPS	$4,905	$4,200	$2,603	$4,200	$4,200	$4,200
MEDICAL SERVICES	$36,101	$36,000	$35,664	$36,000	$36,000	$36,000
ARBITRATOR	-	$1,000	$1,756	$1,000	$1,000	$1,000
STORAGE SERVICES	$1,644	$2,500	$3,312	$2,500	$2,500	$2,500
CONSULTING SERVICES	$89,861	$50,835	$46,377	$50,835	$50,835	$50,835
ADVERTISING SERVICES	-	$3,500	$7,185	$800	$800	$800
INTER DEPART CHARGES	$70,599	$77,535	$77,535	$89,339	$91,864	$91,864
ID CHARGE FROM ENGINEERING	$66,104	$72,714	$72,714	$72,714	$72,714	$72,714
ID CHARGE FROM INSURANCE	$3,453	$3,913	$3,913	$14,733	$18,300	$18,300
ID CHARGE FROM WORKERS COMP	$1,042	$908	$908	$1,892	$850	$850
INTER DEPART BILLING	-$718,995	-$748,598	-$748,598	-$877,117	-$971,346	-$971,346
ID BILLING TO LANDFILL	-$1,435	-$1,384	-$1,384	-$1,489	-$1,702	-$1,702

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID BILLING TO MONONA TERRACE	-$52,981	-$55,672	-$55,672	-$72,554	-$82,553	-$82,553
ID BILLING TO GOLF COURSES	-$7,528	-$33,159	-$33,159	-$43,550	-$40,999	-$40,999
ID BILLING TO PARKING	-$85,375	-$86,623	-$86,623	-$94,765	-$101,736	-$101,736
ID BILLING TO SEWER	-$19,370	-$13,843	-$13,843	-$21,595	-$32,329	-$32,329
ID BILLING TO STORMWATER	-$18,014	-$14,646	-$14,646	-$20,055	-$20,312	-$20,312
ID BILLING TO TRANSIT	-$433,477	-$444,691	-$444,691	-$515,964	-$561,553	-$561,553
ID BILLING TO WATER	-$100,815	-$98,580	-$98,580	-$107,145	-$130,162	-$130,162
Total Expenditures	**$2,036,322**	**$2,275,002**	**$2,337,068**	**$2,484,293**	**$2,533,145**	**$2,533,145**

Agency Revenues by Major

FY27 Revenues by Major

No data available

Line-Item Agency Revenues

No data available

Human Resources Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ADMIN ASST-20	20	1.00	1.00
ADMIN CLK 1-20	20	1.00	1.00
BENEFITS MGR-18	18	1.00	1.00
COMM RELATIONS SPEC-18	18	3.00	2.00
DATA ANALYST 3	18	1.00	1.00
EE & LABOR MGR-18	18	1.00	1.00
HR SERVS MGR-18	18	1.00	1.00
HRA 1-18	18		1.00
HRA 2-18	18	1.00	1.00
HRA 3-18	18	4.00	4.00
HRA 4-18	18	1.00	1.00
HUMAN RESOURCE DIR-21	21	1.00	1.00
LABOR RELATIONS SPEC-18	18	1.00	1.00
OCC/ACC SPEC 3-18	18	1.00	1.00
ORG HEALTH/DEV MGR-18	18	1.00	1.00
ORGAN DEV/TRAIN OFF-18	18	2.00	2.00
PROGRAM ASST 2-20	20	1.00	1.00
Grand Total		**22.00**	**22.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☐No – No reclassifications

☒Yes – Includes proposed reclassifications

We are requesting a reclassification of position 4703 (currently classified as an HR Analyst 3 18/10 within the Organizational Development service) to an Organizational Development & Training Officer 18/12. In alignment with the HR Strategic Plan, this position will see its responsibilities broaden to focus on citywide talent management and lead the implementation of workforce & succession planning, employee onboarding, performance management, and employee development programs. To maintain cost neutrality, the incumbent employee will be assigned AWOP for 24 days throughout the 2027 Fiscal Year.

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

PCN 4780: MPD and HR have been testing the movement of this role since 2025. The test has been successful and led to improved agency coordination and effectiveness. By completing the move to HR the City may see improvements in accommodation services citywide.

PCN 4703: The workforce planning, onboarding, performance management and employee development programs are currently led by different units and various staff with inconsistent priorities. This “Talent Management Specialist” role will connect the teams working on the programs and will result in operational consistency and efficiency to reduce siloed efforts, speed implementation, and ultimately increase employee satisfaction and retention; potentially reducing costly employee recruitment and onboarding costs.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

PCN 4780: This position works heavily with persons with disabilities and pregnancy. This will allow us to provide our service in a consistent and equitable way related to workers comp, FMLA, ADA, and the Pregnant Workers Fairness Act. Moving the position out of MPD allows services to be provided for the entire City and permits better management of peak workload issues related to accommodations and FMLA.

PCN 4703: The creation of the “Talent Management Specialist” role may lead to more efficient employee recruitment which may encourage more applications from City residents. Programs developed with the oversight of the Talent Management Specialist would likely lead to increased candidate satisfaction as streamlined practices lead to quicker application reviews and more efficient interview processes.

Human Resources 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Human Resources is **$50,663**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
161 - HR SERVICES	The HR Talent Acquisition Specialist conducts outreach for job applicants to enlarge candidate pools and diversify applicants. This reduction proposal is to adjust the activity from 1.0 FTE to .5 FTE.	This position is critical for outreach and marketing related to current job postings. The position does broad outreach citywide for job applicants and is focused on diversification of positions through engagement with our partners in the Partner Pipeline Program. Consequently, the City's ability to manage external communications around available jobs and resources, to provide backup to other analysts in screening or posting jobs, to build partnerships with our Partner Pipeline Program participants, and to engage in recruitment related events to attract new City applicants; will be effectively cut in half.	0.5	59,417
			Total	59,417

Information Technology Overview

Agency Mission

The mission of the Information Technology (IT) Department is to provide IT services to all City agencies and connect the public to City of Madison services and information through people-focused technology solutions.

Agency Overview

The Agency supports the City's hardware, software, and telecommunications network. The goal of the agency is to provide a forum for residents and IT customers to engage with the City in an efficient, equitable manner with positive outcomes. Information Technology will advance this goal by supporting the City's network operations, security, risk and compliance, fiber and wireless, workstation equipment, and database infrastructure and provide more opportunities for digital engagement and access to City services, creating a more connected, equitable Madison.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Information Technology
City-County Building, Room 500
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4506
Fax: (608) 261-9289
it@cityofmadison.com
cityofmadison.com/information-technology

TO: Mayor Satya Rhodes-Conway and David Schmiedicke, Finance Director
FROM: Sarah Edgerton, Information Technology Director

Goals of Agency's Operating Budget

Investments in technology solutions and resources are often needed to deliver improved and cost-effective services. It is imperative that IT provides services and capabilities which support current and future city needs ranging from offering accessible websites and content; enhancing the Licensing & Permitting customer service experience; automating data and technology-intensive work processes; to ensuring City systems and data are protected. In 2027, our work planning will be focused on completing current investments in enterprise cloud implementations started in 2026 and maintaining, replacing, securing and supporting our large technology infrastructure.

The Information Technology (IT) 2024-2027 Strategic Plan sets the vision and direction to mature as an organization, and to create a secure, accessible, transparent, digital experience for all our customers. The IT Strategic Plan focuses on seven strategic areas: **Customer Experience, Digital Inclusion, Digital Workplace, Employee Engagement, Enterprise Business Solutions, Infrastructure & Operations and Security.** These are key strategic areas used to create a unifying vision for the City's focus around digital technologies and to ensure strategic investments are made to provide the most value to the City's growing needs.

We use the IT Strategic Plan to guide the development of our annual budget and work plan. The IT 2027 Work Plan outlines our major projects by aligning our Strategic Priorities, Budget Programs, and Work Plans, we ensure that our investments are furthering our organizational goals. To maintain this alignment, we use our IT 2026 Service Framework and Results Madison performance indicators to analyze and provide us with insight into our department's performance. 2027's project work includes the following key highlights:

- **Security, Risk & Compliance:** Continuing to strengthen and maintain multiple levels of security across our systems; efforts include audits and assessments and expanding our cybersecurity training and programs, policies, and procedures to ensure City systems and data are protected.
- **Infrastructure and Operations:** Working on multi-year projects, including expansion and replacement of the City's communications network infrastructure and internet bandwidth upgrades; expansion of the City's security camera infrastructure and the number of installed cameras.
- **Customer Service:** Improving Customer Service by adopting strategies to streamline and improve delivery service to customers.
- **Digital Workplace and Enterprise Business Solutions:** Continuing to support the implementation of the City's first Human Resources Management system and the UKG/Kronos Cloud Migration; improving the Licensing & Permitting Customer Service Experience.
- **Digital Inclusion:** Supporting and fine-tuning the Digital Accessibility Program (WCAG 2.2 Compliance), including PDF remediation and training staff on digital accessibility best practices; collaborating with Human Resources (HR) on digital inclusion training for city staff.

- **Collaboration, Communication & Portfolio Management:** Complete the implementation of Microsoft Teams and, in coordination with Human Resources, expanding the use of Teams and Channels for work planning.

99.25% Budget

Information Technology's General Fund target for the 2027 operating budget is $13,227,675. This budget target reflects 99.25% of IT's cost to continue budget. To achieve the .75%, $99,207 reduction, we will continue to monitor and review the need and time to fill vacant positions to

meet the 99.25% budget. We take the opportunity with every vacancy to evaluate our organizational structure and to make decisions on hiring based on the growing needs of customers and residents.

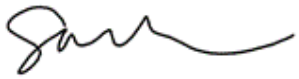
Reduction Scenarios

Our 2% reduction scenario is a total of $264,553. To achieve the 2% reduction scenario, we prioritized the following reductions for your consideration:

1. 173, Network Infrastructure: Server Maintenance Extension, $53,000
2. 177, Business Solutions: SQL Licensing, $38,000
3. 177, Business Solutions: M365 Licensing, $50,000
4. 174, Security and Compliance, Cisco Cyber Vision, $50,000
5. 176, Digital Inclusion and Experience, Zoom, $20,000
6. 174, Security and Compliance, Landesk, $53,000

The first four reductions will not have any impact on City operations if they are cut. The final two reductions would have an impact on IT's 2026 work plans since we would need to work on establishing new processes in 2026 rather than in 2027, as we had previously planned.

I look forward to discussing our IT 2027 Operating Budget with you.



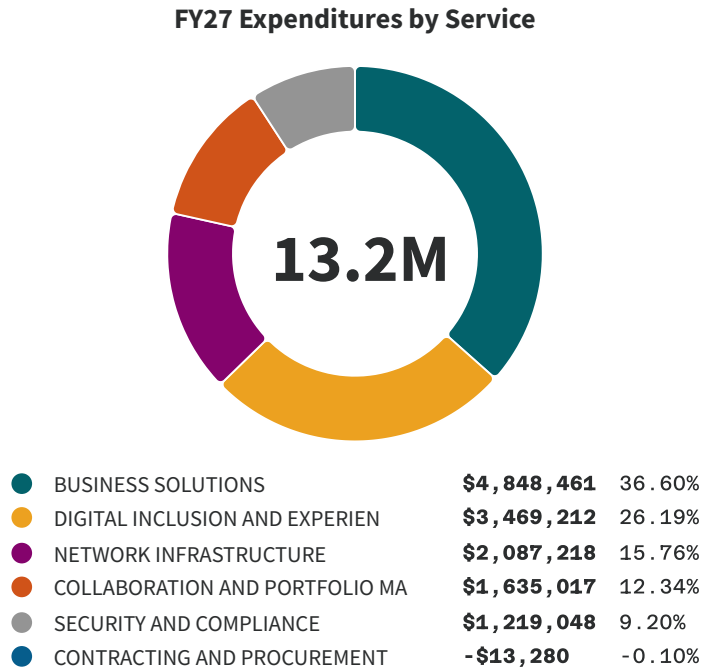
Sincerely,
Sarah Edgerton, Chief Information Officer
City of Madison Information Technology Director

Information Technology Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

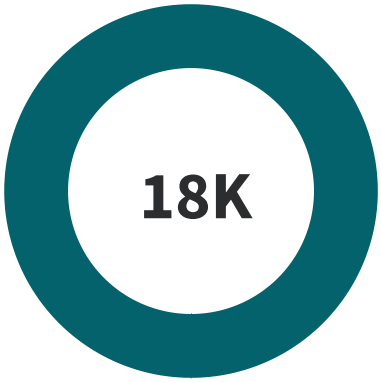


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
NETWORK INFRASTRUCTURE	$1,535,476	$1,255,758	$1,817,309	$2,087,218	$2,087,218
SECURITY AND COMPLIANCE	$1,421,416	$944,162	$1,389,275	$1,219,048	$1,219,048
COLLABORATION AND PORTFOLIO MA	$1,421,896	$1,467,619	$1,487,647	$1,635,017	$1,635,017
DIGITAL INCLUSION AND EXPERIEN	$3,176,398	$2,743,687	$3,253,412	$3,469,212	$3,469,212
BUSINESS SOLUTIONS	$3,433,922	$3,184,140	$4,016,487	$4,848,461	$4,848,461
CONTRACTING AND PROCUREMENT	$10,155	$21,556	-$26,204	-$13,280	-$13,280
Total Expenditures	**$10,999,261**	**$9,616,921**	**$11,937,926**	**$13,245,675**	**$13,245,675**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



DIGITAL INCLUSION AND EXPERIEN **$18,000** 100.00%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
DIGITAL INCLUSION AND EXPERIEN	$18,000	$9,365	$18,000	$18,000	$18,000
BUSINESS SOLUTIONS	-	$3,751	-	-	-
Total Revenues	**$18,000**	**$13,116**	**$18,000**	**$18,000**	**$18,000**

Service: Business Solutions

Service Description

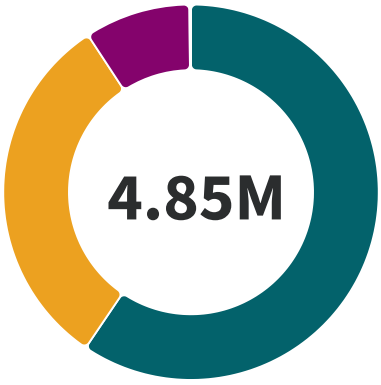
This service supports enterprise business applications, system implementation, development, enhancements, and database systems. The goal of this service is to deliver and support innovative, integrated, cost-effective enterprise solutions to our customers to support the City's growing technology needs.

Activities Performed by this Service

- Accela Code Enforcement, Licensing and Permitting, and land management: Provide services online, including initial application, fee calculations, renewals, and tracking.
- ESRI GIS: Support the City-wide GIS consortium and provide a foundation for mapping and analysis that is used in City-wide.
- CityWorks Work Order and Asset Management: Support the backend of CityWorks which creates work order jobs and connects the assets to each work order.
- Financial and Billing System: Maintain the back end of the City-wide financial management software application which manages the City’s accounting, billing, and procurement requirements.
- Website Content Management System (CMS): Develop, maintain, and upgrade the Drupal CMS for users to publish, edit, modify, organize and maintain content from the City’s Website.
- Reporting Tools: Support a set of graphical and scripting tools that support the development and use of reports City-wide.
- Camera Management System: Manage the Digital Security Camera infrastructure, including user roles, permissions, views and streams.
- Deploying and Installing Software Packages: Make software applications available for installation and use on various computers.
- Photo Library Management System: Manage and store the City’s digital photos.
- Application Configuration and Administration: Manage City-wide applications lifecycle (requirements, design, implement, test, build, deploy, operate, optimize).
- Application Programming Interfaces (APIs): Develop protocols that enable City software applications to communicate with each other to exchange data, features, and functionality.
- Cloud Strategies: Increase our flexibility, sustainability, and uptime by shifting to a cloud-first strategy.
- Online (ePayment System) Payments: Develop and maintain the City’s 14 ePayment types.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



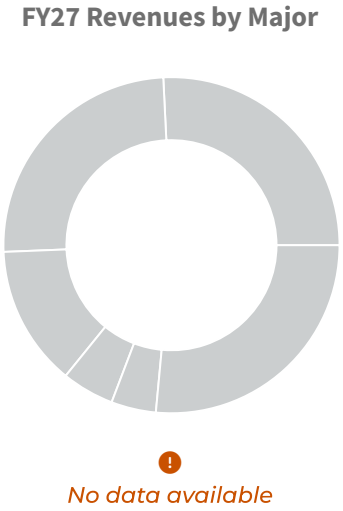
PURCHASED SERVICES	$3,106,303	64.07%
SALARIES	$1,634,757	33.72%
BENEFITS	$475,443	9.81%
INTER DEPART CHARGES	$4,692	0.10%
SUPPLIES	$2,116	0.04%
INTER DEPART BILLING	-$374,850	-7.73%

Information Technology's budget is partially generated from billing the City's enterprise agencies for services provided by IT staff. The Inter-Departmental Billings are calculated through the City's cost allocation plan. The total is divided equally between IT's six services. Without Inter-Departmental Billings, the Business Solutions service budget is $5,223,311 for 2027.

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,586,868	$1,381,561	$1,573,542	$1,634,757	$1,634,757
BENEFITS	$459,978	$387,344	$461,597	$475,443	$475,443
SUPPLIES	$2,116	$1,730	$2,116	$2,116	$2,116
PURCHASED SERVICES	$1,725,597	$1,755,159	$2,380,782	$3,106,303	$3,106,303
INTER DEPART CHARGES	$4,764	$3,747	$4,577	$4,692	$4,692
INTER DEPART BILLING	-$345,402	-$345,402	-$406,126	-$374,850	-$374,850
Total Expenditures	**$3,433,922**	**$3,184,140**	**$4,016,487**	**$4,848,461**	**$4,848,461**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	-	$3,751	-	-	-
Total Revenues	**-**	**$3,751**	**-**	**-**	**-**

Service: Collaboration & Portfolio Management

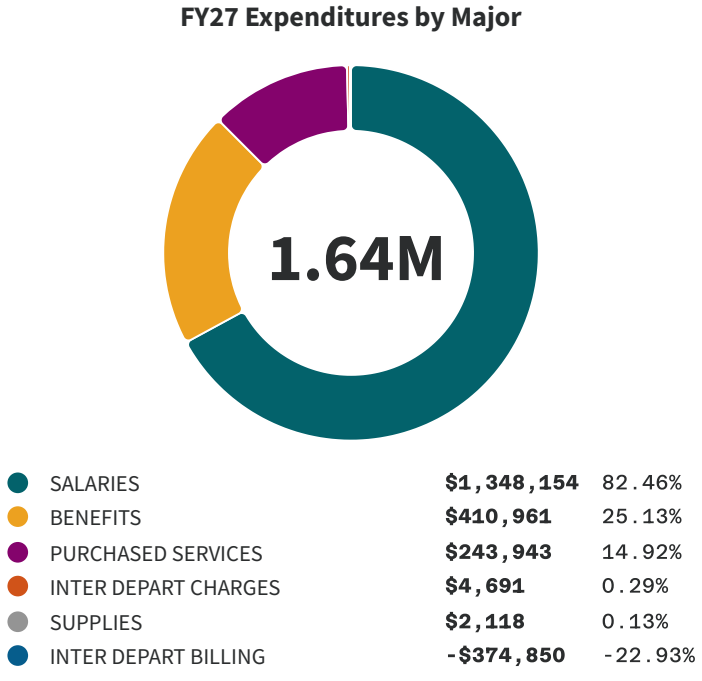
Service Description

This service supports increased access to shared online services, opportunities for collaboration and continuing the transition of modernizing paper-based processes to digital processes to meet the needs of our customers. The Portfolio Management service performs IT-to-business relationship management functions, owns and manages the City's IT governance and project portfolio processes.

Activities Performed by this Service

- Product Management: Develop a better understanding of customers' needs, goals, and values. Develop solutions based on the people who will use the technology.
- Project Management: Develop standard frameworks for project management across teams to give project managers the tools they need to complete successful projects.
- Customer Lifecycle Management: Tracking IT service delivery from multiple customer-related metrics to ensure service delivery is completed to an agreed upon level of satisfaction.
- Agency Partnerships: Develop a better understanding of customers' needs, goals, and values.
- Customer Experience: Build trust with our customers to provide solutions that meet their needs and enhance their experience at the City of Madison.
- IP Telephony Lifecycle Management: Manage the City's IP telephony system lifecycle including administering, managing, and maintaining.
- Collaboration Tools and Digital Workplace Applications: Support conferencing, collaboration, and file sharing technologies.
- Adoption-Change Management: Drive customer and staff adoption and satisfaction.
- Training: Improve the use and efficiency of technology by making sure our customers understand the systems they use.
- Service Level Agreements (SLAs): Develop clear expectations for IT, external partners, and customers to ensure that service delivery is completed to an agreed upon level of satisfaction.
- Vendor Coordination: Oversee the third-party vendors providing IT products and services.

Expenditures by Major (All Funds)

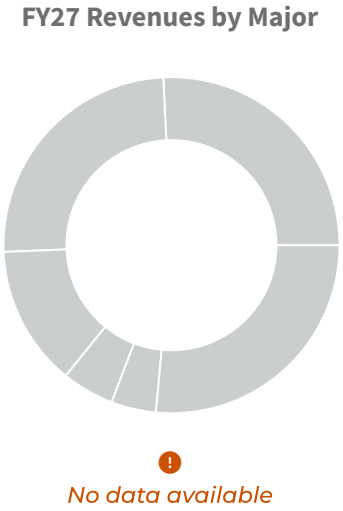


Information Technology's budget is partially generated from billing the City's enterprise agencies for services provided by IT staff. The Inter-Departmental Billings are calculated through the City's cost allocation plan. The total is divided equally between IT's six services. Without Inter-Departmental Billings, the Collaboration & Portfolio Management service budget is $2,009,867 for 2027.

Expenditures by Major

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	-	$1,195,645	$1,193,585	$1,276,668	$1,348,154	$1,348,154
BENEFITS	-	$375,027	$365,752	$400,668	$410,961	$410,961
SUPPLIES	-	$2,118	$1,425	$2,118	$2,118	$2,118
PURCHASED SERVICES	-	$189,743	$248,511	$209,743	$243,943	$243,943
INTER DEPART CHARGES	-	$4,764	$3,747	$4,576	$4,691	$4,691
INTER DEPART BILLING	-	-$345,402	-$345,402	-$406,126	-$374,850	-$374,850
Total Expenditures	**-**	**$1,421,896**	**$1,467,619**	**$1,487,647**	**$1,635,017**	**$1,635,017**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

No data available

Service: Contracting & Procurement

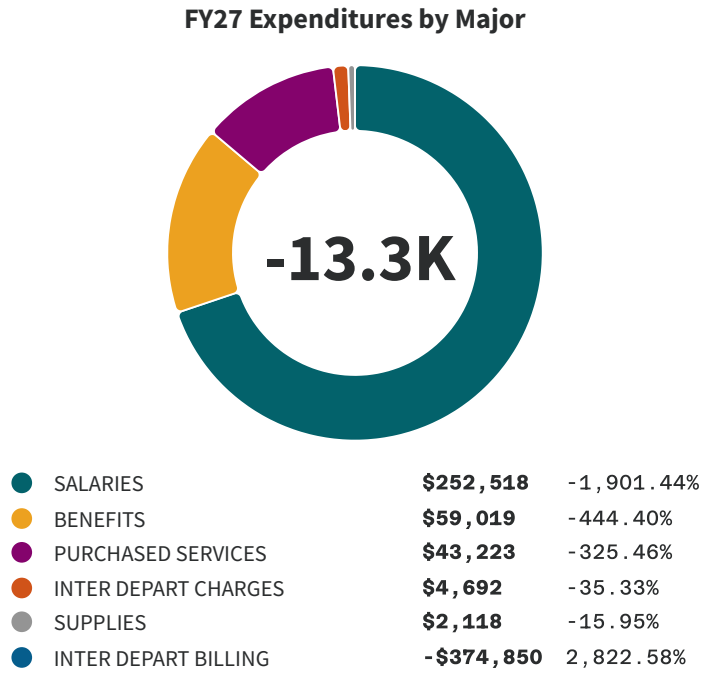
Service Description

This service manages more than 100 technology contracts and monitors the IT asset management lifecycle program, IT Request for Proposals (RFP), service level agreements, procurement activities, contract negotiations and enterprise license agreements. This service coordinates the citywide IT budget process, monitors and reports on IT expenditures and supports the payroll and personnel administration.

Activities Performed by this Service

- Contracts and Procurement Administration & Compliance: Procurement, contracts, and work with vendors on service delivery, projections and fiscal impacts of new technology and applications.
- APM administration & compliance: Manage all IT APM processes and policies and ensure compliance.
- Budget Development: Manage the gathering of data and preparation of the annual capital and operating budgets and financial reports.
- Strategic Planning and Work Planning: Develop objectives, policies, strategies and annual work plans for the IT Department to support the delivery of services to the city.

Expenditures by Major (All Funds)



Information Technology's budget is partially generated from billing the City's enterprise agencies for services provided by IT staff. The inter-departmental (ID) billings are calculated through the City's cost allocation plan. The total is divided equally between IT's six services. The total budget for the service is displaying as a negative value because the ID billings are greater than other expenses. Without ID Billings, the Contracting & Procurement service budget is $361,570 for 2027.

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$239,509	$229,641	$250,920	$252,518	$252,518
BENEFITS	$64,342	$72,908	$60,984	$59,019	$59,019
SUPPLIES	$2,118	$624	$2,118	$2,118	$2,118
PURCHASED SERVICES	$44,823	$60,037	$61,323	$43,223	$43,223
INTER DEPART CHARGES	$4,764	$3,747	$4,577	$4,692	$4,692

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTER DEPART BILLING	-$345,402	-$345,402	-$406,126	-$374,850	-$374,850
Total Expenditures	**$10,155**	**$21,556**	**-$26,204**	**-$13,280**	**-$13,280**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Digital Inclusion & Experience

Service Description

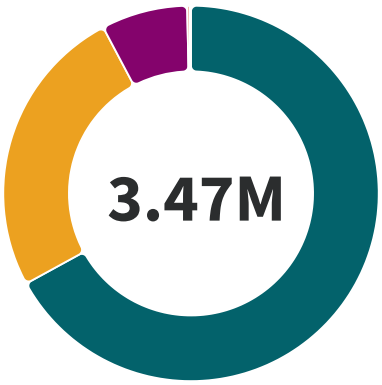
This service develops and supports new technology and online systems, which improve accessibility and interaction with City services. This service works to improve digital engagement tools and practices, user experience, accessibility, and language access for Madison residents.

Activities Performed by this Service

- Digital Access: Create opportunities for residents and City staff to access City services and engage in City government more comfortably, securely, and equitably through technology.
- User Interface and Design: Evaluate systems for ways to improve service design, website navigation, and user experience.
- Resident Engagement Tools: Transform how people participate in the democratic process by facilitating an interactive, safe, and accessible relationship between the government and the public through technology.
- Board, Commission, and Committee Coverage: Continue to encourage the ease of access to City information through technology solutions.
- Digital Workplace: Maintain a digital workplace by creating a framework for continual improvement of processes, tools, and operational efficiencies to meet our employees' needs and the City's goals.
- ADA Digital Accessibility: Increase equity and access to City services by improving the accessibility of the City's web presence.
- Government Access Television: Use technology to effectively connect the public to City government.
- Audio/Visual Services: Support video conferencing and collaboration technologies that allow employees to do their work efficiently and effectively.
- Language Access: Develop and support sites and applications that support multilingual content. Engage the City workforce in greater plain language adoption.
- City of Madison website: Continue to build a unified digital identity.
- City Podcasts: Continue to encourage the ease of access to City information through technology solutions.
- City Streaming Video Services: Continue to encourage the ease of access to City information through technology solutions.
- Digital Signage: Continue to encourage the ease of access to City information through technology solutions.
- Communication Marketing Tool Lifecycle Management: Develop and implement style guidelines shared across systems. Standardize infrastructure, functionality, user experience, and appearance using human-centered design.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



PURCHASED SERVICES	$2,576,543	74.27%
SALARIES	$969,914	27.96%
BENEFITS	$285,148	8.22%
SUPPLIES	$7,766	0.22%
INTER DEPART CHARGES	$4,691	0.14%
INTER DEPART BILLING	-$374,850	-10.81%

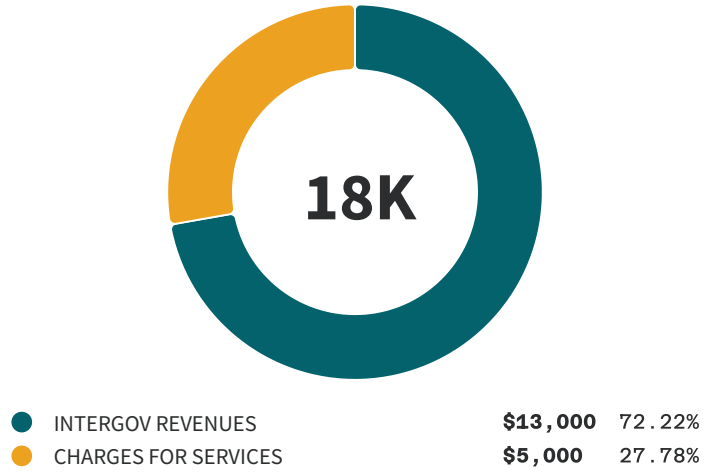
Information Technology's budget is partially generated from billing the City's enterprise agencies for services provided by IT staff. The Inter-Departmental Billings are calculated through the City's cost allocation plan. The total is divided equally between IT's six services. Without Inter-Departmental Billings, the Digital Inclusion & Experience service budget is $3,844,062 for 2027.

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$913,681	$751,686	$940,973	$969,914	$969,914
BENEFITS	$250,425	$229,232	$276,519	$285,148	$285,148
SUPPLIES	$7,766	$1,415	$7,766	$7,766	$7,766
PURCHASED SERVICES	$2,345,163	$2,097,594	$2,429,703	$2,576,543	$2,576,543
INTER DEPART CHARGES	$4,764	$9,161	$4,576	$4,691	$4,691
INTER DEPART BILLING	-$345,402	-$345,402	-$406,126	-$374,850	-$374,850
Total Expenditures	**$3,176,398**	**$2,743,687**	**$3,253,412**	**$3,469,212**	**$3,469,212**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$13,000	$9,365	$13,000	$13,000	$13,000
CHARGES FOR SERVICES	$5,000	-	$5,000	$5,000	$5,000
Total Revenues	**$18,000**	**$9,365**	**$18,000**	**$18,000**	**$18,000**

Service: Network Infrastructure

Service Description

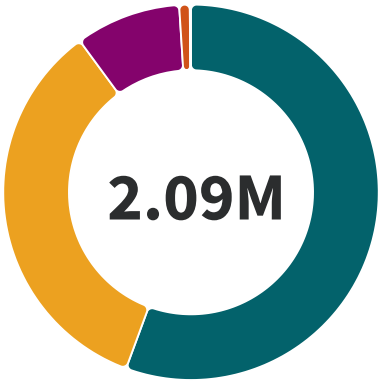
This service maintains the City's data network, data storage, systems hosting, fiber and wireless (Wi-Fi) network, and internet access, while minimizing downtime to City operations.

Activities Performed by this Service

- Network Lifecycle Management: Maintain the City's data network, data storage, systems hosting, fiber and wireless (Wi-Fi) network, and internet access.
- Access Control Lifecycle Management: Replace Keyscan readers on a rotating basis.
- Workstation Lifecycle Management: Evaluate the business needs of machine requests, and make sure all City employees have access to a single device that fits their needs. Provide a dependable and secure end-user experience on all devices.
- Fiber and Wireless Lifecycle Management: Build and maintain a strong, connected fiber network that supports City operations.
- Enterprise Network Architect: Create a designed enterprise network to support a variety of users, devices, smart things, and applications to provide consistent service.
- Data Center Management: Management of the City’s computer and server operations, supporting large amounts of data, services and applications, and the protection and security of the data.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



PURCHASED SERVICES	$1,369,543	65.62%
SALARIES	$844,207	40.45%
BENEFITS	$223,653	10.72%
INTER DEPART CHARGES	$22,049	1.06%
SUPPLIES	$2,616	0.13%
INTER DEPART BILLING	-$374,850	-17.96%

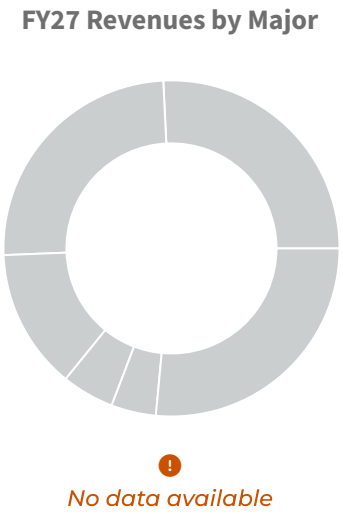
Information Technology's budget is partially generated from billing the City's enterprise agencies for services provided by IT staff. The Inter-Departmental Billings are calculated through the City's cost allocation plan. The total is divided equally between IT's six services. Without Inter-Departmental Billings, the Network Infrastructure service budget is $2,462,068 for 2027.

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$788,342	$818,901	$846,917	$844,207	$844,207
BENEFITS	$218,037	$222,757	$249,073	$223,653	$223,653
SUPPLIES	$2,616	$16,130	$2,616	$2,616	$2,616

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PURCHASED SERVICES	$867,118	$539,624	$1,104,683	$1,369,543	$1,369,543
INTER DEPART CHARGES	$4,764	$3,747	$20,146	$22,049	$22,049
INTER DEPART BILLING	-$345,402	-$345,402	-$406,126	-$374,850	-$374,850
Total Expenditures	**$1,535,476**	**$1,255,758**	**$1,817,309**	**$2,087,218**	**$2,087,218**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

No data available

Service: Security & Compliance

Service Description

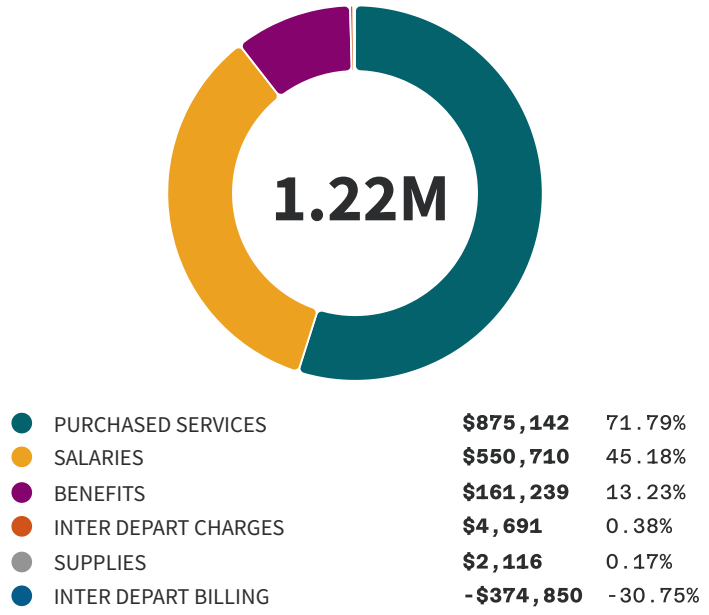
This service protects the information contained, processed or transmitted by information technology systems. This service is responsible for developing and measuring compliance of security policies and procedures, minimizing risk through implementation of effective technical, administrative and physical security controls.

Activities Performed by this Service

- Cybersecurity: Responsible for developing and measuring compliance of security policies and procedures, minimizing cybersecurity risks through implementation of effective technical, administrative, and physical security controls. Educating and preparing staff to create a first line of defense and prevention.
- Incident Management: Detect, analyze, respond, report, and prevent incidents. Develop and maintain a Disaster Preparedness Plan in the case of an emergency.
- Records Management: Maintain the City's digital records to comply with state statutes. Respond to open records requests and assist other City agencies in completing their open records requests.
- Change Control: Analyze the processes and make corrective and preventive changes to stop recurring issues in a project.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



Information Technology's budget is partially generated from billing the City's enterprise agencies for services provided by IT staff. The Inter-Departmental Billings are calculated through the City's cost allocation plan. The total is divided equally between IT's six services. Without Inter-Departmental Billings, the Security & Compliance service budget is $1,593,898 for 2027.

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$515,448	$455,632	$536,784	$550,710	$550,710
BENEFITS	$152,426	$144,971	$154,509	$161,239	$161,239
SUPPLIES	$2,116	$486	$2,116	$2,116	$2,116
PURCHASED SERVICES	$1,092,063	$684,728	$1,097,417	$875,142	$875,142

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTER DEPART CHARGES	$4,764	$3,747	$4,575	$4,691	$4,691
INTER DEPART BILLING	-$345,402	-$345,402	-$406,126	-$374,850	-$374,850
Total Expenditures	**$1,421,416**	**$944,162**	**$1,389,275**	**$1,219,048**	**$1,219,048**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

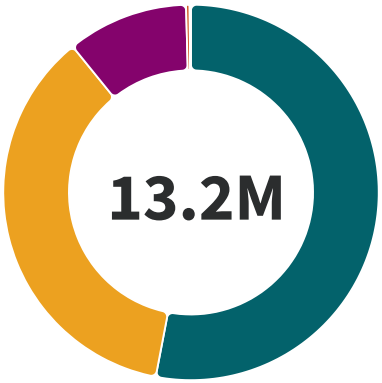
No data available

Information Technology: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



PURCHASED SERVICES	**$8,214,697**	62.02%
SALARIES	**$5,600,260**	42.28%
BENEFITS	**$1,615,464**	12.20%
INTER DEPART CHARGES	**$45,504**	0.34%
SUPPLIES	**$18,850**	0.14%
INTER DEPART BILLING	**-$2,249,099**	-16.98%

Line-Item Expenditures

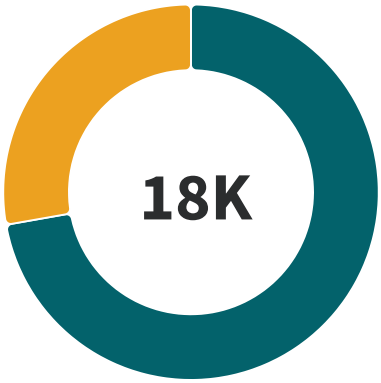
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$4,769,024	$5,239,494	$4,831,006	$5,425,804	$5,600,260	$5,600,260
PERMANENT WAGES	$4,632,483	$5,230,527	$4,647,856	$5,396,332	$5,553,026	$5,553,026
SALARY SAVINGS	-	-$52,305	-	-$53,963	-$55,530	-$55,530
PENDING PERSONNEL	-	$21,794	-	$48,438	$48,438	$48,438
PREMIUM PAY	$9,800	$14,420	$11,546	$14,853	$14,853	$14,853
COMPENSATED ABSENCE	$45,745	$44,702	$82,105	$46,043	$46,043	$46,043
HOURLY WAGES	$40,028	$54,616	$59,637	$56,255	$56,255	$56,255
OVERTIME WAGES PERMANENT	$37,928	$36,050	$29,169	$37,132	$37,132	$37,132
ELECTION OFFICIALS WAGES	$3,039	-	$692	-	-	-
BUDGET EFFICIENCIES	-	-$110,310	-	-$119,286	-$99,957	-$99,957
BENEFITS	$1,467,965	$1,520,235	$1,422,964	$1,603,351	$1,615,464	$1,615,464
COMPENSATED ABSENCE ESCROW	$123,555	-	$40,647	-	-	-
HEALTH INSURANCE BENEFIT	$650,563	$746,892	$675,156	$789,193	$779,049	$779,049
WAGE INSURANCE BENEFIT	$17,455	$17,124	$16,853	$17,375	$15,231	$15,231

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WI RETIREMENT SYSTEM	$325,809	$363,521	$330,553	$388,536	$399,818	$399,818
FICA MEDICARE BENEFITS	$346,123	$387,969	$354,775	$403,117	$415,234	$415,234
POST EMPLOYMENT HEALTH PLANS	$4,461	$4,728	$4,980	$5,129	$6,131	$6,131
SUPPLIES	$19,618	$18,850	$21,810	$18,850	$18,850	$18,850
OFFICE SUPPLIES	$3,728	$5,000	$1,011	$5,000	$5,000	$5,000
COPY PRINTING SUPPLIES	$257	$1,050	$388	$1,050	$1,050	$1,050
HARDWARE SUPPLIES	$8,463	$5,000	$16,417	$5,000	$5,000	$5,000
SOFTWARE LICENSES & SUPPLIES	$4,404	$2,700	$1,093	$2,700	$2,700	$2,700
POSTAGE	$2,017	$900	$2,022	$900	$900	$900
BOOKS AND SUBSCRIPTIONS	$230	-	-	-	-	-
WORK SUPPLIES	$520	$4,200	$879	$4,200	$4,200	$4,200
PURCHASED SERVICES	$6,127,434	$6,264,507	$5,385,654	$7,283,651	$8,214,697	$8,214,697
TELEPHONE	$12,886	$17,800	$11,209	$17,800	$4,001	$4,001
CELLULAR TELEPHONE	$3,780	$5,600	$5,404	$5,600	$5,500	$5,500
TELEVISION	$991	$1,800	$1,116	$1,800	$1,800	$1,800
SYSTEMS COMMUNICATION INTERNET	$7,270	$8,500	$7,270	$8,500	$8,500	$8,500
FACILITY RENTAL	-	-	$116	-	-	-
CUSTODIAL BUILDING USE CHARGES	$164,131	$165,156	$173,734	$165,156	$165,156	$165,156
PROCESS FEES RECYCLABLES	$9,448	-	$517	-	-	-
SYSTEM AND SOFTWARE MAINTENANC	$5,758,335	$5,967,071	$5,010,860	$6,980,215	$7,951,160	$7,951,160
RECRUITMENT	$70	$1,000	$369	$1,000	$1,000	$1,000
CONFERENCES AND TRAINING	$16,967	$21,000	$8,632	$21,000	$21,000	$21,000
MEMBERSHIPS	$2,498	$3,080	$9,890	$3,080	$3,080	$3,080
STORAGE SERVICES	$45	$500	$585	$500	$500	$500
CONSULTING SERVICES	$138,730	-	$84,553	-	-	-
OTHER SERVICES AND EXPENSES	$12,282	$73,000	$71,399	$79,000	$53,000	$53,000
INTER DEPART CHARGES	$27,950	$28,586	$27,897	$43,026	$45,504	$45,504
ID CHARGE FROM ENGINEERING	$969	$1,066	$1,066	$1,066	$1,066	$1,066
ID CHARGE FROM FLEET SERVICES	$5,911	$6,103	$5,414	$15,572	$17,358	$17,358
ID CHARGE FROM INSURANCE	$16,065	$18,038	$18,037	$24,064	$24,600	$24,600
ID CHARGE FROM WORKERS COMP	$5,005	$3,380	$3,380	$2,324	$2,480	$2,480
INTER DEPART BILLING	-$1,857,571	-$2,072,411	-$2,072,410	-$2,436,756	-$2,249,099	-$2,249,099

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID BILLING TO LANDFILL	-$4,173	-$4,377	-$4,377	-$29,562	-$26,028	-$26,028
ID BILLING TO MONONA TERRACE	-$153,582	-$173,940	-$173,940	-$242,514	-$227,194	-$227,194
ID BILLING TO GOLF COURSES	-$25,789	-$101,626	-$101,627	-$94,248	-$97,589	-$97,589
ID BILLING TO PARKING	-$263,911	-$274,925	-$274,925	-$345,471	-$311,718	-$311,718
ID BILLING TO SEWER	-$60,534	-$64,226	-$64,225	-$61,267	-$67,248	-$67,248
ID BILLING TO STORMWATER	-$50,983	-$61,160	-$61,159	-$57,023	-$48,821	-$48,821
ID BILLING TO TRANSIT	-$965,825	-$1,050,338	-$1,050,338	-$1,027,398	-$966,066	-$966,066
ID BILLING TO WATER	-$332,774	-$341,819	-$341,819	-$579,273	-$504,435	-$504,435
Total Expenditures	**$10,554,419**	**$10,999,261**	**$9,616,921**	**$11,937,926**	**$13,245,675**	**$13,245,675**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES	**$13,000**	72.22%
CHARGES FOR SERVICES	**$5,000**	27.78%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$9,299	$13,000	$9,365	$13,000	$13,000	$13,000
OTHER UNIT OF GOV REVENUES OP	$9,299	$13,000	$9,365	$13,000	$13,000	$13,000
CHARGES FOR SERVICES	-	$5,000	$3,751	$5,000	$5,000	$5,000
MISCELLANEOUS CHRGS FOR SERVIC	-	$5,000	-	$5,000	$5,000	$5,000
REIMBURSEMENT OF EXPENSE	-	-	$3,751	-	-	-
Total Revenues	**$9,299**	**$18,000**	**$13,116**	**$18,000**	**$18,000**	**$18,000**

Information Technology Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ASSISTANT IT DIRECTOR-18	18	1.00	1.00
CC ENGR-16	16	1.00	-
DIGITAL MEDIA SPECIALIST-16	16	5.00	6.00
DIGITAL MEDIA SUPERVISOR-18	18	1.00	1.00
IT ADMIN SERVS MGR-18	18	1.00	1.00
IT DIRECTOR-21	21	1.00	1.00
IT PROJ & RECORD MGMT COORD-18	18	1.00	1.00
IT SPEC 2-18	18	9.00	9.00
IT SPEC 3-18	18	18.00	18.00
IT SPEC 4-18	18	15.00	15.00
IT TECH SERVS MGR-18	18	1.00	1.00
PRINCIPAL IT SPEC-18	18	4.00	4.00
PROGRAM ASST 2-20	20	1.00	1.00
Grand Total		**59.00**	**59.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

We are requesting changes to the positions that are charged back to Capital to reflect the new 2027 Capital Budget projects.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Our changes to the position allocations supporting Capital programs have no impact on the above question.

Information Technology 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Information Technology is **$264,553**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
173 - NETWORK INFRASTRUCTURE	Server Maintenance Extension	Priority #1.) After the 2026 Cost to Continue (CTC) process started, we found servers eligible to be retired and applications that could be moved to a virtual instance, which created a reduction in costs.	0	53,000
177 - BUSINESS SOLUTIONS	SQL Licensing	Priority #2.) Duplication error in the CTC for SQL Licensing renewals.	0	38,000
176 - DIGITAL INCLUSION AND EXPERIEN	M365 Licensing	Priority # 3.) Microsoft didn't release their new pricing structure until July 1, 2026. We had to estimate cost for CTC and are now realizing savings in our licensing.		50,000
174 - SECURITY AND COMPLIANCE	Cisco Cyber Vision	Priority #4.) This is a one-year reduction and the ongoing costs will be realized in the 2028 Operating CTC. The intent is to fund this with Capital funds for the first year.	0	50,000
176 - DIGITAL INCLUSION AND EXPERIEN	Zoom	Priority #5.) This is not a preferred reduction for 2027 and would require that we rearrange our 2026 work plan that may have an impact on other priority work. We would like to reevaluate this as an opportunity for reduction in the 2028 Operating Budget.		22,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
174 - SECURITY AND COMPLIANCE	Landesk	Priority #6.) This is our least preferred reduction for 2027 and would require that we rearrange our 2026 work plan that may have an impact on other priority work. We would like to reevaluate this as an opportunity for reduction in the 2028 Operating Budget.		53,000
			Total	266,000



General Government

Common Council

Mayor

Municipal Court

Common Council Overview

Agency Mission

The mission of the Common Council is to represent the residents of Madison by promoting the safety, health, and general well-being of the community by incorporating the City's core values into their work with currently available resources. The Council Office staff supports the alders in these efforts.

Agency Overview

Alders represent the City's 20 alder districts and are led by a Council President and Council Vice President that are elected annually in the spring.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Common Council
City-County Building, Room 505
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4071
Fax: (608) 267-8669
allalders@cityofmadison.com
council@cityofmadison.com
cityofmadison.com/council

TO: Mayor Satya Rhodes-Conway

FROM: Karen Kapusta-Pofahl, Common Council Chief of Staff

Goals of Agency's Operating Budget

The goal of the Common Council Office 2027 budget request is to maintain support for each of the alders and the Council as a body to do the important work of representing their constituents and the city as a whole.

99.25% Budget

The Council Office expects to be able to absorb a .75% base budget reduction without impacting our level of service in 2027. The Common Council Office underspends its overall annual budget each year. We anticipate being able to do so again in 2027.

Reduction Scenarios

The Common Council Office 2% reduction scenario is to reduce the alder expense accounts by $1330 each for a total of -$26,600, leaving them with $570 each. While the alders, on average, do not spend their entire alder expense account funds, this level of cut would reduce the resources available to the alders for engaging with their constituents. Any efforts to not make this cut are very much appreciated.

Future Planning

As the city grows, alder districts will grow as well. Our office is researching ways to support the alders as they manage their growing districts, such as a constituent management system for tracking and managing emails, in addition to low or no-cost resources and processes we can provide. We will be reporting our findings and recommendations to CCEC once completed.

We would like to also take this opportunity again this year to flag the need to create dedicated staff position(s) to assist with the management and support of City boards, commissions, and committees (BCCs) through the training of BCC staff, officers, and members, as well as working to improve the consistency of operations across the entire BCC system. One way to do this in the short term would be to provide us with $30,000 in Consulting Services funding to hire someone to assist us in creating and revising these materials and integrate them with the Human Resources Management System that will be operational in 2027.

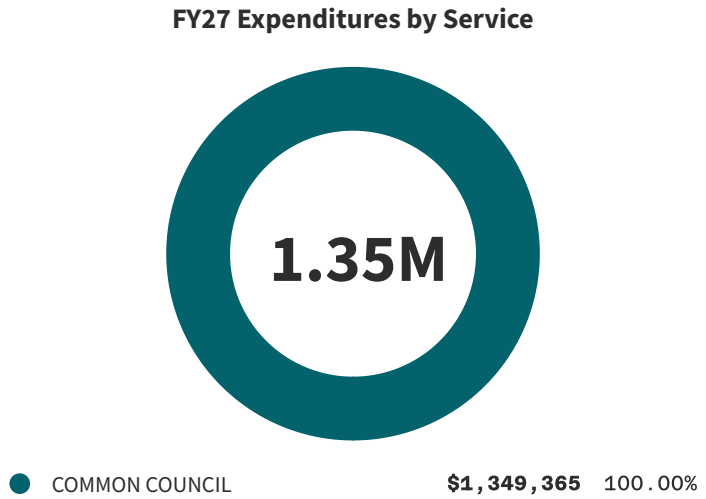
* This memo was updated on August 6, 2026 to correct a typographical error. The original memo stated the reduction proposal totaled $20,600. The correct amount is $26,600.

Common Council Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

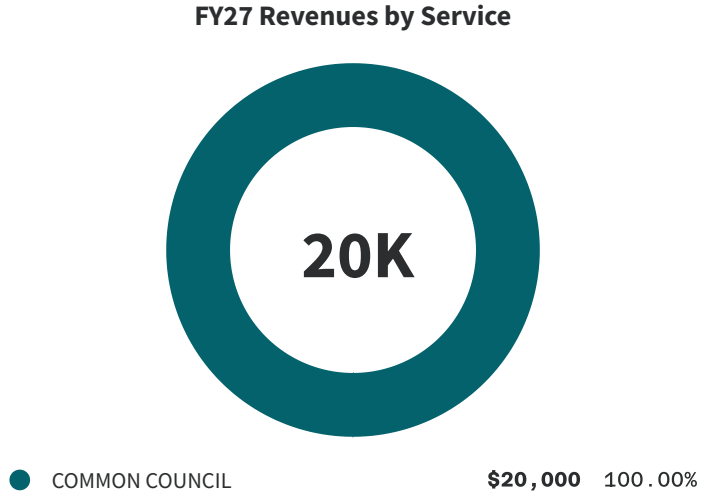
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COMMON COUNCIL	$1,197,689	$1,111,577	$1,299,813	$1,349,365	$1,349,365
Total Expenditures	**$1,197,689**	**$1,111,577**	**$1,299,813**	**$1,349,365**	**$1,349,365**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COMMON COUNCIL	$20,000	$22,686	$20,000	$20,000	$20,000
Total Revenues	**$20,000**	**$22,686**	**$20,000**	**$20,000**	**$20,000**

Service: Common Council

Service Description

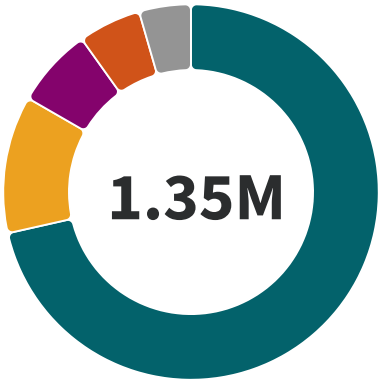
This service, established by State Statute, is responsible for policy determination for the City of Madison. The Council is comprised of 20 elected members, meets on Tuesdays, generally twice per month, and acts on proposed legislation, policy matters, and other City business. Council members also meet many times throughout the month in board, commission, and committee meetings. Information is received from and distributed to constituents through meetings, blog posts, emails and other written correspondence, phone calls, newsletters, and questionnaires. The Council Office includes staff who perform various administrative, management, and clerical functions for Council members.

Activities Performed by this Service

- Policy and Budget Authorization: Adopt policies and budgets that support the Imagine Madison - Comprehensive Plan.
- Staff Committee and Workgroup Meetings: Draft, review and/or distribute agendas and meeting information, schedule and mail notices for neighborhood meetings.
- Legislative Research and Analysis: Conducted by Council Chief of Staff and Council Legislative Analyst per the request of Council members.
- Community Engagement: Conducted by the Council members and by the Council Community Engagement Strategist.
- Legislative process support: Conducted by Legislative Process Liaison.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



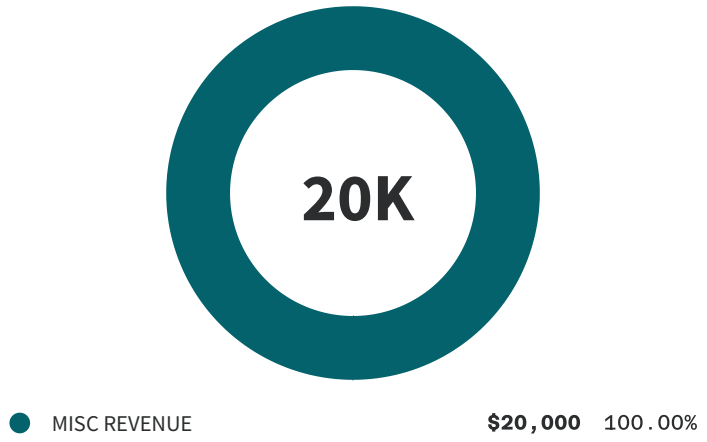
SALARIES	**$964,468**	71.48%
BENEFITS	**$159,777**	11.84%
INTER DEPART CHARGES	**$91,790**	6.80%
SUPPLIES	**$73,035**	5.41%
PURCHASED SERVICES	**$60,295**	4.47%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$870,287	$802,887	$922,902	$964,468	$964,468
BENEFITS	$125,560	$170,152	$130,659	$159,777	$159,777
SUPPLIES	$75,300	$40,117	$76,400	$73,035	$73,035
PURCHASED SERVICES	$59,311	$31,191	$56,310	$60,295	$60,295
INTER DEPART CHARGES	$67,230	$67,230	$113,543	$91,790	$91,790
Total Expenditures	**$1,197,689**	**$1,111,577**	**$1,299,813**	**$1,349,365**	**$1,349,365**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

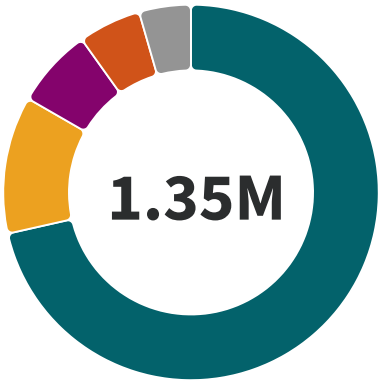
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$20,000	$22,686	$20,000	$20,000	$20,000
Total Revenues	**$20,000**	**$22,686**	**$20,000**	**$20,000**	**$20,000**

Common Council: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$964,468	71.48%
BENEFITS	$159,777	11.84%
INTER DEPART CHARGES	$91,790	6.80%
SUPPLIES	$73,035	5.41%
PURCHASED SERVICES	$60,295	4.47%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$763,919	$870,287	$802,887	$922,902	$964,468	$964,468
PERMANENT WAGES	$440,120	$461,890	$467,753	$486,148	$516,718	$516,718
PENDING PERSONNEL	-	$84,625	-	$85,446	$85,446	$85,446
PREMIUM PAY	-	$25	-	$26	$26	$26
COMPENSATED ABSENCE	$7,255	$5,700	$7,526	$5,871	$5,871	$5,871
HOURLY WAGES	$314,770	$328,700	$327,609	$353,802	$365,216	$365,216
OVERTIME WAGES PERMANENT	$1,774	$1,200	-	$1,236	$1,236	$1,236
BUDGET EFFICIENCIES	-	-$11,853	-	-$9,627	-$10,046	-$10,046
BENEFITS	$152,299	$125,560	$170,152	$130,659	$159,777	$159,777
HEALTH INSURANCE BENEFIT	$55,577	$50,640	$67,304	$55,331	$80,232	$80,232
WAGE INSURANCE BENEFIT	$1,627	$1,436	$1,975	$1,978	$1,915	$1,915
WI RETIREMENT SYSTEM	$37,097	$32,101	$39,570	$35,003	$37,204	$37,204
FICA MEDICARE BENEFITS	$56,339	$34,625	$59,379	$36,622	$38,660	$38,660
TUITION	-	$5,000	$250	-	-	-
POST EMPLOYMENT HEALTH PLANS	$1,659	$1,758	$1,675	$1,725	$1,766	$1,766

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SUPPLIES	$54,608	$75,300	$40,117	$76,400	$73,035	$73,035
OFFICE SUPPLIES	$9,241	$26,500	$4,458	$27,000	$27,000	$27,000
COPY PRINTING SUPPLIES	$9,375	$5,800	$7,601	$5,800	$8,500	$8,500
HARDWARE SUPPLIES	$230	$2,800	-	$2,800	$2,800	$2,800
SOFTWARE LICENSES & SUPPLIES	$968	-	$1,031	-	$1,600	$1,600
POSTAGE	$31,330	$40,000	$23,068	$40,000	$30,000	$30,000
BOOKS AND SUBSCRIPTIONS	$748	$200	$1,165	$200	$535	$535
FOOD AND BEVERAGE	$2,717	-	$2,794	$600	$2,600	$2,600
PURCHASED SERVICES	$45,097	$59,311	$31,191	$56,310	$60,295	$60,295
TELEPHONE	$427	$820	$453	$820	$720	$720
CELLULAR TELEPHONE	$1,213	-	$2,641	-	$2,800	$2,800
CUSTODIAL BUILDING USE CHARGES	$16,611	$16,715	$17,583	$16,715	$18,000	$18,000
RECRUITMENT	$7	-	$7	-	-	-
MILEAGE	$368	-	$315	-	-	-
CONFERENCES AND TRAINING	$20,776	$19,500	$4,301	$19,500	$19,500	$19,500
MEMBERSHIPS	$650	$750	$301	$750	$750	$750
DELIVERY FREIGHT CHARGES	-	$250	-	$250	$250	$250
STORAGE SERVICES	$56	$100	$62	$100	$100	$100
CONSULTING SERVICES	$4,928	$21,176	$5,528	$18,175	$18,175	$18,175
OTHER SERVICES AND EXPENSES	$61	-	-	-	-	-
INTER DEPART CHARGES	$62,378	$67,230	$67,230	$113,543	$91,790	$91,790
ID CHARGE FROM INSURANCE	$62,008	$66,849	$66,849	$113,255	$91,500	$91,500
ID CHARGE FROM WORKERS COMP	$370	$381	$381	$288	$290	$290
Total Expenditures	**$1,078,301**	**$1,197,689**	**$1,111,577**	**$1,299,813**	**$1,349,365**	**$1,349,365**

Agency Revenues by Major

FY27 Revenues by Major



MISC REVENUE **$20,000** 100.00%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$20,963	$20,000	$22,686	$20,000	$20,000	$20,000
MISCELLANEOUS REVENUE	$20,963	$20,000	$22,686	$20,000	$20,000	$20,000
Total Revenues	**$20,963**	**$20,000**	**$22,686**	**$20,000**	**$20,000**	**$20,000**

Common Council Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
CC CHIEF OF STAFF-21	21	1.00	1.00
COMM CO LEG ANAL-18	18	1.00	1.00
LEGIS MGMT SYSTEM SPEC-20	20	1.00	1.00
PROGRAM ASST 2-20	20	1.00	1.00
PUBLIC INFORMATION OFF 1-18	18	1.00	1.00
Grand Total		**5.00**	**5.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Common Council 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Common Council is **$26,587**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
141 - COMMON COUNCIL	Alder Expense Accounts- Reduce by $1330 each	Alders will have fewer funds available to pay for community meetings or print communications, professional development, or supplies used for alder tasks. Will impact members of underserved communities the most.	0	26,600
			Total	26,600

* This table was updated on August 6, 2026 to correct a typographical error. The original table stated the reduction proposal totaled $20,600. The correct amount is $26,600.

Mayor's Office Overview

Agency Mission

The mission of the Mayor’s Office is to provide leadership for the organization to deliver the highest quality services and provide a fair and orderly system of governance for residents 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 providing direction for existing City procedures and policies.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Mayor's Office
City-County Building, Room 403
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 266-4611
cityofmadison.com/mayor

TO: Mayor Satya Rhodes-Conway
FROM: Sam Munger, Chief of Staff, and Jessica Price, Ph. D., Sustainability and Resilience Manager

Goals of Agency's Operating Budget

The Mayor's Office provides overall administrative and policy guidance for City officers and agencies, encourages citizen participation in City government, monitors State and national issues that affect the welfare of City residents, and provides public information for various organizations and individuals.

Additionally, the Mayor's Office is home to the City's sustainability and resilience program. This program's goals include: (1) reaching the City's goal of 100% renewable energy and net-zero carbon emissions for City operations by 2030 and community-wide by 2050; (2) improving the City's resilience to the direct and indirect impacts of climate change; (3) and reducing the City's overall environmental impact, all while centering equity and environmental justice.

99.25% Budget

A 0.75% underspend target equates to $13,856 for the Mayor's Office. Salary savings are a rarity in this office, as the staff turnover rate among this small team is very low. The most achievable way to reach this target is by reducing spending in discretionary categories related to conferences, training, and other minor expenses. If the office does see any salary savings in 2027, we will adjust our savings from discretionary categories accordingly.

Reduction Scenarios

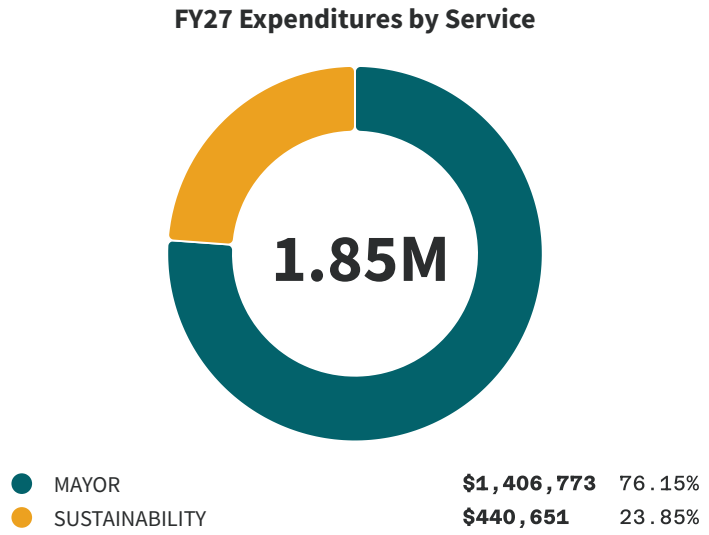
As with many small offices, the vast majority of the Mayor's Office operating budget is related to staff costs. Discretionary funds have been reduced over time to achieve budget savings targets, which leaves few options for further reductions without impacting staffing. The most viable reduction scenario to achieve a 2% budget reduction ($36,948) is a reduction to Purchased Services for the software to collect and publicly display air quality data from the City's sensor network. The contracts to share this data charge on a "per sensor" basis, and savings can be achieved by reducing the number of air quality sensors in our network for which we collect and display data. This would reduce the information coming into the program, eliminating community access to sensor data in numerous locations around the city at a time when our city is increasingly impacted by poor air quality caused by wildfire smoke and national air quality protections are being rolled back. This budget cut would reduce the number of sensors in Madison's neighborhoods until such time as more funding resources became available.

Mayor's Office Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

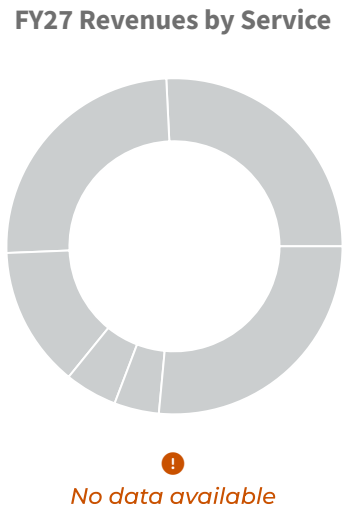
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MAYOR	$1,279,708	$1,313,431	$1,322,152	$1,406,773	$1,406,773
SUSTAINABILITY	$201,448	$195,368	$352,516	$440,651	$440,651
Total Expenditures	**$1,481,156**	**$1,508,799**	**$1,674,668**	**$1,847,424**	**$1,847,424**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

No data available

Service: Mayor

Service Description

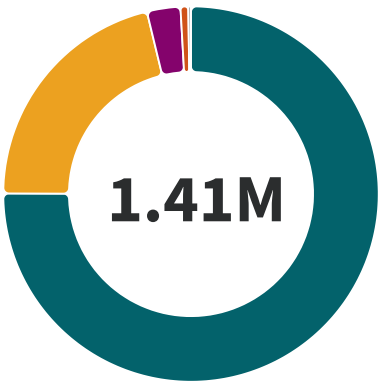
This service provides overall administrative and policy guidance for City officers and agencies. The service submits an annual Executive Budget to the Common Council, encourages citizen participation in City government, monitors State and national issues that affect the welfare of City residents, and provides public information for various organizations and individuals.

Activities Performed by this Service

- Administration: Specific functions of this service include: (1) direct City officers in the performance of their duties and responsibilities, (2) supervise the development and implementation of operational goals, (3) appoint and evaluate agency heads as provided by ordinance, (4) review agency plans, policies and procedures for soundness and proper coordination, and (5) provide direct guidance to agencies on significant policy or organizational decisions.
- Inter-Agency Staff Teams: Direct inter-agency staff teams in the identification and resolution of management problems that affect more than one City agency.
- Budget Development: Submit an annual Executive Budget to the Common Council after establishing guidelines and considering the capital and operating budget requests of City agencies.
- Resident Participation: Specific functions include: (1) encouraging resident participation in City government by making resident appointments to City committees, (2) training committee members on "open meetings" requirements, parliamentary procedure, and ethics requirements, (3) maintaining a database of resident candidates interested in appointment to City committees, and (4) responding to concerns and initiatives presented by residents and assisting them in their relations with City agencies.
- State and Federal Monitoring: Monitor state and national issues that affect the welfare of City residents including representing the City's interests in the state budget process, legislation, and administration, acting as liaison with the City's state legislative delegation, and maintaining contact with state and federal legislators and administrators.
- Public Information: Provide public information through the preparation and distribution of 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.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

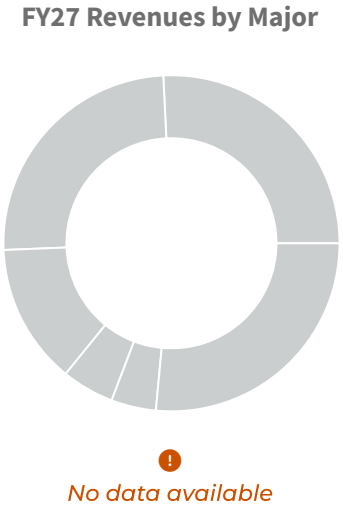


SALARIES	$1,430,876	101.71%
BENEFITS	$403,669	28.69%
PURCHASED SERVICES	$54,940	3.91%
SUPPLIES	$12,639	0.90%
INTER DEPART CHARGES	$4,500	0.32%
INTER DEPART BILLING	-$499,851	-35.53%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,313,172	$1,332,070	$1,373,621	$1,430,876	$1,430,876
BENEFITS	$352,805	$362,841	$382,285	$403,669	$403,669
SUPPLIES	$8,818	$9,142	$12,639	$12,639	$12,639
PURCHASED SERVICES	$54,940	$59,404	$54,940	$54,940	$54,940
INTER DEPART CHARGES	$3,913	$3,913	$10,092	$4,500	$4,500
INTER DEPART BILLING	-$453,939	-$453,939	-$511,426	-$499,851	-$499,851
Total Expenditures	**$1,279,708**	**$1,313,431**	**$1,322,152**	**$1,406,773**	**$1,406,773**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

No data available

Service: Sustainability

Service Description

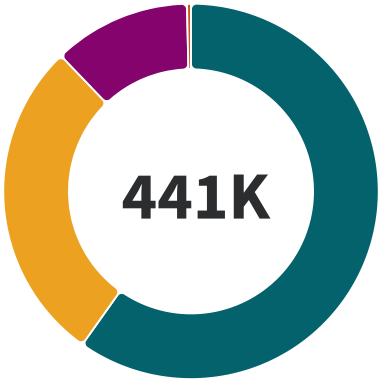
This service is for implementation of the City of Madison's sustainability and climate resilience projects. This program's goals include: (1) reaching the City's goal of 100% renewable energy and net-zero carbon emissions for City operations by 2030 and community-wide by 2050; (2) improving the City's resilience to the direct and indirect impacts of climate change; (3) and reducing the City's overall environmental impact, all while centering equity and environmental justice. Projects funded in this program are included in the City's Comprehensive Plan, Sustainability Plan, recommendations of the 100% Renewable Madison Report, and the Climate Forward agenda.

Activities Performed by this Service

- Sustainability Policy and Program Development and Implementation: Plan and direct the programs, services, and staff to implement City sustainability, climate, and resilience goals. Oversee implementation of the Sustainability Plan and the 100% Renewable Energy Plan.
- Outreach, Engagement, and Citywide Programs: Coordinate with City staff and community partners to develop sustainability initiatives.
- Sustainable Madison Committee Administration: Provide staff support, including meeting minutes and agendas, for this Committee.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$263,637**	59.83%
PURCHASED SERVICES	**$123,406**	28.01%
BENEFITS	**$52,113**	11.83%
SUPPLIES	**$1,495**	0.34%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$160,684	$156,189	$204,561	$263,637	$263,637
BENEFITS	$30,357	$33,054	$32,449	$52,113	$52,113
SUPPLIES	-	-	-	$1,495	$1,495
PURCHASED SERVICES	$10,406	$6,125	$115,506	$123,406	$123,406
Total Expenditures	**$201,448**	**$195,368**	**$352,516**	**$440,651**	**$440,651**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

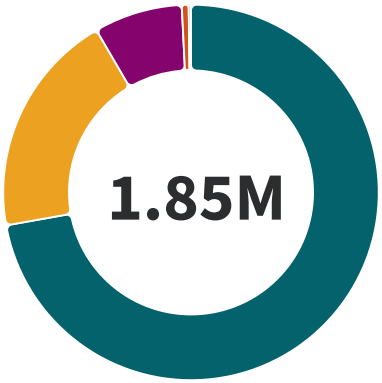
No data available

Mayor's Office: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$1,694,513**	91.72%
BENEFITS	**$455,782**	24.67%
PURCHASED SERVICES	**$178,346**	9.65%
SUPPLIES	**$14,134**	0.77%
INTER DEPART CHARGES	**$4,500**	0.24%
INTER DEPART BILLING	**-$499,851**	-27.06%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,410,221	$1,473,856	$1,488,259	$1,578,183	$1,694,513	$1,694,513
PERMANENT WAGES	$1,409,033	$1,488,774	$1,484,503	$1,559,609	$1,627,107	$1,627,107
PENDING PERSONNEL	-	-	-	$33,857	$81,366	$81,366
COMPENSATED ABSENCE	$1,188	-	$41	-	-	-
HOURLY WAGES	-	-	$3,244	-	-	-
ELECTION OFFICIALS WAGES	-	-	$470	-	-	-
BUDGET EFFICIENCIES	-	-$14,918	-	-$15,283	-$13,960	-$13,960
BENEFITS	$366,701	$383,162	$395,896	$414,734	$455,782	$455,782
HEALTH INSURANCE BENEFIT	$157,566	$162,154	$174,218	$177,201	$210,634	$210,634
WAGE INSURANCE BENEFIT	$6,195	$5,518	$6,491	$7,136	$5,043	$5,043
WI RETIREMENT SYSTEM	$97,304	$103,470	$103,468	$112,292	$117,152	$117,152
FICA MEDICARE BENEFITS	$104,957	$111,300	$110,979	$117,343	$122,213	$122,213
POST EMPLOYMENT HEALTH PLANS	$680	$720	$741	$763	$740	$740
SUPPLIES	$11,043	$8,818	$9,142	$12,639	$14,134	$14,134

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
OFFICE SUPPLIES	$5,807	$1,736	$1,000	$1,736	$1,821	$1,821
COPY PRINTING SUPPLIES	$698	$3,082	$1,358	$3,082	$3,082	$3,082
HARDWARE SUPPLIES	$150	-	-	$3,821	$3,821	$3,821
SOFTWARE LICENSES & SUPPLIES	$150	-	$150	-	-	-
POSTAGE	$3,263	$3,000	$3,526	$3,000	$4,410	$4,410
BOOKS AND SUBSCRIPTIONS	$976	$1,000	$1,192	$1,000	$1,000	$1,000
WORK SUPPLIES	-	-	$57	-	-	-
FOOD AND BEVERAGE	-	-	$1,859	-	-	-
PURCHASED SERVICES	$47,240	$65,346	$65,529	$170,446	$178,346	$178,346
TELEPHONE	$676	$1,300	$673	$1,300	$1,300	$1,300
FACILITY RENTAL	-	-	$475	-	-	-
CUSTODIAL BUILDING USE CHARGES	$33,766	$33,978	$35,743	$33,978	$33,978	$33,978
OFFICE EQUIPMENT REPAIR	-	$144	-	$144	$144	$144
COMMUNICATION DEVICE RPR MAIN	-	$226	-	$226	$226	$226
SYSTEM AND SOFTWARE MAINTENANC	-	-	-	$105,100	$113,000	$113,000
CONFERENCES AND TRAINING	$6,458	$15,000	$4,240	$15,000	$15,000	$15,000
MEMBERSHIPS	$6,100	$6,250	$5,750	$6,250	$6,250	$6,250
STORAGE SERVICES	$85	$500	$85	$500	$500	$500
CONSULTING SERVICES	-	-	$17,800	-	-	-
SECURITY SERVICES	-	$600	-	$600	$600	$600
OTHER SERVICES AND EXPENSES	$156	$7,348	$763	$7,348	$7,348	$7,348
INTER DEPART CHARGES	$3,163	$3,913	$3,913	$10,092	$4,500	$4,500
ID CHARGE FROM INSURANCE	$2,413	$3,190	$3,190	$9,510	$3,900	$3,900
ID CHARGE FROM WORKERS COMP	$750	$723	$723	$582	$600	$600
INTER DEPART BILLING	-$404,533	-$453,939	-$453,939	-$511,426	-$499,851	-$499,851
ID BILLING TO LANDFILL	-$951	-$1,000	-$1,000	-$1,061	-$1,043	-$1,043
ID BILLING TO MONONA TERRACE	-$34,371	-$39,361	-$39,361	-$48,894	-$48,966	-$48,966
ID BILLING TO GOLF COURSES	-$4,989	-$23,956	-$23,956	-$31,031	-$25,132	-$25,132
ID BILLING TO PARKING	-$52,116	-$57,850	-$57,850	-$60,865	-$54,990	-$54,990
ID BILLING TO SEWER	-$12,838	-$10,001	-$10,001	-$15,387	-$19,817	-$19,817
ID BILLING TO STORMWATER	-$11,940	-$10,581	-$10,581	-$14,290	-$12,451	-$12,451
ID BILLING TO TRANSIT	-$224,978	-$244,272	-$244,272	-$267,408	-$266,402	-$266,402
ID BILLING TO WATER	-$62,350	-$66,918	-$66,918	-$72,490	-$71,050	-$71,050
Total Expenditures	**$1,433,836**	**$1,481,156**	**$1,508,799**	**$1,674,668**	**$1,847,424**	**$1,847,424**

Agency Revenues by Major

FY27 Revenues by Major

No data available

Line-Item Agency Revenues

No data available

Mayor's Office Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
DEPUTY MAYOR 2-19	19	5.00	5.00
FAC/SUS MGR-18	18	1.00	1.00
MAYOR-19	19	1.00	1.00
MAYORAL OFF CLK-17	17	1.00	1.00
MAYORAL OFF CLK-20	20	1.00	1.00
MAYOR'S OFF ADMIN COORD-18	18	1.00	1.00
PUBLIC INFORMATION OFF 3-18	18	1.00	1.00
SECY TO MAYOR-19	19	1.00	1.00
SUSTAIN PROG COORD-18	18	2.00	2.00
Grand Total		**14.00**	**14.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Mayor's Office 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Mayor's Office is **$36,948**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
193 - SUSTAINABILITY	Reduce Purchased Services related to software to collect and publicly display air quality data from the City's sensor network.	This would reduce the information coming into the program, eliminating community access to sensor data in numerous locations around the city.	0	36,948
			Total	36,948

Municipal Court Overview

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 goal of the Court is to provide an impartial forum for hearing cases brought by the City for violations of the Madison General Ordinances. The Court will advance this goal by using restorative practices to effect positive change with the individuals charged with violations and the community as a whole.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Municipal Court
City-County Building, Room 203
210 Martin Luther King, Jr. Blvd.
Madison, WI 53703
Phone: (608) 264-9282
Fax: (608)266-5930
municourt@cityofmadison.com
cityofmadison.com/municipalcourt

TO: Mayor Satya Rhodes-Conway
FROM: Honorable Daniel P. Koval, Judge

Goals of Agency's Operating Budget

The court continues to work toward flexibility in scheduling by offering both in-person and electronic means to allow court users to conduct court business. The court considers electronic, written and verbal feedback from court users when reviewing policies and procedures. In addition, the court reviews data to ensure any changes in court policies and procedures are fair, equitable, and aligned with best practices.

99.25% Budget

The Court Administrator will monitor the YTD budget reports to compare actual spending to budgeted amounts and will make necessary adjustments in spending where possible. The court will manage resources and will review processes to avoid waste, duplication of efforts and to streamline operations where possible.

Reduction Scenarios

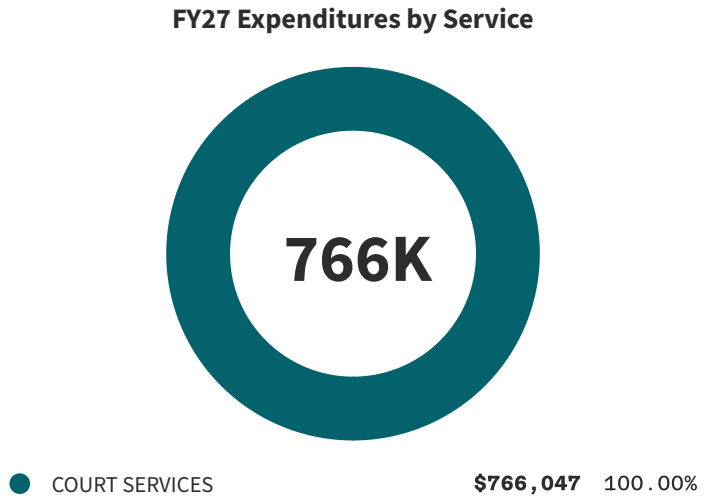
The set 2% reduction proposal target for Municipal Court is $6,721. The court's proposed reductions are in Purchased Services: $2,721 for collections services related to commission payments to a debt collection agency, and $4,000 for security services at hearings. Lowering the security services budget may result in the need to adjust in-person hearing schedules.

Municipal Court Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

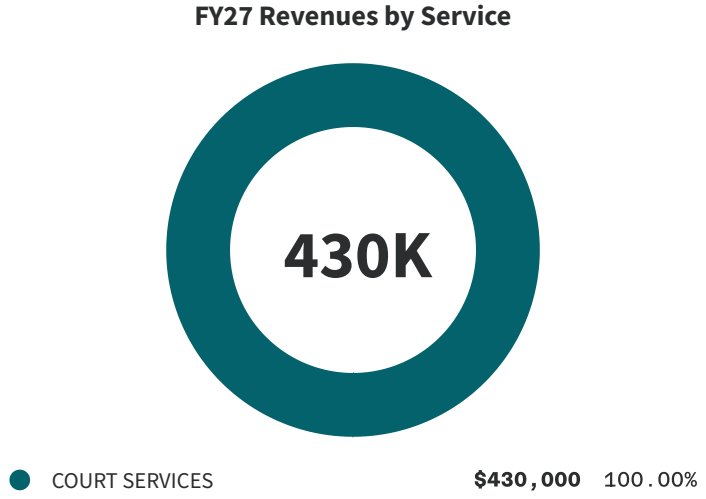
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COURT SERVICES	$744,160	$692,519	$748,988	$766,047	$766,047
Total Expenditures	**$744,160**	**$692,519**	**$748,988**	**$766,047**	**$766,047**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COURT SERVICES	$365,500	$404,715	$378,000	$430,000	$430,000
Total Revenues	**$365,500**	**$404,715**	**$378,000**	**$430,000**	**$430,000**

Service: Court Services

Service Description

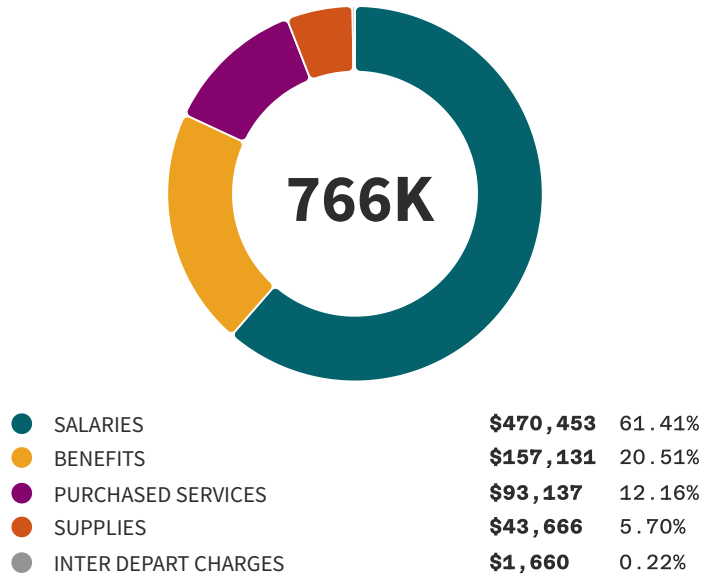
This service adjudicates, processes and maintains cases involving traffic and non-traffic violations, including parking, first offense Operating While Intoxicated, disorderly conduct, trespass, retail theft, battery, building and health code violations and juvenile violations.

Activities Performed by this Service

- Court Appearances, Motions, and Trials: Provide a neutral forum for hearing ordinance violation cases.
- Court Administration: Respond to and manage communications relating to case dispositions and the tasks involved in the day-to-day operation of the court.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

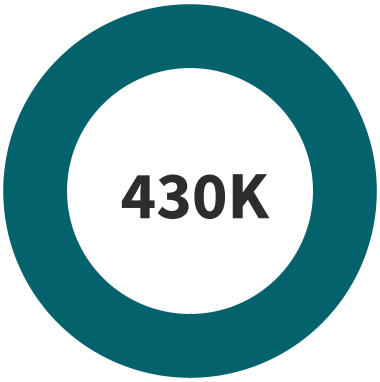


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$442,747	$438,388	$455,496	$470,453	$470,453
BENEFITS	$167,330	$151,077	$154,920	$157,131	$157,131
SUPPLIES	$35,000	$32,239	$40,000	$40,000	$43,666
PURCHASED SERVICES	$97,503	$69,234	$96,803	$96,803	$93,137
INTER DEPART CHARGES	$1,580	$1,580	$1,769	$1,660	$1,660
Total Expenditures	**$744,160**	**$692,519**	**$748,988**	**$766,047**	**$766,047**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES **$430,000** 100.00%

Agency Revenues by Major

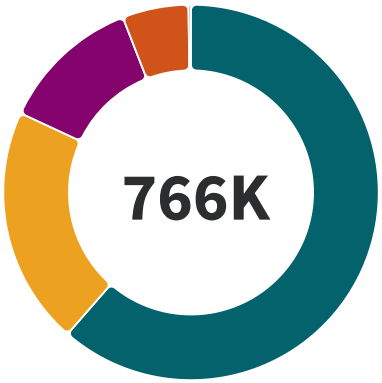
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$378,000	$404,715	$378,000	$430,000	$430,000
FINE FORFEITURE ASMT	-$12,500	-	-	-	-
Total Revenues	**$365,500**	**$404,715**	**$378,000**	**$430,000**	**$430,000**

Municipal Court: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$470,453**	61.41%
BENEFITS	**$157,131**	20.51%
PURCHASED SERVICES	**$93,137**	12.16%
SUPPLIES	**$43,666**	5.70%
INTER DEPART CHARGES	**$1,660**	0.22%

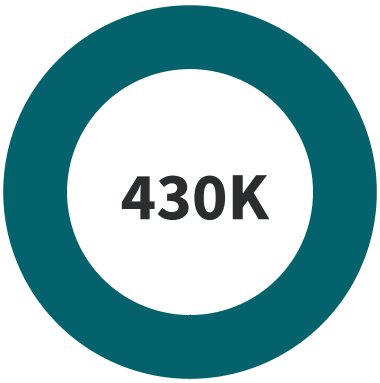
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$429,741	$442,747	$438,388	$455,496	$470,453	$470,453
PERMANENT WAGES	$412,833	$429,541	$424,493	$440,665	$455,420	$455,420
PENDING PERSONNEL	-	$2,000	-	$2,174	$2,174	$2,174
PREMIUM PAY	$1,283	$2,075	$1,762	$2,137	$2,137	$2,137
COMPENSATED ABSENCE	$14,827	$11,330	$11,287	$11,670	$11,670	$11,670
HOURLY WAGES	$799	$1,030	$847	$1,061	$1,061	$1,061
OVERTIME WAGES PERMANENT	-	$515	-	$530	$530	$530
BUDGET EFFICIENCIES	-	-$3,744	-	-$2,741	-$2,539	-$2,539
BENEFITS	$158,332	$167,330	$151,077	$154,920	$157,131	$157,131
HEALTH INSURANCE BENEFIT	$92,484	$100,387	$83,306	$84,846	$84,846	$84,846
WAGE INSURANCE BENEFIT	$1,790	$1,703	$1,892	$1,893	$1,841	$1,841
WI RETIREMENT SYSTEM	$29,277	$29,853	$30,483	$31,728	$32,790	$32,790
FICA MEDICARE BENEFITS	$31,232	$31,625	$31,977	$32,931	$34,059	$34,059
POST EMPLOYMENT HEALTH PLANS	$3,549	$3,762	$3,419	$3,522	$3,595	$3,595
SUPPLIES	$29,748	$35,000	$32,239	$40,000	$40,000	$43,666

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
OFFICE SUPPLIES	$2,099	$4,000	$4,091	$5,000	$5,000	$6,000
COPY PRINTING SUPPLIES	$3,133	$4,000	$1,711	$6,000	$4,000	$6,000
FURNITURE	-	$1,000	$150	$1,000	$1,000	$1,000
POSTAGE	$23,908	$25,000	$25,205	$27,000	$29,000	$29,666
BOOKS AND SUBSCRIPTIONS	$607	$1,000	$1,082	$1,000	$1,000	$1,000
PURCHASED SERVICES	$69,438	$97,503	$69,234	$96,803	$96,803	$93,137
TELEPHONE	$731	$850	$778	$850	$850	-
CUSTODIAL BUILDING USE CHARGES	$22,397	$22,537	$23,708	$22,537	$22,537	$22,537
SYSTEM AND SOFTWARE MAINTENANC	$26,340	$30,000	$27,131	$30,000	$30,000	$33,000
CONFERENCES AND TRAINING	$840	$1,500	$1,086	$1,500	$1,500	$1,500
MEMBERSHIPS	$778	$1,300	$697	$1,300	$1,300	$1,300
COLLECTION SERVICES	$8,431	$18,500	$8,879	$18,500	$18,500	$14,500
STORAGE SERVICES	$899	$1,000	$897	$1,000	$1,000	$1,000
SECURITY SERVICES	$9,021	$19,716	$6,059	$14,716	$14,716	$13,000
INTERPRETERS SIGNING SERVICES	-	$2,000	-	$2,000	$2,000	$2,000
TRANSCRIPTION SERVICES	-	$100	-	$100	$100	-
OTHER SERVICES AND EXPENSES	-	-	-	$4,300	$4,300	$4,300
INTER DEPART CHARGES	$1,366	$1,580	$1,580	$1,769	$1,660	$1,660
ID CHARGE FROM INSURANCE	$1,135	$1,360	$1,360	$1,611	$1,500	$1,500
ID CHARGE FROM WORKERS COMP	$231	$220	$220	$158	$160	$160
Total Expenditures	**$688,625**	**$744,160**	**$692,519**	**$748,988**	**$766,047**	**$766,047**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES **$430,000** 100.00%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$435,385	$378,000	$404,715	$378,000	$430,000	$430,000
COURT FEES	$435,385	$378,000	$404,715	$378,000	$430,000	$430,000
FINE FORFEITURE ASMT	-$4,972	-$12,500	-	-	-	-
MOVING VIOLATIONS	-$892	-$2,500	-	-	-	-
UNIFORM CITATIONS	-$4,080	-$10,000	-	-	-	-
MISC REVENUE	-$147	-	-	-	-	-
MISCELLANEOUS REVENUE	-$147	-	-	-	-	-
Total Revenues	**$430,266**	**$365,500**	**$404,715**	**$378,000**	**$430,000**	**$430,000**

Municipal Court Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ADMIN ASST-20	20	1.00	1.00
JUD SUPPORT CLK 2-20	20	3.00	3.00
MUNI JUDGE-19	19	1.00	1.00
Grand Total		**5.00**	**5.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Municipal Court 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Municipal Court is **$6,721**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
201 - COURT SERVICES	Reduce Collections Services - 54628	No major impact anticipated this year	0	2,721
201 - COURT SERVICES	Reduce Security Services - 54685	May have to adjust hearing schedules	0	4,000
			Total	6,721



Planning & Development

DPCED Office of the Director

Building Inspection

CDA Housing Operations

CDA Redevelopment

Community Development Division (CDD)

Economic Development Division (EDD)

Planning Division

PCED Office of the Director Overview

Agency Mission

The mission of the Office of the Director (OOD) is to provide leadership to the Department of Planning, Community, and Economic Development (PCED).

Agency Overview

The Agency is responsible for the overall leadership and management of PCED divisions (Building Inspection, CDA Housing Operations, CDA Redevelopment, Community Development, Economic Development, and Planning). The PCED Director also serves as the Executive Director of the Community Development Authority (CDA). The Office supports the Director and Department initiatives with a particular focus on communications, process improvement, and management of cross-division projects. The goal of PCED Office of the Director is to enhance the efficient, effective, and equitable operation of the department. The agency will advance this goal by assisting divisions with implementing the City's Performance Excellence system, advancing the community priorities defined in the Comprehensive Plan, supporting racial equity initiatives, and providing transparent and timely public communications about work done across the Department.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Department of Planning, Community & Economic Development

Office of the Director

Madison Municipal Building, Suite 130
215 Martin Luther King Jr. Blvd.
Madison, Wisconsin 53703
Phone: (608) 267-1991
Fax: (608) 267-8739
www.cityofmadison.com/dpced

TO: Mayor Satya Rhodes-Conway
FROM: Matthew Wachter

Goals of Agency's Operating Budget

The Department of Planning, Community, & Economic Development Office of the Director (DPCED-OOD) provides centralized support for communications, marketing, consulting, process improvements, and project management for DPCED agencies. Salary and benefit expenses for the 4.5 full-time positions in the office comprise 87% of the budget request for $688,475. 2027 goals include:

- finalize on-boarding and fully integrate the work of two new colleagues: a permanent full-time Real Estate Development Specialist focused on CDA projects and a Harvard Bloomberg Fellow (here through Summer 2028)
- following the late 2026 migration of Accela to the Cloud, continue to work with IT to improve customer-facing elements of Accela for development sign-off and permitting processes
- increased use of MS Teams-enabled SharePoint sites to streamline interdivisional and citywide project management for major redevelopment efforts
- continued increase in proactive and visually engaging communication related to DPCED services, newsworthy community events, and data and goals related to Madison's housing market
- continued staff support for the City's Housing Policy Committee

DPCED-OOD staff continue to support citywide data management and governance efforts, as well as Results Madison data pertaining to DPCED communication and redevelopment projects.

99.25% Budget

DPCED-OOD can meet the 99.25% budget target by maintaining an Administrative Services Manager position at a 0.8 FTE level through 2027 and by withholding funds for consultant services if needed. Further, staff continue to focus their work on supporting projects and programs across DPCED, which can offset the need for overtime or compensatory time in other agencies.

Small shifts in the budget request ($4,000 from "Purchased Services" to "Supplies") would support the one-time purchase of a new digital camera, a small increase for conferences & trainings given the growing number of colleagues, and the provision of basic refreshments for a department-wide event.

2027 Reduction Scenarios

Pursuant to the Mayor's request for options to reduce agency operating budgets by 2%, all DPCED agencies (except the grant-funded CDA) coordinated recommendations to allow more flexibility among agencies. Across DPCED, a 2% reduction equals $631,632. The table below

summarizes by agency the magnitude of a 2% reduction and reductions proposed for consideration should cuts be necessary.

For the DPCED Office of the Director, a $30,000 reduction in funds held for blight studies to support creation of Tax Increment Financing Districts (TIDs) leaves sufficient funding for 1-2 studies in 2027.

Other proposed reductions are described in greater detail within individual agency memos.

Division	2% Reduction	Proposed Reduction	Description
Office of the Director	$13,769	$30,000	• Reduce funds for consultant services (primarily blight studies) from $45,000 to $15,000
Building Inspection	$125,917	$10,000	• Reduce funds for Rent Abatement Hearing Examiner costs ($10,000)
Community Development	$348,960	$349,729	• Reduce community contracts (purchased services) by 1.5% ($197,206) • Reduce Childcare Tuition ASsistance from $300,000 to $190,000 ($110,000) • Eliminate childcare data contract with 4C ($42,523)
Economic Development	$57,344	$158,000	• Eliminate support for MadRep ($15,000) • Eliminate support for REAP Summer Meals program ($15,000) • Eliminate Seed Grants Program ($50,000) • Eliminate support for Downtown Programming ($56,000) • Eliminate contract supporting Business Walks ($22,000)
Planning	$85,642	$75,837	• Reduce funds for Neighborhood Indicators Project from $46,837 to $11,500, with intent for project to be managed fully by city staff by 2028 ($35,337) • Eliminate Neighborhood Grant Program ($30,000) • Eliminate Placemaking Fund ($7,000) • Reduce local match for MPO Federal Grant by $3,500
DPCED	-	$8,066	• All DPCED agencies will manage spending for purchased services and supplies to ensure an *additional* 0.025% under budget
DPCED Total	**$631,632**	**$631,632**	

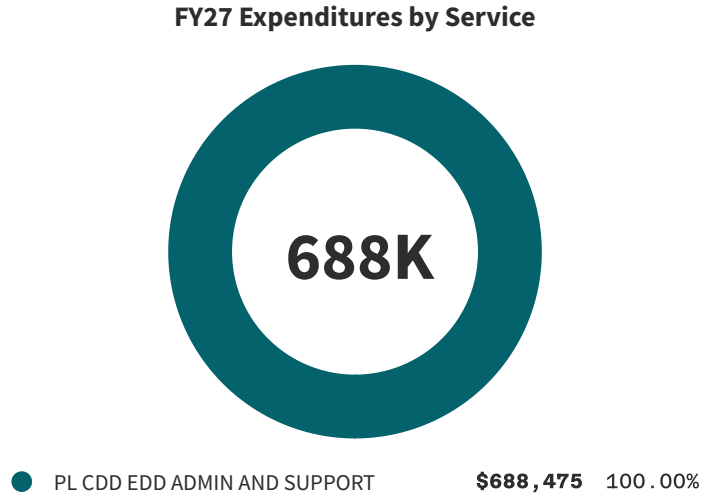
We look forward to addressing questions as the 2027 Executive Budget comes together.

PCED Office of the Director Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

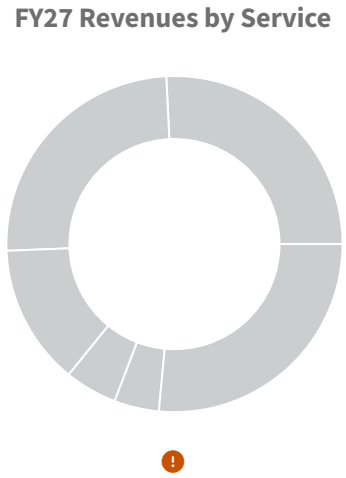
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PL CDD EDD ADMIN AND SUPPORT	$720,448	$599,413	$743,029	$688,475	$688,475
Total Expenditures	**$720,448**	**$599,413**	**$743,029**	**$688,475**	**$688,475**

Agency Revenues by Service (All Funds)



No data available

Agency Revenues by Service

No data available

Service: PL CDD EDD Administration & Support

Service Description

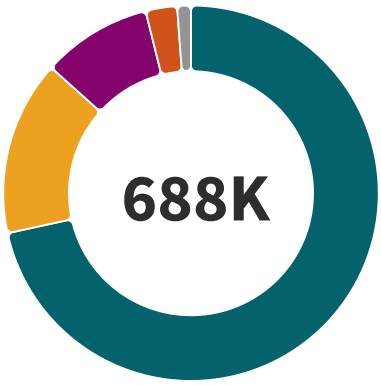
The Office of the Director (OOD) is responsible for the overall leadership and management of the Department and aligning the activities of the agency's divisions in the pursuit of the Department's mission and community-building goals set by the Mayor and Common Council. The Director of Planning, Community and Economic Development leads this Division and serves as the Executive Director of the Community Development Authority. The goal is to reduce the time that department heads and professional staff spend on administrative functions such as marketing and communications support, consultation, consolidated administrative services and engagement activities.

Activities Performed by this Service

- Communications and Marketing Support: Support the communication and design needs for DPCED divisions, prioritizing projects that engage residents, improve access to City services, and increase transparency.
- Department Leadership: The DPCED Director leads, facilitates, and coordinates the strategic direction and vision of the five divisions. This activity includes staff administrative support for the director.
- Supporting DPCED Projects and Activities: As needed, Office of the Director (OOD) staff provide additional administrative support for projects led by DPCED divisions. This may include meeting scheduling, clerical responsibilities, communication, and meeting logistics.
- Operations and Development: This category includes efforts invested in professional development, new employee on-boarding, processing financial transactions, and other professional activities.
- Supporting Citywide Initiatives: The OOD provides coordination, leadership, and staff to support citywide initiatives like the annual budget process, Results Madison, Performance Excellence, Data Governance, and Recovery efforts.
- Racial Equity and Social Justice Initiative (RESJI) Team and Civil Rights Coordinators: OOD will continue its work on this initiative and look to further incorporate equity into the work it performs.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

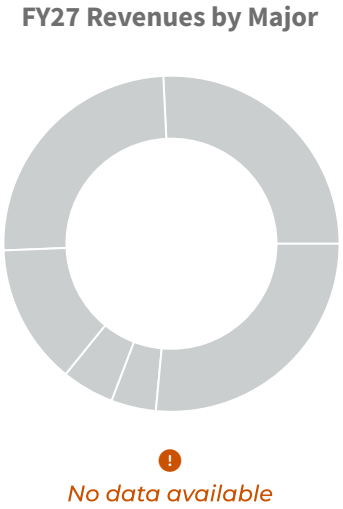


SALARIES	$492,793	71.58%
BENEFITS	$103,778	15.07%
PURCHASED SERVICES	$65,150	9.46%
INTER DEPART CHARGES	$18,617	2.70%
SUPPLIES	$8,137	1.18%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$505,463	$461,750	$503,687	$492,793	$492,793
BENEFITS	$123,232	$110,354	$147,390	$103,778	$103,778
SUPPLIES	$5,137	$2,673	$5,137	$5,137	$8,137
PURCHASED SERVICES	$68,150	$6,169	$68,150	$68,150	$65,150
INTER DEPART CHARGES	$18,467	$18,467	$18,665	$18,617	$18,617
Total Expenditures	**$720,448**	**$599,413**	**$743,029**	**$688,475**	**$688,475**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

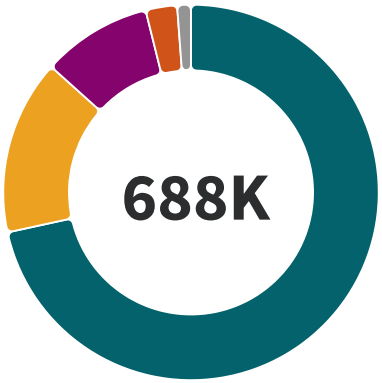


PCED Office of the Director: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$492,793	71.58%
BENEFITS	$103,778	15.07%
PURCHASED SERVICES	$65,150	9.46%
INTER DEPART CHARGES	$18,617	2.70%
SUPPLIES	$8,137	1.18%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$413,297	$505,463	$461,750	$503,687	$492,793	$492,793
PERMANENT WAGES	$407,637	$504,095	$461,750	$500,626	$489,376	$489,376
PENDING PERSONNEL	-	$1,093	-	$882	$882	$882
COMPENSATED ABSENCE	$5,660	$3,023	-	$3,114	$3,114	$3,114
HOURLY WAGES	-	$3,459	-	$3,563	$3,563	$3,563
OVERTIME WAGES PERMANENT	-	$1,030	-	$1,061	$1,061	$1,061
BUDGET EFFICIENCIES	-	-$7,237	-	-$5,559	-$5,203	-$5,203
BENEFITS	$93,322	$123,232	$110,354	$147,390	$103,778	$103,778
HEALTH INSURANCE BENEFIT	$32,546	$48,005	$42,900	$72,304	$29,973	$29,973
WAGE INSURANCE BENEFIT	$1,592	$1,720	$1,755	$1,711	$1,806	$1,806
WI RETIREMENT SYSTEM	$28,141	$35,034	$32,177	$36,045	$35,235	$35,235
FICA MEDICARE BENEFITS	$29,904	$37,265	$32,491	$36,267	$35,903	$35,903
POST EMPLOYMENT HEALTH PLANS	$1,139	$1,207	$1,033	$1,064	$861	$861
SUPPLIES	$3,247	$5,137	$2,673	$5,137	$5,137	$8,137
OFFICE SUPPLIES	$188	$1,000	$66	$500	$500	$500

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COPY PRINTING SUPPLIES	$57	$300	$22	$300	$300	$300
FURNITURE	-	$300	-	$300	$300	$300
HARDWARE SUPPLIES	$1,392	$2,000	-	$1,500	$1,500	$4,000
SOFTWARE LICENSES & SUPPLIES	$1,512	$1,000	$2,366	$1,500	$1,500	$1,500
POSTAGE	$98	$150	-	$150	$150	$150
BOOKS AND SUBSCRIPTIONS	-	-	$174	$500	$500	$500
FOOD AND BEVERAGE	-	$387	$46	$387	$387	$887
PURCHASED SERVICES	$8,145	$68,150	$6,169	$68,150	$68,150	$65,150
TELEPHONE	$249	$500	$258	$300	$300	$300
CELLULAR TELEPHONE	$1,077	$1,000	$1,182	$1,200	$1,200	$1,200
FACILITY RENTAL	-	$1,500	$285	$1,500	$1,500	$1,500
SYSTEM AND SOFTWARE MAINTENANC	-	$2,500	-	$2,500	$2,500	$2,500
RECRUITMENT	$7	$2,000	-	$2,000	$2,000	$500
CONFERENCES AND TRAINING	$3,706	$5,000	$3,060	$5,000	$5,000	$6,000
MEMBERSHIPS	$749	$1,000	$886	$1,000	$1,000	$1,000
STORAGE SERVICES	$101	$150	-	$150	$150	$150
CONSULTING SERVICES	$2,111	$45,000	-	$45,000	$45,000	$45,000
PRINTING SERVICES	-	$1,500	-	$1,500	$1,500	$1,500
OTHER SERVICES AND EXPENSES	$144	$8,000	$498	$8,000	$8,000	$5,500
INTER DEPART CHARGES	$16,611	$18,467	$18,467	$18,665	$18,617	$18,617
ID CHARGE FROM ENGINEERING	$15,388	$16,927	$16,927	$16,927	$16,927	$16,927
ID CHARGE FROM INSURANCE	$1,027	$1,311	$1,311	$1,560	$1,500	$1,500
ID CHARGE FROM WORKERS COMP	$196	$229	$229	$178	$190	$190
Total Expenditures	**$534,622**	**$720,448**	**$599,413**	**$743,029**	**$688,475**	**$688,475**

Agency Revenues by Major



No data available

Line-Item Agency Revenues

No data available

PCED Office of the Director Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
DIRECTOR PLAN COMM ECON DEV-21	21	1.00	1.00
DPCED ADMIN SERVS MGR-18	18	1.00	1.00
GRAPHICS TECH-20	20	1.00	1.00
PUBLIC INFORMATION OFF 2-18	18	1.00	1.00
REAL ESTATE DEV SPEC 4-18	18	-	1.00
Grand Total		**4.00**	**5.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

PCED Office of the Director 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for DPCED Office of the Director is **$13,769**

The Department of Planning, Community and Economic Development (DPCED) developed a joint reduction proposal across all divisions (excluding CDA) to meet the 2% target. As a result, some divisions may be over/ under their target number. For a summary of all proposed reductions, see the DPCED memo.

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
641 - PL CDD EDD ADMIN AND SUPPORT	$45,000 budgeted in Purchased Services for blight studies associated with the creation of new Tax Increment Finance Districts (TIDs)	Reduction of this line item to $15,000 would still allow for 1-2 blight studies depending on their size and scope, providing some flexibility to accommodate the creation of news TIDs in 2027	0	30,000
			Total	30,000

Building Inspection Overview

Agency Mission

The mission of Building Inspection is to ensure the well-being of people through ensuring the safety of property. The agency seeks to maintain public trust and confidence by improving the construction and maintenance of structures and property, administering codes and ordinances, continually improving codes, procedures, and regulations, providing information to its customers, and providing high-quality services.

Agency Overview

The Agency is responsible for inspection, zoning and code enforcement, and consumer protection. The goal of Building Inspection is to ensure services are efficiently delivered and accessible to residents. Building Inspection will advance this goal by reviewing and updating Madison General Ordinances, proactively completing field observations of blighted areas, maximizing capacity by utilizing inspectors for less traditional roles, and standardizing processes.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Building Inspection Division
Madison Municipal Building, Suite 017
215 Martin Luther King Jr. Blvd.
Mailing Address:
P.O. Box 2984
Madison, Wisconsin 53701-2984
Phone: (608) 266-4551
Fax: (608) 266-6377
www.cityofmadison.com/dpced/building-inspection

TO: Mayor Satya Rhodes-Conway
FROM: Matt Tucker, Building Inspection Division Director

Goals of Agency's Operating Budget

The 2027 operating budget request for the Building Inspection Division seeks to put forth a spending plan consistent with the Mayor's directive. In our proposal, we continue to sustain the level of community service, while also demonstrating the Division's ability to seek innovative solutions, with an eye on improving our performance and controlling costs.

Our Division budget consists of four services:

Building Permits & Inspections (601): This service ensures compliance with Madison's building and mechanical system ordinances by reviewing building plans prior to construction and the issuance of permits, inspecting construction projects, maintaining permit records, performing preoccupancy inspections, and inspecting underground utilities. The process ensures buildings are constructed according to all applicable codes (building, plumbing, heating/cooling, and electrical) and the building is safe to occupy when the project is completed.

Home & Property (602): This service inspects commercial and residential properties and provides routine building services, ensuring properties and buildings maintain compliance with the City's Minimum Housing Code. This service is also responsible for heating problems, 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 and in good condition. This service also addresses community standards regarding property maintenance, to ensure a pleasant and safe setting for City residents and visitors. Responsibilities include enforcement and education efforts regarding sidewalk snow removal, trash, junk, and debris removal, tall grass and weed mitigation, and graffiti removal. This service provides property maintenance inspections for all buildings, including owner-occupied residential properties, rental residential properties, and commercial properties. The goal of this service is to preserve public health, safety, and general welfare of all residents, to help maintain property values by eliminating blighting influences and to enhance the public and private benefits resulting from safe and sanitary maintenance of properties.

Zoning and Signs (603): This service reviews and regulates Madison's Zoning and Sign Control ordinances. The goal of the service is to provide timely resolution of land use issues for developers, property owners and the general public. This service provides approvals, inspections, investigations, and maintenance of records, zoning changes, and street sign ordinance administration. The service provides review and approvals prior to issuance of a permit as well as post-construction inspection services to ensure the project was completed in accordance with the approvals.

Weights & Measures (604): This service is responsible for inspecting packaging, weighing and measuring devices in gas stations, grocery stores, pharmacies, bakeries, taxis, fuel trucks, etc. The goal of this service is to complete full inspection and licensure of every business and commerce operation under the City's authority to ensure Madison consumers receive the correct amount of product for which they pay.

Building Inspection revenues totaled nearly $7.05 million for 2025. Through June of 2026, revenues are at about $4.1 million. Revenues are up 23% from the same time in 2025. We are experiencing an approximate 30% permit number increase from this time last year, primarily due to

roofing/siding/window repair permits as the result of the April hailstorm that struck the City.

The Division work plan identifies the tasks and responsibilities associated with each service. Our budget reflects the resources necessary for successful delivery of the services. We track a variety of data points in Results Madison to manage trends, identify areas of resource need, and shift resources accordingly to those services most in need.

99.25% Budget

Through cautious spending and thoughtful use of resources, the Division has met its budget goals for many years. To meet the 99.25% cost-to-continue target for 2027, we look to continue to reduce spending on supplies and purchased services. We are a lead agency participating in the development review process being managed by the DPCED Director's office with the assistance of the Harvard Bloomberg Fellow, to identify and implement improvement recommendations, and to further coordinate with reviewing agencies, expedite reviews and create long-term efficiencies. We continue to explore expanding on-line permitting and review, enhance our code enforcement utilizing field-deployed technology, find new avenues to educate about the availability of our services, and explore other efficiencies to take care of the people and property of the City that are touched by our services. All this, to provide the highest quality service for the common good of our residents and visitors.

2027 Reduction Scenarios

The bulk of the Division's reduction is included in the Department-wide reduction plan. See PCED Office of the Director Budget Transmittal Memo for the summary of the department-wide combined budget reductions.

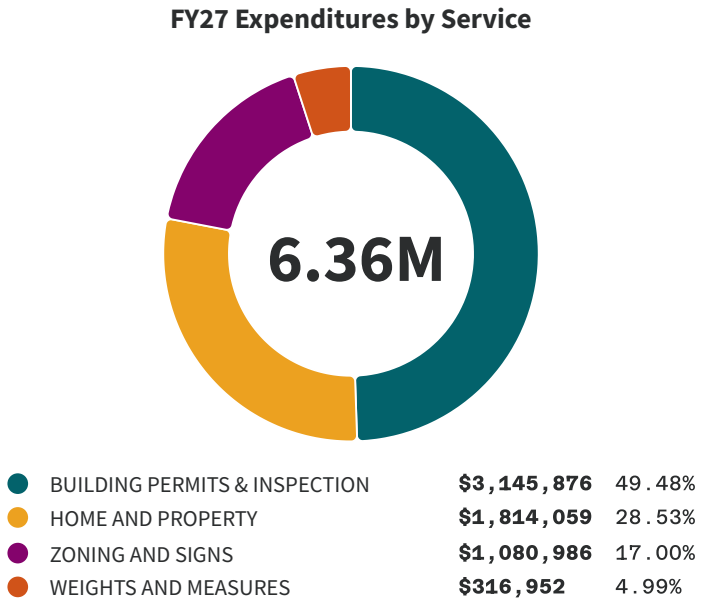
Building Inspection Division proposes to eliminate $10,000 from Legal Services, related to the Home & Property service (602). In January of 2026 the Rent Abatement Hearing Examiner work was switched from contracting with a private attorney to using the CDA Hearing Examiner and Accommodations Specialist, which represents a significant cost savings.

Building Inspection Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

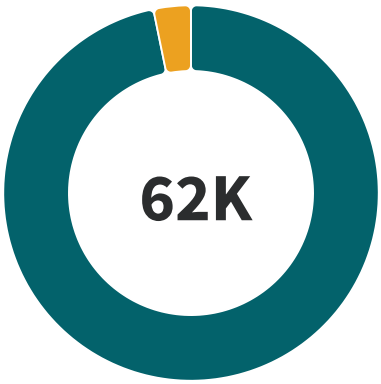


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
BUILDING PERMITS & INSPECTION	$2,917,819	$3,040,873	$3,043,496	$3,145,876	$3,145,876
HOME AND PROPERTY	$1,760,576	$1,644,963	$1,743,528	$1,814,059	$1,814,059
ZONING AND SIGNS	$981,409	$1,012,927	$991,105	$1,080,986	$1,080,986
WEIGHTS AND MEASURES	$298,199	$287,304	$303,004	$316,952	$316,952
Total Expenditures	**$5,958,003**	**$5,986,066**	**$6,081,134**	**$6,357,872**	**$6,357,872**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



BUILDING PERMITS & INSPECTION	**$60,000**	96.77%
HOME AND PROPERTY	**$2,000**	3.23%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
BUILDING PERMITS & INSPECTION	$60,000	$65,462	$60,000	$60,000	$60,000
HOME AND PROPERTY	$2,000	$1,000	$2,000	$2,000	$2,000
Total Revenues	**$62,000**	**$66,462**	**$62,000**	**$62,000**	**$62,000**

Service: Building Permits & Inspection

Service Description

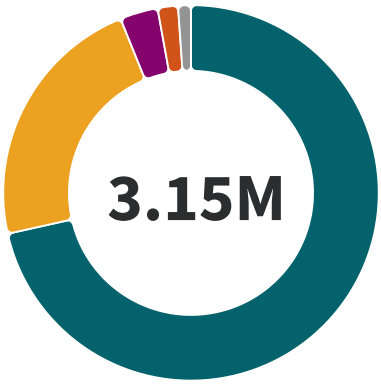
This service ensures compliance with Madison's building and mechanical system ordinances by reviewing and inspecting construction projects, contractor licensing, permit records, preoccupancy inspections, and underground utilities. The process ensures buildings are constructed according to all applicable codes (zoning, building, plumbing, heating, and electrical) and the building is safe to occupy when the project is completed. This service also ensures copies of all building floor and elevation plans are attached to the building archives and provides access to plans for external customers, including home and building owners, builders, and realtors.

Activities Performed by this Service

- Plan Review and Approval: Review proposed construction projects for compliance with building code and issue permits for work to be completed.
- Building, Electrical, Plumbing, and HVAC Component Inspection: Inspect permitted work to verify construction is in accordance with the approved plans and conforms to applicable codes.
- Contractor Training: Provide contractors the ability to obtain continuing education credits required for maintaining state issued licenses and create a forum for educating individuals about developing industry practices.
- Complaint and Public Inquiry Response: Investigate and answer public questions regarding applicable code and construction practices.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



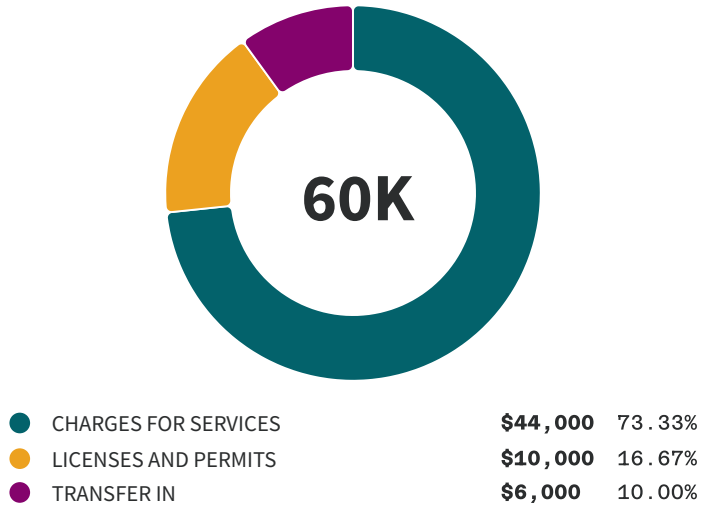
SALARIES	$2,249,482	71.51%
BENEFITS	$703,764	22.37%
PURCHASED SERVICES	$102,826	3.27%
INTER DEPART CHARGES	$55,078	1.75%
SUPPLIES	$34,726	1.10%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,048,396	$2,066,926	$2,137,814	$2,249,482	$2,249,482
BENEFITS	$653,816	$693,805	$720,847	$703,764	$703,764
SUPPLIES	$34,726	$54,435	$34,726	$34,726	$34,726
PURCHASED SERVICES	$102,826	$139,609	$102,826	$102,826	$102,826
INTER DEPART CHARGES	$78,055	$86,098	$47,283	$55,078	$55,078
Total Expenditures	**$2,917,819**	**$3,040,873**	**$3,043,496**	**$3,145,876**	**$3,145,876**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$44,000	$59,258	$44,000	$44,000	$44,000
LICENSES AND PERMITS	$10,000	$6,204	$10,000	$10,000	$10,000
TRANSFER IN	$6,000	-	$6,000	$6,000	$6,000
Total Revenues	**$60,000**	**$65,462**	**$60,000**	**$60,000**	**$60,000**

Service: Home & Property

Service Description

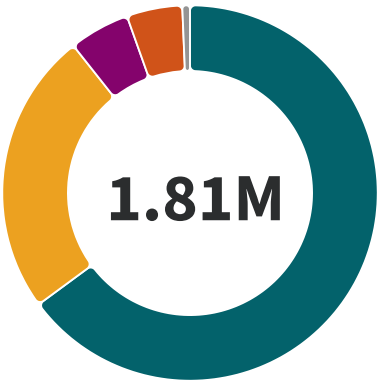
This service inspects commercial and residential properties and provides routine building services, ensuring properties and buildings are in compliance with the City's Minimum Housing and Property Maintenance Codes. This service is also responsible for heating problems, water leakage corrections, infestation/eradication, repair of broken railings, windows, and doors, and dozens of other problems associated with keeping the City's housing stock habitable and in good condition. This service addresses community standards in regard to property maintenance, to ensure a pleasant and safe setting for City residents and visitors. Responsibilities include enforcement and education efforts regarding sidewalk snow removal, trash, junk, and debris removal, tall grass and weed mitigation, and graffiti removal. This service provides property maintenance inspections for all buildings, including owner-occupied residential properties, rental residential properties, and commercial properties. The goal of this service is to preserve public health, safety, and general welfare of all residents, to help maintain property values by eliminating blighting influences and to enhance the public and private benefits resulting from safe and sanitary maintenance of properties.

Activities Performed by this Service

- Snow Enforcement: Inspect and issue tickets for violations of the snow removal ordinance, MGO 10.28. Coordinate snow and ice removal when the violation persists, resulting in the billing of the property owner.
- Tall Grass and Weeds Enforcement: Inspect and issue an official notice for violations of tall grass and noxious weeds ordinances, MGOs 27.05 (2)(f) and 23.29. Coordinate grass cutting on vacant properties when the violation persists, resulting in the billing of the property owner.
- Erosion Control Enforcement: Ensure compliance with MGO Chapter 37 and SPS 321.125 to prevent disturbed soils from leaving a construction site.
- Junk, Trash, and Debris Enforcement: Inspect and issue an official notice for violations of junk, trash, and debris ordinance, MGO 27.05 (2)(c). Continue with enforcement actions until the violation is corrected.
- Miscellaneous: Enforce vision clearance issues, tree concerns, graffiti, inoperable cars, and the abatement of public nuisances. Respond to complaints from residents and referrals from the Mayor's office, Alders, and other agencies regarding inspection and enforcement of the violations listed above; answer questions regarding violations and ordinance enforcement.
- Tenant Complaint Response: Inspect and issue official notice after verifying violations in tenant’s apartment. Follow-up after due date to ensure compliance. Process rent abatement documents when appropriate.
- General Building Condition Complaint Response: Inspect and issue official notice after verifying violations. Follow-up after due date to ensure compliance.
- Systematic Inspection: Perform systematic inspections in a specified blighted area approved by Common Council in compliance with state requirements. Issue official notices when appropriate and follow-up to ensure compliance.
- Community Team and Committee Staffing: Serve as members and leaders on various teams including Neighborhood Resource Teams.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$1,177,335**	64.90%
BENEFITS	**$443,503**	24.45%
PURCHASED SERVICES	**$94,447**	5.21%
INTER DEPART CHARGES	**$86,837**	4.79%
SUPPLIES	**$11,937**	0.66%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,099,818	$1,044,241	$1,137,637	$1,177,335	$1,177,335
BENEFITS	$421,588	$406,288	$428,260	$443,503	$443,503
SUPPLIES	$21,937	$242	$11,937	$11,937	$11,937
PURCHASED SERVICES	$84,447	$62,512	$94,447	$94,447	$94,447
INTER DEPART CHARGES	$132,786	$131,680	$71,247	$86,837	$86,837
Total Expenditures	**$1,760,576**	**$1,644,963**	**$1,743,528**	**$1,814,059**	**$1,814,059**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$2,000**	100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$2,000	$1,000	$2,000	$2,000	$2,000
Total Revenues	**$2,000**	**$1,000**	**$2,000**	**$2,000**	**$2,000**

Service: Weights & Measures

Service Description

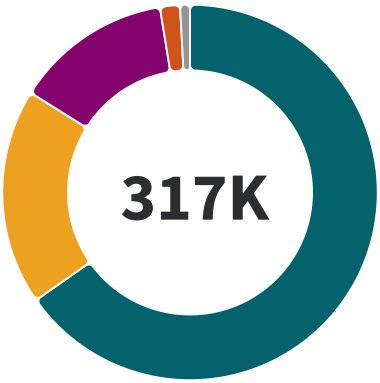
This service is responsible for inspecting packaging, weighing, and measuring devices in gas stations, grocery stores, pharmacies, bakeries, taxis, fuel trucks, etc. The goal of this service is to complete full inspection and licensure of every business and commerce operation under the City's authority in order to ensure Madison consumers receive the correct amount of product for which they pay.

Activities Performed by this Service

- Scanner Inspection: Annual review of scanners at the point of sale throughout Madison to ensure products are billed at the advertised price and totals calculated represent the correct amount.
- Gas Pump Inspection: Annual review of gas pumps throughout Madison to ensure pumps are delivering correct quantity of fuel and operating in a proper and secure manner.
- Weighing Scale Inspection: Annual review of scales for trade throughout Madison to ensure products weighed for sale are functioning correctly and within appropriate tolerance to be used for trade.
- Packaging Inspection: Continual review of packaging methods throughout establishments in Madison verifying store packaged products on site conform to the appropriate labeling and distribution standards.
- Miscellaneous: Respond to consumer complaints regarding products purchased and method of sale business operations. Interact with state and federal bodies to ensure uniformity in code regulation and enforcement.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

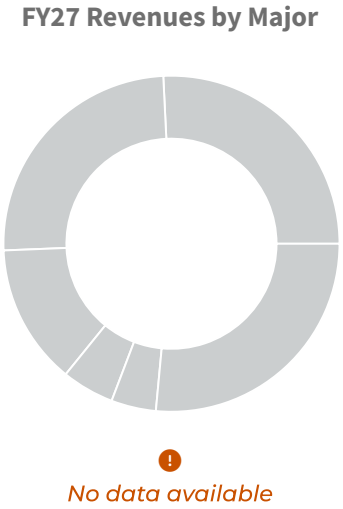


SALARIES	$206,929	65.29%
BENEFITS	$59,005	18.62%
INTER DEPART CHARGES	$42,856	13.52%
PURCHASED SERVICES	$5,472	1.73%
SUPPLIES	$2,690	0.85%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$190,540	$191,579	$200,855	$206,929	$206,929
BENEFITS	$53,896	$54,003	$58,026	$59,005	$59,005
SUPPLIES	$2,690	$132	$2,690	$2,690	$2,690
PURCHASED SERVICES	$5,472	$4,376	$5,472	$5,472	$5,472
INTER DEPART CHARGES	$45,601	$37,214	$35,961	$42,856	$42,856
Total Expenditures	**$298,199**	**$287,304**	**$303,004**	**$316,952**	**$316,952**

Revenues by Major



Revenues by Major

No data available

Service: Zoning & Signs

Service Description

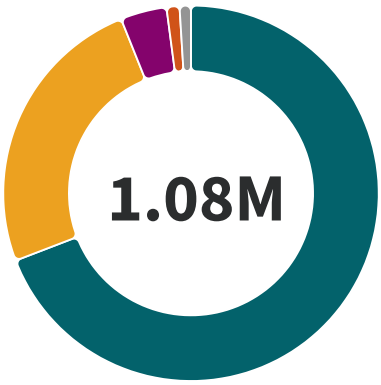
This service reviews and regulates Madison's Zoning and Sign Control ordinances. The goal of the service is to provide timely resolution of land use issues for developers, property owners and the general public. This service provides approvals, inspections, investigation, and maintenance of records, zoning changes, and street sign ordinance administration. The service provides review and approvals prior to issuance of a permit as well as post-construction inspection services to ensure the project was completed in accordance with the approvals.

Activities Performed by this Service

- Zoning Code Review for Proposed Projects: Serve as intake point for Plan Commission and Zoning Board of Appeals requests. Review minor alteration requests for zoning compliance and process director approvals. Review commercial and residential building permit requests along with minor improvements not requiring permits but requiring zoning compliance.
- Citywide Site Plan Review Management: Intake requests, copies, and digital plans for site plan review and process fees. Coordinate plan distribution and approval to other City agencies.
- Zoning and Sign Complaint Response: Investigate complaints, prepare and send notices of violation. Facilitate the process to resolve violations, including re-inspection, citations, and legal intervention when necessary.
- Sign Application Review: Intake and process sign permit requests and review for compliance with sign code. Collect fees, issue permits, and inspect for installation compliance.
- Requests for Information Response, Records Research, and Zoning Letters: Records research for open records and similar requests, prepare zoning letters, process requests, and collect fees.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



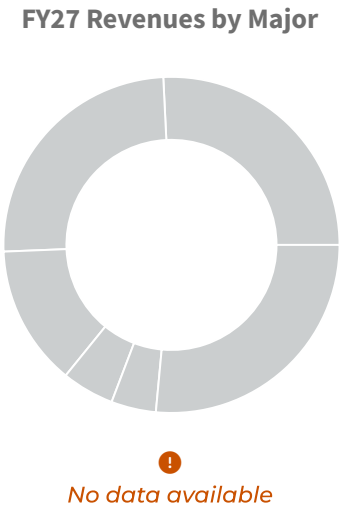
SALARIES	**$747,713**	69.17%
BENEFITS	**$267,667**	24.76%
INTER DEPART CHARGES	**$43,046**	3.98%
SUPPLIES	**$11,920**	1.10%
PURCHASED SERVICES	**$10,640**	0.98%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$685,836	$710,738	$711,440	$747,713	$747,713
BENEFITS	$206,992	$230,985	$221,854	$267,667	$267,667
SUPPLIES	$11,920	$995	$11,920	$11,920	$11,920
PURCHASED SERVICES	$10,640	$7,755	$10,640	$10,640	$10,640
INTER DEPART CHARGES	$66,021	$62,454	$35,251	$43,046	$43,046

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$981,409**	**$1,012,927**	**$991,105**	**$1,080,986**	**$1,080,986**

Revenues by Major



Revenues by Major

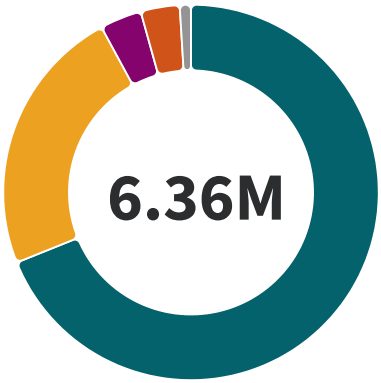
No data available

Building Inspection: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$4,381,458	68.91%
BENEFITS	$1,473,939	23.18%
INTER DEPART CHARGES	$227,817	3.58%
PURCHASED SERVICES	$213,385	3.36%
SUPPLIES	$61,273	0.96%

Line-Item Expenditures

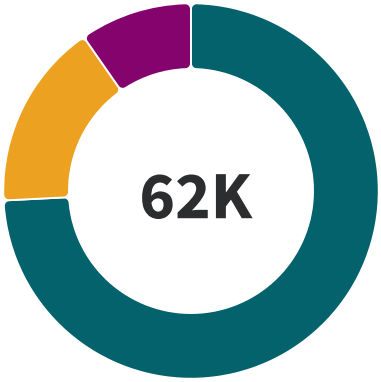
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$3,812,576	$4,024,590	$4,013,484	$4,187,747	$4,381,458	$4,381,458
PERMANENT WAGES	$3,745,146	$4,040,838	$3,929,881	$4,188,746	$4,369,674	$4,369,674
SALARY SAVINGS	-	-$20,204	-	-$20,944	-$21,848	-$21,848
PENDING PERSONNEL	-	$7,996	-	$8,264	$8,441	$8,441
PREMIUM PAY	$3,386	$17,300	$3,729	$17,819	$18,354	$18,354
COMPENSATED ABSENCE	$26,337	$30,900	$42,026	$31,827	$31,827	$31,827
OVERTIME WAGES PERMANENT	$35,356	$6,752	$36,176	$21,928	$22,586	$22,586
ELECTION OFFICIALS WAGES	$2,351	-	$1,671	-	-	-
BUDGET EFFICIENCIES	-	-$58,992	-	-$59,893	-$47,576	-$47,576
BENEFITS	$1,241,886	$1,336,292	$1,385,081	$1,428,987	$1,473,939	$1,473,939
COMPENSATED ABSENCE ESCROW	-	-	$38,664	-	-	-
HEALTH INSURANCE BENEFIT	$644,494	$699,401	$722,302	$764,530	$779,287	$779,287
WAGE INSURANCE BENEFIT	$15,628	$14,906	$15,204	$14,512	$15,925	$15,925
WI RETIREMENT SYSTEM	$262,434	$280,837	$278,435	$301,589	$314,617	$314,617

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FICA MEDICARE BENEFITS	$278,298	$297,652	$292,188	$308,921	$322,621	$322,621
POST EMPLOYMENT HEALTH PLANS	$41,033	$43,495	$38,287	$39,435	$41,489	$41,489
SUPPLIES	$49,510	$71,273	$55,804	$61,273	$61,273	$61,273
OFFICE SUPPLIES	$6,088	$13,363	$12,702	$13,363	$13,363	$13,363
COPY PRINTING SUPPLIES	$12,003	$13,960	$9,229	$13,960	$13,960	$13,960
FURNITURE	-	$2,500	-	$2,500	$2,500	$2,500
HARDWARE SUPPLIES	$317	$4,500	$1,487	$4,500	$4,500	$4,500
POSTAGE	$17,539	$20,000	$19,632	$10,000	$10,000	$10,000
BOOKS AND SUBSCRIPTIONS	$801	$1,450	$3,682	$1,450	$1,450	$1,450
WORK SUPPLIES	$2,065	$3,500	$6	$3,500	$3,500	$3,500
SAFETY SUPPLIES	$2,747	$2,000	$473	$2,000	$2,000	$2,000
FOOD AND BEVERAGE	-	-	$524	-	-	-
INVENTORY	$7,950	$10,000	$8,070	$10,000	$10,000	$10,000
PURCHASED SERVICES	$210,800	$203,385	$214,252	$213,385	$213,385	$213,385
TELEPHONE	$1,432	$3,856	$1,470	$3,856	$3,856	$3,856
CELLULAR TELEPHONE	$13,760	$7,362	$9,993	$7,362	$7,362	$7,362
GRAFFITI REMOVAL	$4,514	$6,500	$4,896	$6,500	$6,500	$6,500
COMMUNICATION DEVICE RPR MAIN	-	$3,400	-	$3,400	$3,400	$3,400
SYSTEM AND SOFTWARE MAINTENANC	$4,210	$7,183	$4,777	$7,183	$7,183	$7,183
RECRUITMENT	$7	-	$28	-	-	-
MILEAGE	$127,235	$128,860	$131,224	$128,860	$128,860	$128,860
CONFERENCES AND TRAINING	$5,418	$6,750	$6,878	$6,750	$6,750	$6,750
MEMBERSHIPS	$3,404	$1,200	$2,151	$1,200	$1,200	$1,200
LEGAL SERVICES	$21,454	$6,500	$15,009	$16,500	$16,500	$16,500
STORAGE SERVICES	$4,346	$1,500	$2,582	$1,500	$1,500	$1,500
CONSULTING SERVICES	-	$1,221	-	$1,221	$1,221	$1,221
ADVERTISING SERVICES	$1,585	$7,808	$860	$7,808	$7,808	$7,808
INTERPRETERS SIGNING SERVICES	-	$500	-	$500	$500	$500
OTHER SERVICES AND EXPENSES	$23,434	$19,795	$34,385	$19,795	$19,795	$19,795
PERMITS AND LICENSES	-	$950	-	$950	$950	$950
INTER DEPART CHARGES	$311,941	$322,463	$317,446	$189,742	$227,817	$227,817
ID CHARGE FROM ENGINEERING	$113,620	$124,982	$124,982	$124,982	$124,982	$124,982
ID CHARGE FROM FLEET SERVICES	$8,150	$8,080	$3,166	$29,209	$28,309	$28,309
ID CHARGE FROM TRAFFIC ENGINEE	$2,016	$2,216	$2,116	$2,216	$2,216	$2,216

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID CHARGE FROM INSURANCE	$161,380	$164,590	$164,589	$17,565	$55,700	$55,700
ID CHARGE FROM WORKERS COMP	$26,775	$22,595	$22,593	$15,770	$16,610	$16,610
INTER DEPART BILLING	-$6,000	-	-	-	-	-
ID BILLING TO COMMUNITY DEVEL	-$6,000	-	-	-	-	-
Total Expenditures	**$5,620,713**	**$5,958,003**	**$5,986,066**	**$6,081,134**	**$6,357,872**	**$6,357,872**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	**$46,000**	74.19%
LICENSES AND PERMITS	**$10,000**	16.13%
TRANSFER IN	**$6,000**	9.68%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$37,940	$46,000	$60,258	$46,000	$46,000	$46,000
MISCELLANEOUS CHRGS FOR SERVIC	$37,040	$44,000	$59,258	$44,000	$44,000	$44,000
GRAFFITI REMOVAL	$900	$2,000	$1,000	$2,000	$2,000	$2,000
LICENSES AND PERMITS	$7,491	$10,000	$6,204	$10,000	$10,000	$10,000
OTHER PERMITS	$7,491	$10,000	$6,204	$10,000	$10,000	$10,000
TRANSFER IN	-	$6,000	-	$6,000	$6,000	$6,000
TRANSFER IN FROM CDBG	-	$6,000	-	$6,000	$6,000	$6,000
Total Revenues	**$45,431**	**$62,000**	**$66,462**	**$62,000**	**$62,000**	**$62,000**

Building Inspection Division Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ADMIN CLK 1-20	20	5.00	5.00
ADMIN SUPV-18	18	1.00	1.00
BLDG INSPECT DIV DIR-21	21	1.00	1.00
CODE ENFORCE OFF 3-16	16	11.00	11.00
CODE ENFORCE OFF 4-16	16	1.00	1.00
ELEC/HEAT INSPECTOR-16	16	4.00	4.00
HSG INSPECTION SUPV-18	18	1.00	1.00
INFORMATION CLERK-20	20	1.00	1.00
PLAN REV & INSP SUPV-18	18	1.00	1.00
PLAN REVIEW SPEC 3-16	16	2.00	2.00
PLAN REVIEW SPEC 4-16	16	1.00	1.00
PLUMB/HEAT INSPECTOR-16	16	3.00	3.00
PROPERTY CODE INSP 1-16	16	2.00	2.00
PROPERTY CODE INSP 3-16	16	1.00	1.00
WGTS MEASURES INSP 3-16	16	2.00	2.00
ZONING ADMIN ASST-16	16	2.00	2.00
ZONING ADMINISTRATOR-18	18	1.00	1.00
ZONING CODE OFF 2-16	16	5.00	5.00
Grand Total		**45.00**	**45.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Building Inspection 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Building Inspection is **$125,917**

The Department of Planning, Community and Economic Development (DPCED) developed a joint reduction proposal across all divisions (excluding CDA) to meet the 2% target. As a result, some divisions may be over/ under their target number. For a summary of all proposed reductions, see the DPCED memo.

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
602 - HOME AND PROPERTY	Legal Services	Reduce funds for Rent Abatement hearing Examiner costs		10,000
			Total	10,000

CDA Housing Operations Overview

Agency Mission

The mission of the Community Development Authority (CDA) Housing Operations 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 property management, maintenance, and resident supportive services to CDA Public Housing units and dispositioned units acquired by the CDA's non-profit entity, Madison Revitalization and Community Development Corporation. The CDA also administers the Section 8 Housing Choice Voucher program. The goal of Housing Operations is to provide stable and safe housing to low-income families throughout the city. This goal is accomplished by increasing the Section 8 Housing Choice Voucher participation to the maximum level as supported by HUD funding and maintaining high public housing occupancy.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

The proposed 2027 budget updates revenues and expenditures across the Housing Operations Division to reflect anticipated operating conditions, projected federal funding, current staffing levels, contractual obligations, and property operating needs. Significant adjustments include updates to Public Housing operating subsidies, Housing Choice Voucher funding and Housing Assistance Payments, interdepartmental cost allocations, debt service, and transfers to better align resources with anticipated program activity. The budget also incorporates the addition of MRCDC operations as a separate service, improving transparency and accountability for program financial activity.

These changes are necessary to ensure the budget accurately reflects expected revenues and expenditures while maintaining the financial sustainability of Housing Operations. The proposal also incorporates technical corrections, updated payroll allocations, and revised operating assumptions developed during the annual budget process.

No reductions in current service levels are anticipated. Existing housing assistance, property management, maintenance, resident services, and administrative support will continue to be provided. The proposed changes improve budget accuracy, strengthen financial planning, and enhance operational efficiency by aligning resources with current organizational priorities and anticipated program needs.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

The proposed 2027 budget supports equity by preserving critical housing assistance and property management services that serve low-income households, seniors, individuals with disabilities, and other vulnerable residents throughout the City of Madison. The budget prioritizes maintaining safe, stable, and affordable housing while ensuring continued access to housing assistance programs and resident support services.

The proposed changes do not reduce resident services or access to housing programs. Instead, they improve the alignment of financial resources with anticipated operating needs, projected federal funding, and current service demands. By updating funding allocations, staffing assumptions, and operating budgets based on actual program activity and financial trends, the budget strengthens the long-term

sustainability of Housing Operations and helps ensure that resources remain available to support residents equitably across all housing programs.

The budget was informed by historical expenditure trends, projected revenues, occupancy levels, leasing activity, Housing Choice Voucher utilization, property operating performance, staffing requirements, and HUD funding projections. These data were used to develop a fiscally responsible budget that maintains service delivery while supporting the Community Development Authority's mission of providing quality affordable housing opportunities for Madison residents.

Transmittal Memo

Community Development Authority
Madison Municipal Building, Suite 161
215 Martin Luther King, Jr. Blvd.
Mailing Address:
P.O. Box 1785
Madison, WI 53701-1785
Phone: (608)266-4675
Fax: (608)264-9291
housing@cityofmadison.com

TO: Mayor Satya Rhodes-Conway
FROM: Matthew Wachter

Goals of Agency's Operating Budget

The Community Development Authority (CDA) housing authority provides affordable housing options for low- and moderate-income residents of the City of Madison. The housing authority's work focuses on meeting the highest needs and aspirations of the people served through the administration of U.S. Department of Housing and Urban Development (HUD) contracts for Public Housing and Housing Choice Voucher assistance:

Public Housing – A form of subsidized housing owned and managed by the housing authority with oversight by HUD. The housing portfolio consists of 850 dwelling units and includes a variety of housing types (apartments, townhouses, and single-family homes). Low-income residents pay no more than 30% of their income towards rent. HUD provides funding to help cover operations and capital needs. The program serves as a platform for services that improve resident's lives.

Housing Choice Voucher – Provides rental assistance in the form of 2,700 vouchers that can be used with Madison private landlords. Participants pay no more than 30% of their income toward rent with the vouchers covering the remaining portion. The program enables low-income families to afford housing they might not otherwise be able to access, improving their overall living conditions and quality of life. Program funding allows for roughly 1,800 vouchers to be utilized.

The housing authority operating budget is the foundational tool that enables the CDA to carry out its core mission of providing safe, affordable, and decent housing to low-income individuals and families. Resources are allocated across various program areas and operational expenses, allowing the CDA to effectively manage its properties, serve its residents, and meet federal requirements. The budget allows for core activities to be completed and supports workplan goals and performance measures:

- Enables core activities related to operating and maintaining properties, supporting tenants, administration, and compliance
- Supports work plan activities related to customer service, resident engagement, resident service coordination, housing locator services, preservation of existing housing, energy efficiency improvements, staff development, and improved program efficiency through software additions
- Aligns with Results Madison data indicators for Neighborhoods and Housing and supports strategies to strengthen voucher utilization, maintain high unit occupancy, improve quality of life for residents, and improve HUD assessment scores.

Enterprise Agencies

The housing authority's proposed balanced budget aligns with the City of Madison's housing and community development priorities and includes costs that are supported by agency revenues:

- Public Housing Operating Subsidy and Housing Choice Voucher funding are budgeted at the 2026 funding levels, and the budget includes the repositioning of 164 units at the CDA's Triangle site and 12 units at the CDA's West site. Repositioning these unit from Public Housing to a form of Section 8 assistance results in a significant revenue increase.
- A key goal of The Public Housing and Housing Choice Voucher programs is to ensure that eligible participants pay no more than 30% of their income toward rent and utilities. When Section 8 subsidy standards increase, a participant's out-of-pocket rent does not increase.

If a participant's income is reduced, their rent will also decrease, insulating the participant from the continued pressure the CDA experiences from increased market costs for maintenance, supplies, utilities, and property taxes.

- The proposed budget would not impact on services and the CDA continues to strategically plan reserve usage in 2027 to support operations, capital improvements, and redevelopment activities. Plans for redevelopment of CDA Public Housing will help to protect the CDA from federal operating cuts. By utilizing established HUD strategies, the CDA continues to plan and transition Public Housing properties to a more stable Section 8 subsidy platform.

Reduction Scenarios (All Funds, excluding grants)

The CDA operates on specific funding provided by HUD and is obligated to maintain mandatory baseline voucher payments and existing Public Housing units through its Annual Contributions Contracts with HUD. The CDA also manages binding contracts with landlords and low-income residents under strict federal guidelines. Enterprise and restricted funds function on dedicated revenue sources (federal subsidies, grants, and rents) and the CDA prioritizes staff retention and resident subsidies to avoid disrupting essential services. Significant reductions in funding would substantially limit the CDA's ability to fulfill its core mission of providing safe, affordable housing and meeting its federal obligations.

Fixed operating costs and a demand for affordable housing require every available dollar to sustain current service levels. As an alternative to service reductions, the CDA is committed to maximizing federal housing grants, streamlining the turnover of vacant units, and increasing the utilization of Section 8 administrative fees. It is also important to note that future funding is based on current expenses. Reducing expenses through service cuts would result in reduced funding for the next year, ultimately shrinking the CDA's low-income housing programs.

Reallocations and Other Changes

The CDA housing authority continues to remain net-neutral to the City's General Fund. Due to the nature of the funding received, as well as economic conditions and increasing housing needs, the CDA will experience various changes in major line items. Careful monitoring of evolving residents' needs and planning for the allocation of funds will be necessary as the annual cycle of cost and funding changes for housing authorities.

The Madison Revitalization and Community Development Corporation (MRCDC) is the CDA's non-profit entity and was established in 1998 to engage in CDA related activities, including ownership of CDA properties sold through HUD's disposition process for redevelopment purposes. The proposed budget includes additions to existing services through newly established non-major funds:

- *Taking Shape B1* - Residents of Brittingham Apartments will move into the newly constructed building named Luna in 2027. Public Housing operating subsidy is being replaced by Project-Based Section 8 Assistance (PBRA). Revenue and related expenses for these 164 units are being reallocated to the newly created non-major fund, Taking Shape B1.
- *MRCDC Single Family Home Portfolio* - The MRCDC will acquire and operate 12 single family homes of former Public Housing. Public Housing operating subsidy is being replaced by Section 8 Project-Based Vouchers (PBVs). Revenue and related expenses for these 12 units are being reallocated to the newly created non-major fund, MRCDC Single Family Homes.

Other significant changes include strategies to utilize existing funding, to expand access to housing assistance, and to improve tenant outcomes:

- Provide navigation services to voucher holders seeking housing
- Increase tenant participation activities
- Implement computer kiosk at Central Office
- Increase pest control services and related tenant education
- Provide additional rent payment methods through new ePayment system

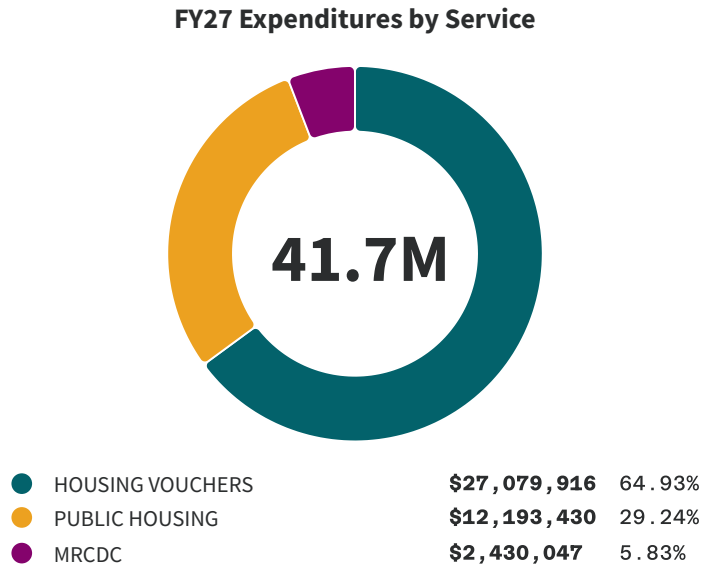
The CDA's Public Housing and Housing Choice Voucher services provide vital assistance to low-income individuals and families. This is especially important for vulnerable populations like seniors, people with disabilities, and families with children who may struggle to find suitable and affordable housing in the private market. The partnership between the CDA and the City of Madison is important for addressing the challenges of affordable housing, utilizing resources effectively, and implementing strategies to increase housing opportunities and improve communities, and the CDA looks forward to continued collaboration with the City of Madison on these complex challenges.

CDA Housing Operations Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

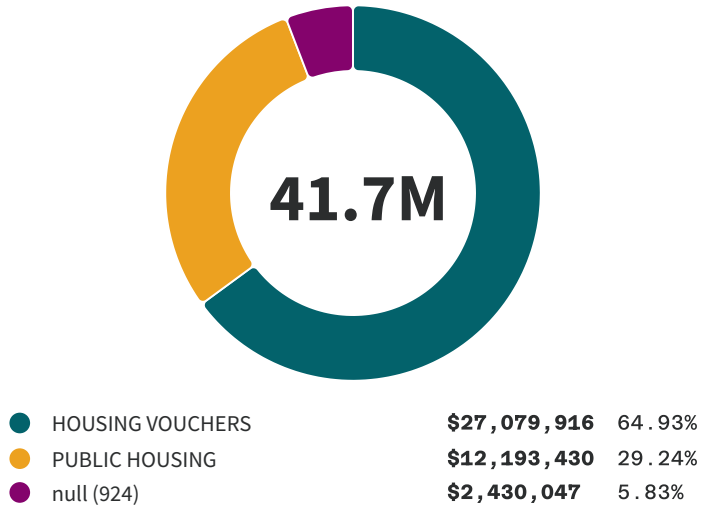


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PUBLIC HOUSING	$12,433,405	$10,324,015	$13,000,195	$13,656,392	$12,193,430
HOUSING VOUCHERS	$20,292,947	$25,693,743	$28,531,550	$30,805,166	$27,079,916
MRCDC	-	-	-	-	$2,430,047
Total Expenditures	**$32,726,352**	**$36,017,758**	**$41,531,745**	**$44,461,558**	**$41,703,393**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PUBLIC HOUSING	$12,433,405	$10,324,015	$13,000,195	$13,656,392	$12,193,430
HOUSING VOUCHERS	$20,292,947	$25,693,743	$28,531,550	$30,805,166	$27,079,916
null (924)	-	-	-	-	$2,430,047
Total Revenues	**$32,726,352**	**$36,017,758**	**$41,531,745**	**$44,461,558**	**$41,703,393**

Service: Housing Vouchers

Service Description

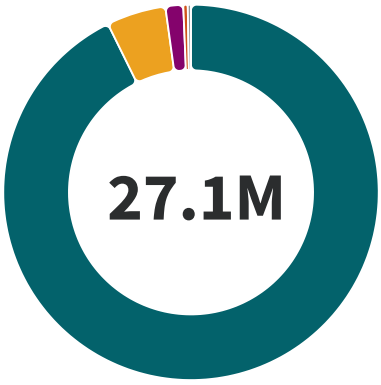
This service provides Section 8 Housing Vouchers across the City of Madison. The housing vouchers provide rental assistance to fill the gap between what low-income tenants can afford to pay and the actual cost of decent, safe, and sanitary housing. The voucher program serves households with incomes below the area median income: priority is given to the elderly, disabled, families with minor children, chronically homeless veterans, and other targeted groups. The number of households receiving Section 8 housing assistance varies based on the area's market rate rent and HUD's available funding. It has been averaging upwards of 1900 households. The goal of this service is to help those individuals and families who are at risk of becoming homeless or who are currently rent-burdened to afford stable housing.

Activities Performed by this Service

- Housing Assistance Payments: Direct Payments made to landlords to subsidize the market rent to an affordable level based on the participant's income.
- Voucher Administration: Expenses incurred to administer the Section 8 program.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



PURCHASED SERVICES	$25,104,225	92.70%
SALARIES	$1,381,660	5.10%
BENEFITS	$416,027	1.54%
INTER DEPART CHARGES	$104,584	0.39%
SUPPLIES	$73,420	0.27%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,163,528	$1,021,919	$1,290,121	$1,397,530	$1,381,660
BENEFITS	$379,171	$343,240	$435,172	$441,027	$416,027
SUPPLIES	$157,129	$69,064	$113,700	$113,700	$73,420
PURCHASED SERVICES	$18,527,768	$23,369,772	$26,613,132	$28,776,433	$25,104,225
DEBT OTHR FINANCING	$156	$822,395	$156	$156	-
INTER DEPART CHARGES	$65,195	$67,352	$79,269	$76,321	$104,584
Total Expenditures	**$20,292,947**	**$25,693,743**	**$28,531,550**	**$30,805,166**	**$27,079,916**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$26,538,781**	98.00%
OTHER FINANCE SOURCE	**$483,171**	1.78%
INVEST OTHER CONTRIB	**$53,838**	0.20%
CHARGES FOR SERVICES	**$4,126**	0.02%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$20,246,793	$25,610,733	$28,449,508	$30,379,508	$26,538,781
CHARGES FOR SERVICES	$1,350	$15,835	$4,846	$4,846	$4,126
INVEST OTHER CONTRIB	$40,457	$67,176	$41,061	$41,061	$53,838
OTHER FINANCE SOURCE	$4,347	-	$36,135	$379,751	$483,171
Total Revenues	**$20,292,947**	**$25,693,743**	**$28,531,550**	**$30,805,166**	**$27,079,916**

Service: Madison Revitalization and Community Development Corporation (MRCDC)

Service Description

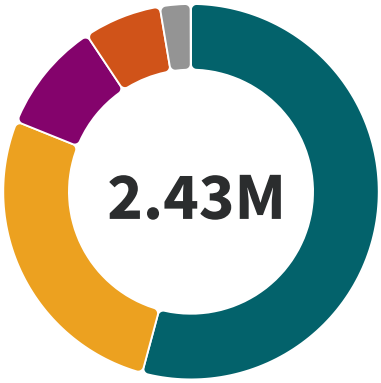
The Madison Revitalization and Community Development Corporation (MRCDC) develops, owns, and manages affordable housing to support the Community Development Authority's mission of preserving and expanding quality affordable housing opportunities. As a nonprofit affiliate of the CDA, MRCDC acquires, develops, rehabilitates, and operates affordable housing while leveraging public and private financing to advance neighborhood revitalization and public housing repositioning initiatives.

Activities Performed by this Service

- Administration: Own, develop, preserve, and manage affordable housing properties.
- Revitalization: Support public housing repositioning and neighborhood revitalization through strategic partnerships.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



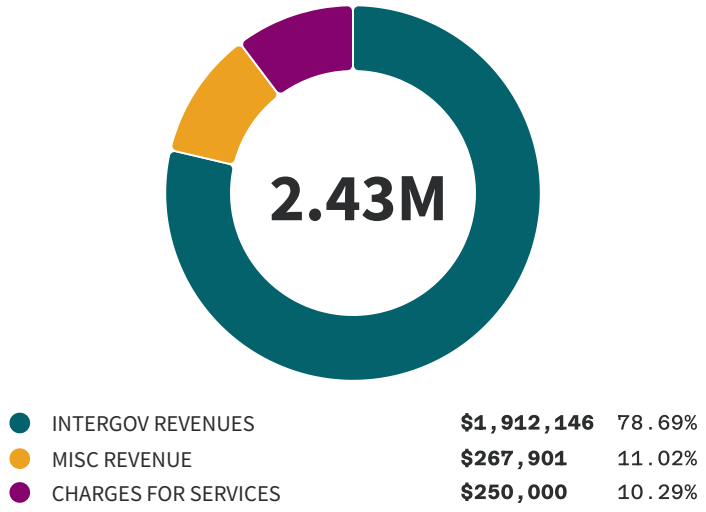
PURCHASED SERVICES	$1,316,644	54.18%
SALARIES	$653,718	26.90%
INTER DEPART CHARGES	$232,354	9.56%
DEBT OTHR FINANCING	$162,469	6.69%
SUPPLIES	$64,342	2.65%
BENEFITS	$521	0.02%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	-	-	-	-	$653,718
BENEFITS	-	-	-	-	$521
SUPPLIES	-	-	-	-	$64,342
PURCHASED SERVICES	-	-	-	-	$1,316,644
DEBT OTHR FINANCING	-	-	-	-	$162,469
INTER DEPART CHARGES	-	-	-	-	$232,354
Total Expenditures	**-**	**-**	**-**	**-**	**$2,430,047**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	-	-	-	$1,912,146
CHARGES FOR SERVICES	-	-	-	-	$250,000
MISC REVENUE	-	-	-	-	$267,901
Total Revenues	**-**	**-**	**-**	**-**	**$2,430,047**

Service: Public Housing

Service Description

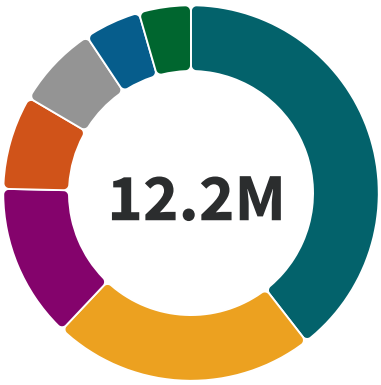
This service provides public housing assistance across the City of Madison through Community Development Authority (CDA) owned and operated developments. The CDA owns, manages, and maintains 742 units of Low Rent Public Housing with funding from the Federal Department of Housing and Urban Development (HUD). Additionally, it owns, manages, and maintains 114 multifamily units with funding from HUD, and it owns and manages 24 units with Section 8 Project-Based Voucher assistance. This service is available to residents with incomes below 80 percent of Area Median Income (AMI), with priority given to the elderly, disabled, and families with minor children, and operates within strict compliance of the Fair Housing Act. Residents in CDA housing pay 30 percent of adjusted gross income for rent and utilities.

Activities Performed by this Service

- Central Operating Cost Center (COCC): Provides administrative support to the Public Housing program. The COCC collects and screens all program applications and provides policy, procurement, and financial oversight.
- The East Asset Management Project (AMP) comprises 163 units at 4 different physical locations. This activity includes all expenses to manage and maintain the physical property in accordance with federal regulations.
- The West AMP is made up of 265 units in 15 different physical locations. This activity includes all expenses to manage and maintain these properties in accordance with federal regulations.
- The Triangle AMP comprises 224 units in 7 buildings at 1 physical location. This activity includes all expenses to manage and maintain these properties in accordance with federal regulations.
- Karabis Apartments comprises 20 units in 1 building located at the Triangle Site. All units in this building are handicapped accessible. This activity includes all expenses needed to manage and maintain this building in accordance with federal regulations.
- Parkside Apartments is made up of 94 units and 1 commercial space in 5 buildings at the Triangle Site. The commercial space is currently leased to Asian Foods. This activity includes all expenses needed to manage and maintain these buildings in accordance with federal regulations.
- The Truax Phase 1 AMP is made up of 71 units in 6 buildings located on the East site and bordering Wright and Straubel Streets. This property includes 47 public housing units and 24 Project Based Section 8 voucher units, all of which are managed by the East Site Manager. This activity includes all tax credit compliance activities as well as all expenses needed to manage and maintain these properties in accordance with federal regulations.
- The Truax Phase 2 AMP comprises 48 units in 3 buildings located on the East Site. This property includes 40 public housing units and 8 Project Based Section 8 Voucher units. The CDA manages 40 units and Porchlight manages 8 units. This activity includes all tax credit compliance activities as well as all expenses needed to manage and maintain these properties in accordance with federal regulations.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



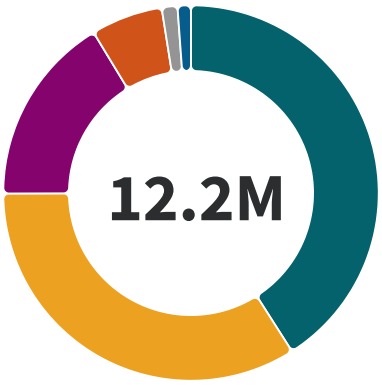
PURCHASED SERVICES	**$5,096,154**	41.79%
SALARIES	**$2,911,445**	23.88%
TRANSFER OUT	**$1,717,954**	14.09%
BENEFITS	**$1,045,522**	8.57%
INTER DEPART CHARGES	**$928,480**	7.61%
DEBT OTHR FINANCING	**$628,865**	5.16%
SUPPLIES	**$578,148**	4.74%
INTER DEPART BILLING	**-$713,139**	-5.85%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$3,120,824	$2,832,562	$3,200,263	$3,417,928	$2,911,445
BENEFITS	$1,009,642	$990,600	$1,217,761	$1,033,374	$1,045,522
SUPPLIES	$647,737	$564,674	$636,556	$1,097,556	$578,148
PURCHASED SERVICES	$5,249,653	$4,646,396	$5,224,585	$5,374,221	$5,096,154
DEBT OTHR FINANCING	$981,595	$429,856	$971,084	$971,759	$628,865
INTER DEPART CHARGES	$949,911	$893,728	$967,411	$979,019	$928,480
INTER DEPART BILLING	-$722,968	-$699,620	-$722,968	-$722,968	-$713,139
TRANSFER OUT	$1,197,013	$665,818	$1,505,504	$1,505,504	$1,717,954
Total Expenditures	**$12,433,405**	**$10,324,015**	**$13,000,195**	**$13,656,392**	**$12,193,430**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$4,995,086**	40.97%
CHARGES FOR SERVICES	**$4,144,015**	33.99%
OTHER FINANCE SOURCE	**$1,995,552**	16.37%
TRANSFER IN	**$752,520**	6.17%
INVEST OTHER CONTRIB	**$165,398**	1.36%
MISC REVENUE	**$140,859**	1.16%

Agency Revenues by Major

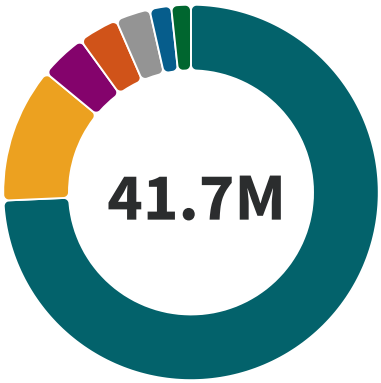
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$5,797,945	$5,084,734	$5,851,228	$5,851,228	$4,995,086
CHARGES FOR SERVICES	$4,057,984	$4,301,125	$4,108,035	$4,108,035	$4,144,015
INVEST OTHER CONTRIB	$100,822	$180,210	$106,122	$106,122	$165,398
MISC REVENUE	$102,751	$36,934	$301,728	$301,728	$140,859
OTHER FINANCE SOURCE	$1,176,722	$55,193	$1,563,841	$2,220,038	$1,995,552
TRANSFER IN	$1,197,181	$665,818	$1,069,241	$1,069,241	$752,520
Total Revenues	**$12,433,405**	**$10,324,015**	**$13,000,195**	**$13,656,392**	**$12,193,430**

CDA Housing Operations: CDA Fund

The graphs and tables below provide a summary and line-item details of the agency's CDA Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



PURCHASED SERVICES	**$31,517,023**	75.57%
SALARIES	**$4,946,822**	11.86%
TRANSFER OUT	**$1,717,954**	4.12%
BENEFITS	**$1,462,069**	3.51%
INTER DEPART CHARGES	**$1,265,418**	3.03%
DEBT OTHR FINANCING	**$791,334**	1.90%
SUPPLIES	**$715,910**	1.72%
INTER DEPART BILLING	**-$713,139**	-1.71%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$3,792,293	$4,284,352	$3,854,482	$4,490,385	$4,815,458	$4,946,822
PERMANENT WAGES	$3,668,311	$4,152,002	$3,702,698	$4,339,303	$4,411,465	$4,411,465
SALARY SAVINGS	-	-$41,520	-	-$41,188	-$44,115	-$44,115
PENDING PERSONNEL	-	$76,194	-	$27,442	$280,950	$442,985
PREMIUM PAY	$9,627	$9,225	$13,237	$10,977	$10,977	$12,729
COMPENSATED ABSENCE	$17,917	$20,600	$24,214	$29,580	$29,580	$29,674
HOURLY WAGES	$153	$31,290	-	$46,606	$46,606	$46,606
OVERTIME WAGES PERMANENT	$96,284	$36,511	$114,333	$77,665	$79,995	$47,478
ELECTION OFFICIALS WAGES	-	$50	-	-	-	-
BENEFITS	$1,283,578	$1,388,812	$1,333,841	$1,652,933	$1,474,401	$1,462,069
COMPENSATED ABSENCE ESCROW	-	-	$46,978	$160,000	$60,000	$16,030
FLEXIBLE SPENDING BENEFITS	-	-	-	-	-	$31,118
HEALTH INSURANCE BENEFIT	$709,083	$763,253	$701,008	$813,681	$724,683	$724,683

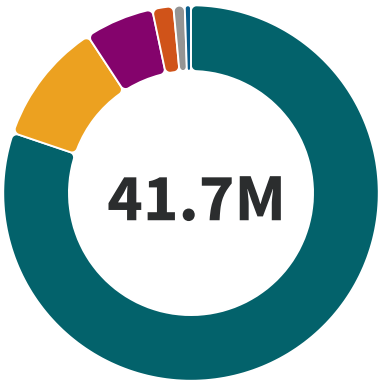
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WAGE INSURANCE BENEFIT	$12,292	$11,309	$11,436	$10,716	$9,068	$9,068
WI RETIREMENT SYSTEM	$261,361	$288,563	$267,526	$312,430	$317,626	$317,626
FICA MEDICARE BENEFITS	$275,426	$305,014	$279,927	$321,007	$328,317	$328,317
POST EMPLOYMENT HEALTH PLANS	$25,416	$20,673	$26,965	$27,774	$27,383	$27,608
PENSION EXPENSE	-	-	-	$7,324	$7,324	$7,620
SUPPLIES	$577,695	$804,866	$633,738	$750,255	$1,211,255	$715,910
OFFICE SUPPLIES	$18,024	$18,524	$15,267	$17,114	$17,114	$72,855
COPY PRINTING SUPPLIES	$18,748	$20,580	$18,067	$25,815	$25,815	$20,231
FURNITURE	$960	$3,608	-	$2,408	$2,408	$12,203
HARDWARE SUPPLIES	$42,642	$64,483	$60,149	$64,045	$64,045	$54,996
SOFTWARE LICENSES & SUPPLIES	$16,109	$13,320	$9,952	$38,297	$38,297	$13,877
POSTAGE	$58,058	$56,670	$50,183	$53,707	$53,707	$61,239
PROGRAM SUPPLIES	$984	$257	$200	$250	$250	$600
BOOKS AND SUBSCRIPTIONS	-	$100	-	$100	$100	$217
WORK SUPPLIES	$37,869	$30,150	$36,285	$37,400	$37,400	$38,044
ASPHALT REPAIR MATERIALS	-	$500	-	-	-	-
JANITORIAL SUPPLIES	$23,915	$28,000	$27,459	$27,000	$27,000	$26,009
SAFETY SUPPLIES	$15,166	$17,380	$10,310	$24,450	$24,450	$16,268
SNOW REMOVAL SUPPLIES	$3,191	$10,500	$2,382	$8,600	$8,600	$8,332
UNIFORM CLOTHING SUPPLIES	$5,388	$9,920	$6,482	$11,820	$11,820	$9,213
FOOD AND BEVERAGE	$3,043	$3,045	$108	$3,250	$3,250	$3,200
BUILDING	-	-	$4,785	-	-	-
BUILDING SUPPLIES	$81,301	$75,500	$69,134	$75,500	$75,500	$76,532
ELECTRICAL SUPPLIES	$42,404	$30,500	$28,462	$32,800	$32,800	$33,090
HVAC SUPPLIES	$32,597	$33,450	$23,323	$33,950	$33,950	$27,023
PLUMBING SUPPLIES	$111,021	$105,100	$109,748	$104,800	$104,800	$112,818
LANDSCAPING SUPPLIES	$1,713	$4,000	$405	$3,750	$3,750	$4,029
MACHINERY AND EQUIPMENT	$3,609	$131,270	$93,278	$77,500	$77,500	$57,184
EQUIPMENT SUPPLIES	$60,953	$148,009	$67,759	$107,700	$568,700	$67,948
PURCHASED SERVICES	$26,086,762	$23,777,421	$28,016,168	$31,837,717	$34,150,654	$31,517,023
NATURAL GAS	$178,374	$333,620	$228,696	$383,663	$383,663	$421,473
ELECTRICITY	$409,323	$391,709	$410,472	$387,245	$387,245	$391,615
WATER	$282,504	$345,056	$283,429	$362,309	$362,309	$416,972
SEWER	$226,992	$278,820	$251,466	$292,761	$292,761	$378,386
STORMWATER	$73,382	$86,834	$74,805	$91,179	$91,179	$87,037
TELEPHONE	$47,487	$45,279	$50,459	$44,891	$44,891	$54,808
CELLULAR TELEPHONE	$30,677	$36,019	$27,144	$30,835	$60,555	$37,664

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SYSTEMS COMMUNICATION INTERNET	$7,550	$4,420	$5,133	$4,870	$4,870	$13,040
BUILDING IMPROV REPAIR MAINT	$633,302	$1,915,714	$1,645,335	$1,961,714	$1,961,714	$2,036,791
WASTE DISPOSAL	$202,500	$210,000	$191,638	$231,910	$231,910	$243,573
FIRE PROTECTION	$46,969	$50,000	$45,133	$39,950	$39,950	$48,271
PEST CONTROL	$112,262	$121,500	$139,941	$122,050	$204,000	$165,911
ELEVATOR REPAIR	$48,646	$51,200	$50,509	$50,200	$50,200	$47,054
GROUNDS IMPROV REPAIR MAINT	$9,864	-	$244,158	$15,000	$15,000	$10,000
LANDSCAPING	$64,102	$84,500	$74,803	$84,500	$84,500	$82,491
SNOW REMOVAL	-	-	-	-	-	$25,500
EQUIP IMPROV REPAIR MAINT	$22,332	$24,700	$32,595	$24,700	$24,700	$34,261
SYSTEM AND SOFTWARE MAINTENANC	$44,654	$82,529	$86,432	$114,355	$142,179	$88,248
LEASE RENTAL OF EQUIPMENT	$978	$225	$1,422	$250	$250	$250
RECRUITMENT	$63	$379	$915	$552	$552	$560
MILEAGE	$761	$1,177	$778	$1,115	$1,115	$1,050
CONFERENCES AND TRAINING	$69,907	$86,913	$41,070	$97,415	$97,415	$88,327
MEMBERSHIPS	$14,517	$17,992	$14,897	$15,969	$15,969	$23,749
AUDIT SERVICES	$46,370	$49,164	$48,854	$50,071	$50,071	$66,293
BANK SERVICES	$65	$60	$70	$100	$100	$100
LEGAL SERVICES	$15,092	$5,100	$1,526	$6,235	$6,235	$9,404
CREDIT CARD SERVICES	$9,725	$3,010	$14,370	$9,725	$9,725	$12,047
COLLECTION SERVICES	-	$100	-$24	-	-	$50
STORAGE SERVICES	$4,572	$6,290	$4,021	$3,180	$3,180	$4,200
MORTGAGE AND TITLE SERVICES	$503,269	-	$1,000	-	-	-
CONSULTING SERVICES	$13,807	$11,416	$10,169	$4,600	$31,100	$20,585
ADVERTISING SERVICES	$60	$500	$132	-	-	$1,397
INSPECTION SERVICES	$1,716	$750	$3,348	$750	$750	$6,305
INVESTIGATIVE SERVICES	$86,263	$43,012	$34,169	$37,550	$37,550	$38,227
SECURITY SERVICES	$227,883	$235,844	$233,716	$216,198	$216,198	$273,267
TRANSPORTATION SERVICES	$2,272	$800	$1,670	$1,450	$1,450	$1,450
PROGRAM SERVICES	$748,610	-	$654,451	$625,311	$625,311	-
OTHER SERVICES AND EXPENSES	$46,926	$56,175	$45,070	$64,685	$267,952	$504,141
GRANTS	$288,641	-	-	-	-	-
COMMUNITY AGENCY CONTRACTS	$686,240	$1,140,928	$660,957	$690,758	$704,433	$202,000
PORT HOUSING ASSISTANCE PMTS	$785,424	$1,212,788	$1,244,779	$750,000	$750,000	$825,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HOUSING ASSISTANCE PAYMENTS	$19,426,349	$15,987,887	$20,631,912	$24,373,068	$26,303,068	$23,900,868
PORTABLE VOUCHER ADM FEES	$56,415	$85,000	$77,707	$60,000	$60,000	$50,000
BAD DEBT EXPENSE	$57,227	$164,582	$92,308	$185,440	$185,440	$49,699
GENERAL LIABILITY INSURANCE	-	-	-	-	-	$133,885
PROPERTY INSURANCE	$252,784	$278,181	$264,209	$317,886	$317,886	$304,085
TAXES AND SPECIAL ASSESSMENTS	$298,018	$323,048	$88,228	$80,579	$80,579	$414,291
PERMITS AND LICENSES	$1,890	$4,200	$2,294	$2,700	$2,700	$2,700
DEBT OTHR FINANCING	$417,153	$981,751	$1,252,251	$971,240	$971,915	$791,334
INTEREST	$171,182	$167,463	$173,643	$177,610	$177,610	$1,938
PAYING AGENT SERVICES	$15,707	$14,880	$16,019	$5,280	$5,280	$25,280
PAYMENTS IN LIEU OF TAXES	$230,264	$198,544	$240,194	$230,264	$230,264	$231,948
FUND BALANCE GENERATED	-	-	$822,395	-	-	-
CONTINGENT RESERVE	-	$600,864	-	$558,086	$558,761	$532,168
INTER DEPART CHARGES	$987,619	$1,015,105	$961,080	$1,046,680	$1,055,340	$1,265,418
ID CHARGE FROM ENGINEERING	$80,430	$88,473	$88,473	$88,473	$88,473	$88,475
ID CHARGE FROM FLEET SERVICES	$57,613	$97,269	$66,592	$77,548	$92,839	$92,839
ID CHARGE FROM INSURANCE	$84,529	$82,621	$82,621	$142,899	$140,000	$140,000
ID CHARGE FROM WORKERS COMP	$27,027	$23,774	$23,774	$14,792	$11,060	$11,060
ID CHARGE FROM CDA MANAGEMENT	$673,347	$656,958	$635,742	$656,958	$656,958	$869,468
ID CHARGE FROM CDA BOOKKEEPING	$64,673	$66,010	$63,878	$66,010	$66,010	$63,577
INTER DEPART BILLING	-$738,019	-$722,968	-$699,620	-$722,968	-$722,968	-$713,139
ID BILLING TO CDA MANAGEMENT	-$673,347	-$656,958	-$635,742	-$656,958	-$656,958	-$648,482
ID BILLING TO CDA BOOKKEEPING	-$64,673	-$66,010	-$63,878	-$66,010	-$66,010	-$64,657
TRANSFER OUT	$729,814	$1,197,013	$665,818	$1,505,504	$1,505,504	$1,717,954
TRANSFER OUT TO CDA	$729,814	$1,197,013	$665,818	$1,505,504	$1,505,504	$1,717,954
Total Expenditures	**$33,136,894**	**$32,726,352**	**$36,017,758**	**$41,531,745**	**$44,461,558**	**$41,703,393**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES	**$33,446,013**	80.20%
CHARGES FOR SERVICES	**$4,398,141**	10.55%
OTHER FINANCE SOURCE	**$2,478,723**	5.94%
TRANSFER IN	**$752,520**	1.80%
MISC REVENUE	**$408,760**	0.98%
INVEST OTHER CONTRIB	**$219,236**	0.53%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$24,715,861	$26,044,738	$30,695,467	$34,300,736	$36,230,736	$33,446,013
FEDERAL REVENUES OPERATING	$23,849,916	$22,221,209	$26,717,137	$29,950,843	$31,880,843	$30,383,436
FEDERAL REVENUES CAPITAL	-	$2,426,736	$2,627,710	$3,098,654	$3,098,654	$2,426,736
STATE REVENUES OPERATING	$743,406	$1,395,560	$777,720	$742,559	$742,559	-
LOCAL REVENUES OPERATING	$5,970	$233	$29,764	$28,680	$28,680	$35,841
OTHER UNIT OF GOV REVENUES OP	$116,569	$1,000	$543,136	$480,000	$480,000	$600,000
CHARGES FOR SERVICES	$4,193,452	$4,059,334	$4,316,960	$4,112,881	$4,112,881	$4,398,141
MISCELLANEOUS CHRGS FOR SERVIC	$68,602	$66,597	$81,546	$77,822	$77,822	$328,323
REIMBURSEMENT OF EXPENSE	$2,283	$1,350	$15,835	$4,846	$4,846	$4,126
DWELLING RENT	$3,959,639	$3,880,445	$4,063,238	$3,919,271	$3,919,271	$3,905,144
NON DWELLING RENT	$162,928	$110,942	$156,341	$110,942	$110,942	$160,548
INVEST OTHER CONTRIB	$1,105,526	$141,279	$247,386	$147,183	$147,183	$219,236
INTEREST	$253,065	$141,279	$247,386	$147,183	$147,183	$219,236
CONTRIBUTIONS AND DONATIONS	$852,462	-	-	-	-	-
MISC REVENUE	$203,668	$102,751	$36,934	$301,728	$301,728	$408,760
INSURANCE RECOVERIES	$25,628	-	-	-	-	-
LEASE REVENUE	-	$46,360	-	$46,360	$46,360	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISCELLANEOUS REVENUE	$178,040	$56,391	$36,934	$255,368	$255,368	$408,760
OTHER FINANCE SOURCE	$2,188,572	$1,181,069	$55,193	$1,599,975	$2,599,789	$2,478,723
SALE OF ASSETS	$19,800	-	$12,240	-	-	-
(GAIN) LOSS ON SALE OF ASSET	-	$393,197	-	$393,197	$393,197	-
TAX CREDIT FUNDING	$25,394	$25,394	$25,394	$25,394	$25,394	$25,394
FUND BALANCE APPLIED	$2,143,378	$762,478	$17,559	$1,181,384	$2,181,198	$2,453,329
TRANSFER IN	$729,814	$1,197,181	$665,818	$1,069,241	$1,069,241	$752,520
TRANSFER IN FROM CDA	$729,814	$1,197,181	$665,818	$1,069,241	$1,069,241	$752,520
Total Revenues	**$33,136,894**	**$32,726,352**	**$36,017,758**	**$41,531,745**	**$44,461,558**	**$41,703,393**

CDA Housing Operations Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCOUNTANT 3-18	18	1.00	1.00
ACCT TECH 2-20	20	1.00	1.00
ADMIN CLK 1-20	20	1.00	1.00
ADMIN SUPV-18	18	3.00	3.00
BUILDING MAINT COORD-16	16	3.00	3.00
CDA ADMISSION-ELIGIBILITY SUP	18	1.00	1.00
CDA HOUSING DIRECTOR-21	21	1.00	1.00
CLIENT SVCS MGR-18	18	1.00	1.00
CUSTODIAL WKR 2-16	16	4.00	4.00
HEARINGS/ACCOM SPEC2-18	18	1.00	1.00
HSG ASST PROGRAM SUPV-18	18	1.00	1.00
HSG MOD GRTS MGR-18	18	1.00	1.00
HSG OPER ANALYST-18	18	1.00	1.00
HSG SITE MGR-18	18	3.00	3.00
HSG SPEC 2-20	20	6.00	6.00
HSG SPEC 3-20	20	1.00	1.00
HSG SPEC OUTREACH COORD-20 PT	20	0.50	0.50
INFORMATION CLERK-20	20	2.00	1.00
MAINT MECH 1-16	16	6.00	6.00
MAINT MECH 2-16	16	3.00	3.00
PAINTER-71	71	1.00	1.00
PROGRAM ASST 1-20	20	4.00	5.00
PROGRAM ASST 2-20	20	2.00	2.00
PROP OPERATIONS MGR	18	1.00	1.00
SECTION 8 INSPECTOR-16	16	2.00	2.00
TENANT SOC SERV COORD-18	18	1.00	1.00
TENANT SVS AIDE-20	20	4.00	4.00

		2026 Adopted	2026 Year to Date
Grand Total		**56.50**	**56.50**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The changes reflect the addition of the MRCDC service. Existing housing assistance, property management, maintenance, resident services, and administrative support will continue to be provided. The proposed changes improve budget accuracy, strengthen financial planning, and enhance operational efficiency by aligning resources with current organizational priorities and anticipated program needs.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The proposed changes do not reduce resident services or access to housing programs. Instead, they improve the alignment of financial resources with anticipated operating needs, projected federal funding, and current service demands. By updating funding allocations, staffing assumptions, and operating budgets based on actual program activity and financial trends, the budget strengthens the long-term sustainability of Housing Operations and helps ensure that resources remain available to support residents equitably across all housing programs.

CDA Housing Operations 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges).

CDA Housing Operations did not submit a 2% reduction proposal. As noted in the agency's transmittal memo, the request budget aims to maximize federal funding and grants.

CDA Redevelopment Overview

Agency Mission

The mission of the Community Development Authority (CDA) Redevelopment Authority is to carry out housing, redevelopment, and neighborhood revitalization initiatives on behalf of the City of Madison under the powers and duties provided by Wisconsin State Statutes. Through strategic investment and partnerships, the CDA works to expand affordable housing opportunities, preserve community assets, and strengthen neighborhoods.

Agency Overview

The CDA Redevelopment Authority plans, finances, develops, owns, and preserves affordable housing and mixed-use developments throughout the City of Madison. The Authority partners with City agencies, residents, neighborhood organizations, developers, and financing partners to advance redevelopment projects that increase affordable housing opportunities, revitalize neighborhoods, and support long-term community investment. The Redevelopment Authority oversees a portfolio of affordable residential and commercial properties while managing complex redevelopment initiatives. The Development Authority also works closely with the Madison Revitalization and Community Development Corporation (MRCDC) to support the acquisition, ownership, and long-term stewardship of affordable housing assets. Through these efforts, the CDA helps implement the City's housing and economic development priorities while promoting financial sustainability and expanding access to quality affordable housing.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state “Technical correction for [reason].”

The proposed 2027 budget reflects the timing and financing needs of the CDA Redevelopment Authority's active development and redevelopment projects. Revenues and expenditures have been updated to align with anticipated development activity, project financing, reimbursement schedules, and construction milestones. Changes in charges for services, other financing sources, debt financing, and purchased services primarily reflect the progression of redevelopment projects through different phases of planning, financing, and construction.

The budget also includes the addition of a Real Estate Development Specialist 4 position and updates to personnel allocations to support the growing redevelopment portfolio and provide appropriate administrative support to the Madison Revitalization and Community Development Corporation (MRCDC). These changes improve the Redevelopment Authority's capacity to manage complex redevelopment projects while ensuring personnel costs are allocated to the programs receiving those services.

The proposed changes are necessary to maintain accurate budgeting, reflect current project schedules, and support continued redevelopment activities. No reductions in current service levels are anticipated. The budget continues to support affordable housing development, neighborhood revitalization, property management, and redevelopment planning while improving financial planning and operational efficiency through more accurate cost allocation and alignment of project expenditures with anticipated funding sources.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

The proposed 2027 budget advances the City's equity goals by supporting the preservation and expansion of affordable housing opportunities, neighborhood revitalization, and long-term community investment. Redevelopment activities prioritize projects that increase the availability of safe, quality, and affordable housing while preserving existing affordable units and improving access to housing for low-

and moderate-income households. Investments in redevelopment also support mixed-use developments, accessible housing, environmental sustainability, and community-serving spaces that contribute to residents' quality of life.

The proposed changes do not reduce redevelopment services or affordable housing initiatives. Instead, they align financial resources with project schedules, financing requirements, and staffing needs to ensure redevelopment projects continue to move forward efficiently. The addition of redevelopment capacity and updated cost allocations strengthen the Redevelopment Authority's ability to deliver affordable housing projects, leverage external funding sources, and maintain long-term stewardship of affordable housing assets.

The budget was informed by redevelopment project timelines, housing market conditions, affordable housing demand, project financing requirements, historical expenditure trends, staffing needs, and the financial performance of redevelopment properties. These data were used to develop a fiscally responsible budget that supports the City's housing priorities while maintaining the long-term financial sustainability of the Redevelopment Authority.

Transmittal Memo

Community Development Authority
Madison Municipal Building, Suite 161
215 Martin Luther King, Jr. Blvd.
Mailing Address:
P.O. Box 1785
Madison, WI 53701-1785
Phone: (608)266-4675
Fax: (608)264-9291
housing@cityofmadison.com

TO: Mayor Satya Rhodes-Conway
FROM: Matthew Wachter

Goals of Agency's Operating Budget

The Community Development Authority (CDA) Redevelopment Authority provides economic and redevelopment services in the City of Madison. Redevelopment activities focus on strengthening neighborhoods and the construction of high-quality affordable housing. The CDA's mission is to develop and provide inclusive and safe places through quality affordable housing, services, and community resources in the City of Madison.

The CDA works with many stakeholders, including City agencies, existing residents, neighbors, and the development community, to strategically redevelop properties that will better serve community needs. Projects are prioritized to deliver public benefit such as affordable housing, commercial vitality, community-serving nonprofits, public spaces, and environmental sustainability, and where the CDA has the capacity to deliver in a reasonable timeframe. Activities include the development and redevelopment of CDA property undergoing disposition from the Public Housing program with a goal to increase the number of affordable units. Projects are consistent with the guiding principles of City neighborhood plans and are not reflected in the CDA's proposed budget. Current redevelopment activities include the Reservoir, Triangle, Park Badger, Village on Park, and Royster.

The CDA Redevelopment Authority also owns and operates 242 affordable apartments with long-term rent restrictions at Burr Oaks Senior Housing, Monona Shores Apartments, Reservoir Apartments, and Revival Ridge Apartments, as well as mixed-use commercial space at the Village on Park.

The operating budget supports CDA Redevelopment Authority work plan goals and priorities, aligns with Results Madison data indicators, Neighborhoods and Housing and Economy and Opportunity, and allows the CDA to secure and manage funding from various sources and allocate resources effectively.

Enterprise Agencies

The CDA Redevelopment Authority's proposed balanced budget aligns with the City of Madison's housing and community development priorities and includes costs that are supported by agency revenues. Development efforts are the core service provided by the CDA and are funded by redevelopment activities, which are regulated by WHEDA, HUD, and the City of Madison and any rate increase follows Federal, State, and Locally agreed upon affordable limits.

Reduction Scenarios (All Funds, excluding grants)

Revenues and reimbursable expenses fluctuate annually due to the phased nature of the CDA's real estate development with project-specific construction milestones. Anticipated developer fees and related redevelopment service expenses will be lower in 2027 as compared to the 2026 budget due to project scope and timing. For the CDA's Triangle phased redevelopment, Taking Shape B2 & B3 reimbursable expenses are expected to be lower in 2027 compared to Taking Shape B1 in 2026. Reimbursable expenses peaked in 2026 during the upfront design and infrastructure work. Overall, service expenses are 25% lower compared to the 2026 budget.

Direct, day-to-day management of acquired commercial and residential properties is transitioned to third-party property management, which results in savings to the redevelopment authority. At this time, there are no other identified lower priority services to be eliminated.

Reallocations and Other Changes

The CDA Redevelopment Authority remains net-neutral to the General Fund. Due to the nature of the funding received, as well as economic conditions, the CDA will experience changes in some major line items. Wages and benefit expenses will increase due to an additional Real Estate Development Specialist 4 position being added in third quarter 2026.

Administrative and Real Estate Development staff who provide support to the redevelopment authority and the CDA's non-profit entity, Madison Revitalization and Community Development Corporation (MRCDC) have proposed salary and wage allocation adjustments as they provide more support to the administration of the MRCDC.

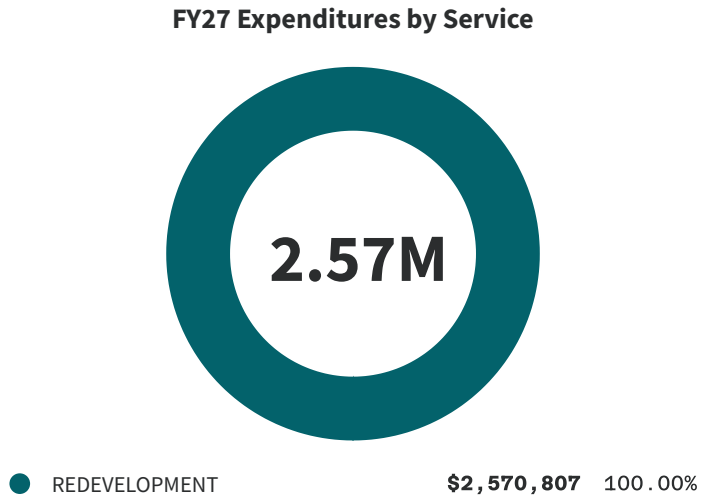
The CDA plays a significant role in creating safe, affordable, and decent housing in the City of Madison. The lack of affordable housing is a crucial citywide issue in Madison and the CDA is committed to working with the City of Madison on the development and preservation of affordable housing.

CDA Redevelopment Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

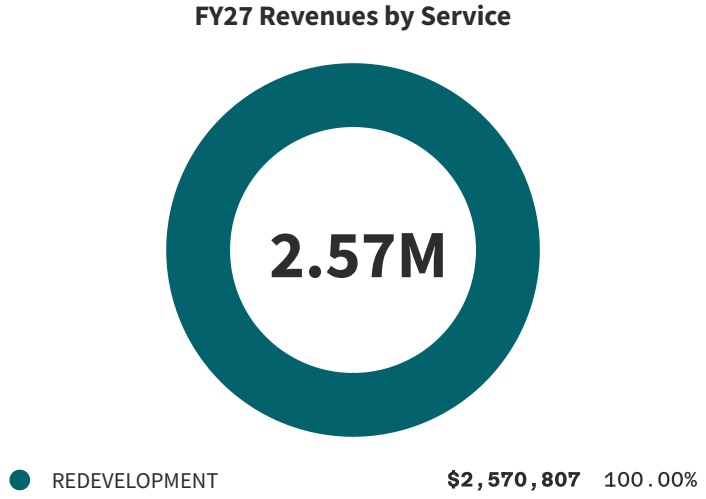
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
REDEVELOPMENT	$6,567,523	$6,572,362	$7,191,711	$7,198,465	$2,570,807
Total Expenditures	**$6,567,523**	**$6,572,362**	**$7,191,711**	**$7,198,465**	**$2,570,807**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
REDEVELOPMENT	$6,567,523	$6,572,362	$7,191,711	$7,198,465	$2,570,807
Total Revenues	**$6,567,523**	**$6,572,362**	**$7,191,711**	**$7,198,465**	**$2,570,807**

Service: Redevelopment

Service Description

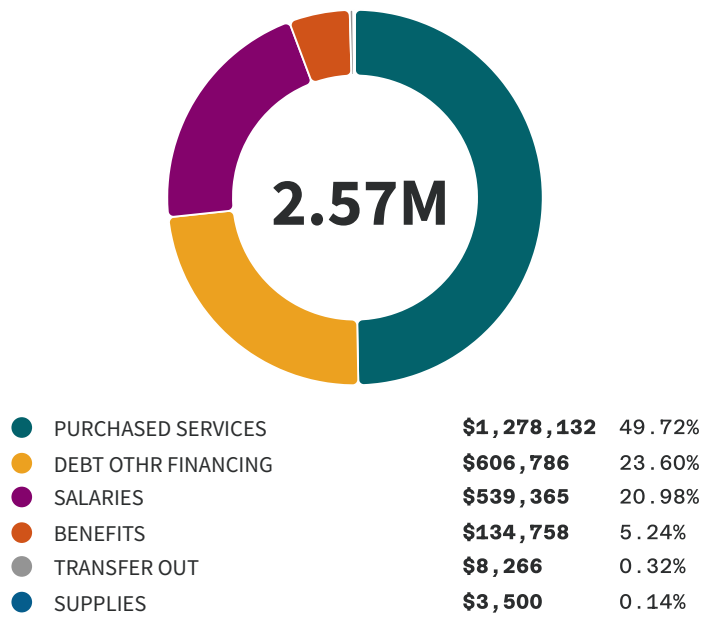
This service is responsible for the Community Development Authority's (CDA) housing, economic, and redevelopment initiatives in the City of Madison. CDA Redevelopment is the managing member for Burr Oaks Senior Housing and Revival Ridge Apartments. The CDA is the sole owner of Monona Shores Apartments, Reservoir Apartments, and the Village on Park. The CDA Redevelopment also undertakes Public Housing redevelopment activities through its non-profit arm, Madison Revitalization and Community Development Corporation (MRCDC). The goal of this service is to provide high-quality housing for low-income households to strengthen low and moderate income neighborhoods.

Activities Performed by this Service

- Housing Asset Management: Oversee contracts with property managers to administer housing projects.
- Commercial Asset Management: Oversee operations at The Village on Park by managing a contract with a property management company.
- Staffing the CDA Board: As a separate public entity, the CDA is governed by a Board of Commissioners. CDA staff and assigned City staff support the operation of the Board and its committees.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

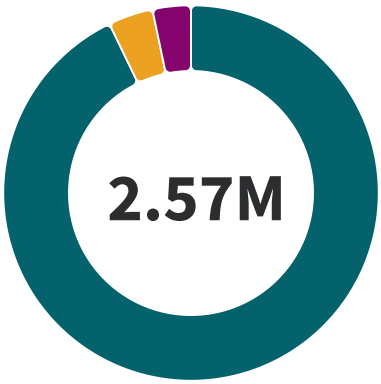


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$485,873	$274,635	$513,162	$535,979	$539,365
BENEFITS	$138,021	$82,936	$150,820	$134,758	$134,758
SUPPLIES	-	$32	$1,900	$1,900	$3,500
PURCHASED SERVICES	$1,624,494	$3,571,349	$1,631,253	$1,631,253	$1,278,132
DEBT OTHR FINANCING	$4,319,136	$2,643,410	$4,872,094	$4,872,094	$606,786
TRANSFER OUT	-	-	$22,482	$22,482	$8,266
Total Expenditures	**$6,567,523**	**$6,572,362**	**$7,191,711**	**$7,198,465**	**$2,570,807**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	$2,386,794	92.84%
INVEST OTHER CONTRIB	$99,013	3.85%
OTHER FINANCE SOURCE	$85,000	3.31%

Agency Revenues by Major

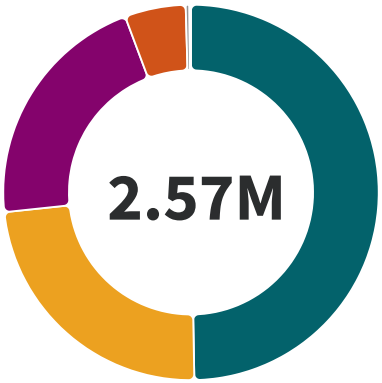
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	$4,365,000	-	-	-
CHARGES FOR SERVICES	$601,005	$1,996,583	$5,155,760	$2,974,030	$2,386,794
INVEST OTHER CONTRIB	$89,091	$111,379	$161,205	$161,205	$99,013
MISC REVENUE	$2,368,331	$99,400	$202,506	$202,506	-
OTHER FINANCE SOURCE	$3,509,096	-	$1,672,239	$3,860,723	$85,000
Total Revenues	**$6,567,523**	**$6,572,362**	**$7,191,711**	**$7,198,465**	**$2,570,807**

CDA Redevelopment: CDA Fund

The graphs and tables below provide a summary and line-item details of the agency's CDA Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



PURCHASED SERVICES	$1,278,132	49.72%
DEBT OTHR FINANCING	$606,786	23.60%
SALARIES	$539,365	20.98%
BENEFITS	$134,758	5.24%
TRANSFER OUT	$8,266	0.32%
SUPPLIES	$3,500	0.14%

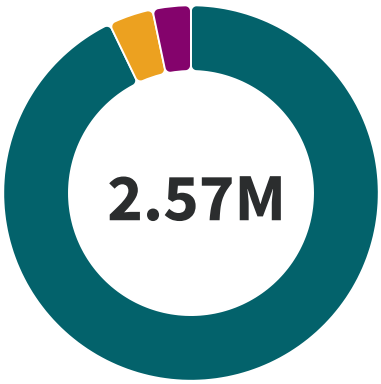
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$237,617	$485,873	$274,635	$513,162	$535,979	$539,365
PERMANENT WAGES	$234,441	$464,674	$266,619	$489,379	$506,221	$506,221
PENDING PERSONNEL	-	$20,949	-	$38	$6,012	$2,448
PREMIUM PAY	-	$50	-	$50	$50	-
COMPENSATED ABSENCE	$2,600	-	$2,143	$21,696	$21,696	$21,696
HOURLY WAGES	-	-	-	$1,000	$1,000	$6,000
OVERTIME WAGES PERMANENT	$575	$200	$5,873	$1,000	$1,000	$3,000
BENEFITS	$52,751	$138,021	$82,936	$150,820	$134,758	$134,758
HEALTH INSURANCE BENEFIT	$37,264	$69,338	$42,293	$77,642	$59,567	$59,567
WAGE INSURANCE BENEFIT	$1,338	$1,865	$1,373	$1,385	$778	$778
WI RETIREMENT SYSTEM	$16,361	$32,295	$19,144	$35,235	$36,448	$36,448
FICA MEDICARE BENEFITS	$17,280	$34,523	$20,127	$36,558	$37,965	$37,965
PENSION EXPENSE	-$19,492	-	-	-	-	-
SUPPLIES	$2,338	-	$32	$1,900	$1,900	$3,500

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COPY PRINTING SUPPLIES	$2,338	-	-	$500	$500	$500
HARDWARE SUPPLIES	-	-	-	$1,400	$1,400	$3,000
POSTAGE	-	-	$2	-	-	-
WORK SUPPLIES	-	-	$30	-	-	-
PURCHASED SERVICES	$170,962	$1,624,494	$3,571,349	$1,631,253	$1,631,253	$1,278,132
WATER	-	-	$1,134	$1,218	$1,218	-
STORMWATER	$1,213	-	$906	$1,816	$1,816	$1,571
CELLULAR TELEPHONE	$46	$195	$183	$46	$46	$195
SYSTEM AND SOFTWARE MAINTENANC	$2,028	$2,050	$2,173	$2,050	$2,050	$3,090
RECRUITMENT	-	-	-	-	-	$200
CONFERENCES AND TRAINING	$3,850	$5,000	$2,150	$5,000	$5,000	$10,000
AUDIT SERVICES	$12,740	$15,862	$8,836	$15,862	$15,862	$16,338
BANK SERVICES	-	-	$500	-	-	-
LEGAL SERVICES	$1,944	-	$35,446	$1,000	$1,000	$5,000
MORTGAGE AND TITLE SERVICES	-	-	$500	-	-	-
CONSULTING SERVICES	$147,906	$300,000	$295,734	$6,000	$6,000	$7,000
OTHER SERVICES AND EXPENSES	$1,235	$5,000	$817,287	$5,050	$5,050	$400,000
GRANTS	-	$1,202,887	$2,400,000	$1,500,000	$1,500,000	$748,738
PROPERTY INSURANCE	-	$93,500	-	$92,711	$92,711	$85,000
PERMITS AND LICENSES	-	-	$6,500	$500	$500	$1,000
DEBT OTHR FINANCING	$770,405	$4,319,136	$2,643,410	$4,872,094	$4,872,094	$606,786
PRINCIPAL	-	$2,914,844	$580,815	$512,481	$512,481	$507,483
INTEREST	$62,559	$879,292	$116,623	$713,681	$713,681	$99,303
PAYING AGENT SERVICES	-	$525,000	-	$370,000	$370,000	-
FUND BALANCE GENERATED	$707,846	-	$1,945,972	$3,275,932	$3,275,932	-
TRANSFER OUT	-	-	-	$22,482	$22,482	$8,266
TRANSFER OUT TO CDA	-	-	-	$22,482	$22,482	$8,266
Total Expenditures	**$1,234,073**	**$6,567,523**	**$6,572,362**	**$7,191,711**	**$7,198,465**	**$2,570,807**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	$2,386,794	92.84%
INVEST OTHER CONTRIB	$99,013	3.85%
OTHER FINANCE SOURCE	$85,000	3.31%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	-	$4,365,000	-	-	-
LOCAL REVENUES CAPITAL	-	-	$4,365,000	-	-	-
CHARGES FOR SERVICES	$273,365	$601,005	$1,996,583	$5,155,760	$2,974,030	$2,386,794
MISCELLANEOUS CHRGS FOR SERVIC	$269,525	$281,005	$139,472	$535,760	$535,760	$286,794
DEVELOPMENT FEES	$3,840	$120,000	$8,314	$3,620,000	$288,270	$120,000
REIMBURSEMENT OF EXPENSE	-	$200,000	$1,848,797	$1,000,000	$2,150,000	$1,980,000
INVEST OTHER CONTRIB	$177,581	$89,091	$111,379	$161,205	$161,205	$99,013
INTEREST	$177,581	$89,091	$111,379	$161,205	$161,205	$99,013
MISC REVENUE	$124,852	$2,368,331	$99,400	$202,506	$202,506	-
MISCELLANEOUS REVENUE	$124,852	$2,368,331	$99,400	$202,506	$202,506	-
OTHER FINANCE SOURCE	$658,275	$3,509,096	-	$1,672,239	$3,860,723	$85,000
SALE OF ASSETS	$70,000	$2,165,293	-	-	-	-
(GAIN) LOSS ON SALE OF ASSET	-$2	-	-	-	-	-
FUND BALANCE APPLIED	-	$1,343,803	-	$1,672,239	$3,860,723	$85,000
OPER CONTRIBUTION MUNICIPAL	$588,277	-	-	-	-	-
Total Revenues	**$1,234,073**	**$6,567,523**	**$6,572,362**	**$7,191,711**	**$7,198,465**	**$2,570,807**

CDA Redevelopment Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
CDA EXECUTIVE DIR-21	21	1.00	1.00
REAL ESTATE DEV SPEC 4-18	18	1.00	-
Grand Total		**2.00**	**1.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The changes reflect the addition of the MRCDC service in CDA Housing Operations. Positions in both agencies have allocations across both agencies. The addition of the MRCDC service improves budget accuracy, strengthens financial planning, and enhances operational efficiency by aligning resources with current organizational priorities and anticipated program needs.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The proposed changes do not reduce redevelopment services or affordable housing initiatives. Instead, they align financial resources with project schedules, financing requirements, and staffing needs to ensure redevelopment projects continue to move forward efficiently. The addition of redevelopment capacity and updated cost allocations strengthen the Redevelopment Authority's ability to deliver affordable housing projects, leverage external funding sources, and maintain long-term stewardship of affordable housing assets.

CDA Redevelopment 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges).

CDA Redevelopment did not submit a 2% reduction proposal. As noted in the agency's transmittal memo, the request budget reflects a lower budget in 2027 compared to 2026 based on anticipated fluctuations in project activities. The agency did not submit additional service reductions.

Community Development Division Overview

Agency Mission

The mission of the Community Development Division (CDD) is to collaborate with residents, neighborhoods, and other community stakeholders to remove barriers to opportunity in order to support a more vibrant community, shared prosperity, and resident and community wellbeing.

Agency Overview

The Agency accomplishes this mission by helping to expand access to affordable housing; improving economic opportunities; promoting and supporting healthy, thriving neighborhoods; expanding access to quality childcare for all children; supporting programming designed to enhance the quality of life for children and families; and promoting successful aging of Madison's older adults.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

CDD made 5 adjustments to Central Budget and recommends an additional change moving a position from CDD to Engineering. Summary of changes are below:

Intergovernmental revenue in Homeless Services and Housing Stability has been reduced by $84,643 to reflect a change in contracting practices for two agencies for which the City and County both provide funding. Rather than pass its funding through the City for the City to administer, Dane County will now contract directly with these service providers. This change streamlines the contracting process and provide operational efficiencies.

Revenue associated with childcare accreditation fees was suspended during the pandemic to reduce the financial burden on childcare providers already operating under significant economic pressures and facing ongoing workforce and affordability challenges. This budget proposal eliminates that revenue source from Child and Youth Services. As pressures on childcare providers remain and reinstating the fee would generate very little revenue ($20,000), we recommend ending it. Accordingly, both the anticipated fee revenue and the corresponding expenditure authority have been reduced to accurately reflect current operations while maintaining the existing level of program support.

The Madison Senior Center Foundation has approved providing $13,600 of increased funding to support higher operating costs in Older Adult Services. Of this amount, $10,000 is one-time funding to support expansion of the Madison Information Systems (MIS) database, a system already used to track outcomes in the Community Resources Unit. MIS is a centralized platform that will enable all City-funded older adult service providers to consistently track participant data, improving operational efficiencies.

Not in Central Budget but in partnership with Facilities Management, CDD proposes to transfer a Custodial Worker II position from CDD to Facilities Management. The position (Position ID #847), which is currently filled, provides custodial and related support services to the Madison Senior Center. As it is the sole custodial position within CDD, it is difficult to provide the employee the level of guidance, backup and professional support that would aid his development and optimize the position's value. Transferring the position to Engineering will provide operational efficiencies to both CDD and Engineering.

CDD made two adjustments in Fund 1205 (federal grants) related to the removal of one-time budget authority within loan expenditures for the disbursement federal HOME funded loans last year. The loan expenditure represented the reauthorization of previously awarded HOME grant funds rather than new program activity. Overall loan expenditure authority decreases by approximately $8.6 million as a result of removing this one-time authority. CDD would deem this a technical correction.

The final adjustment reflects the discontinuation of a Community Development Block Grant (CDBG)-funded Business Loan Program. Due to costly federal compliance requirements, the program manager opted to discontinue its administration of the CDBG-funded program. The Economic Development Division has identified alternative funding sources to continue support for business development and job creation opportunities.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

CDD does not expect the proposed adjustments to reduce services or negatively affect residents' quality of life. Several of the changes advance equity by reducing administrative burdens and preserving resources for direct community benefit. Eliminating child care accreditation fees permanently remove a financial obligation for child care providers, while still offering the same level of support within current budget limits. Changes to homeless services contracting streamline administration between the City and Dane County while maintaining the same level of funding and services for providers and the people they serve.

Additional adjustments improve operational efficiency and accountability. Increased support from the Madison Senior Center Foundation will expand the use of a centralized data management system, improving the City's ability to measure outcomes and better understand the needs of older adults receiving City-funded services. The proposed transfer of custodial services to Facilities Management is intended to provide stronger operational support for the employee and more efficient delivery of facility services without affecting services at the Madison Senior Center.

EDD will continue to contract with Madison Development Corp to administer a job creation program, utilizing TIF vs federal CDBG resources. We do not anticipate an equity impact in ending this program.

Transmittal Memo

Community Development Division

Madison Municipal Building, Suite 300

215 Martin Luther King Jr. Blvd.

Mailing Address:

P.O. Box 2627

Madison, Wisconsin 53701-2627

Phone: (608) 266-6520

Fax: (608) 261-9626

www.cityofmadison.com/dpced/community-development

TO: Mayor Satya Rhodes-Conway

FROM: Jim O'Keefe, Community Development Division Director

Goals of Agency's Operating Budget

The Community Development Division's 2027 Operating Budget includes nine service areas which were created through the Results Madison process in 2025 to provide more transparency to CDD's scope of work. These services align with the City's *Imagine Madison* framework and priorities laid out within two of its *Elements of a Great City — Neighborhoods and Housing*, and *Economy & Opportunity*. The budget supports the following service structure and goals in CDD's work plan:

- "Housing Development and Financing" — Continue efforts to preserve, improve, and expand housing choices affordable to renters and homeowners in Madison, while supporting neighborhood health and vitality. (This service is funded primarily with federal resources from U.S. Department of Housing and Urban Development and Affordable Housing Funds within CDD's Capital Budget.)
- "Homeless Services and Housing Stability" — Continue to support the network of service agencies that work with renter households and people experiencing homelessness to ensure that all Madison residents can secure and maintain stable housing.
- "Crisis Intervention and Prevention" — Continue support to community partners who respond to the needs of vulnerable populations in Madison whose lives are disrupted by gender-based violence, social or cultural isolation, and other circumstances that can destabilize households. The goals are both to address household needs in the immediate aftermath of crisis events and reduce the likelihood that they will recur.
- "Child and Youth Services" — Continue support for activities that provide Madison families access to affordable, high-quality programs for children from birth to school-age, as well as for school-aged youth.
- "Older Adult Services" — Continue support to older adults through activities and programming offered through and at the Madison Senior Center, as well as through a network of community partners that provide case management, senior activities and education services.
- "Employment and Career Development" — Continue support for a network of local service providers that offer job readiness, employment training and career exploration and development services for youth and adults in our city, particularly those who face barriers to stable employment.
- "Small Business Assistance" — Continue efforts to support small businesses and entrepreneurs through the provision of technical and financial assistance. (These efforts rely mostly on Federal Community Development Block Grant funds administered by CDD; however, staff in the City's Economic Development Division manage contracts with local agencies to whom funds are awarded.)
- "Neighborhood Support" — Continue support to the network of neighborhood centers and other community facilities that serve Madison residents. In partnership with City Planning staff, we also offer support for resident-driven neighborhood planning and revitalization efforts.
- "Division Administration" — Continue general staffing, budgeting, and operational support across the Division.

Most of CDD's operating budget (77%) is devoted to Purchased Services and most of that provides funding for contracts with local non-profit partners that serve Madison residents. CDD allocates funds authorized by the Common Council for specific program areas through a series of competitive requests for proposals (RFP) processes. The RFP process articulates the City's goals and objectives and sets forth program and agency performance expectations. Those expectations, many of which drive CDD's Results Madison data measurements, are codified in purchase of service contracts. CDD strives to ensure positive outcomes from the use of City dollars by promoting, adopting and supporting recognized best practices and evidence-based program models.

99.25% Budget

CDD managers are confident we can manage the Division's budget to 99.25% of authorized levels without disrupting operations by closely monitoring and adjusting, as needed, discretionary spending, e.g., office, program and building supplies; staff participation in conferences and training; and the pace at which vacant positions are filled. Several positions are currently vacant or expected to become vacant in 2027.

CDD collaborates with colleagues within and outside the Department of Planning and Community & Economic Development to improve the efficiency of City efforts around data maintenance and communication, public engagement, City-initiated (re)development, violence prevention and more. Staff remain active in interagency teams that help identify opportunities for program and process improvements.

2027 Reduction Scenarios

CDD managers appreciate the challenges the City faces with respect to its 2027 Operating Budget and the role we need to play to help meet them. As previously noted, the largest share of the Division's budget is devoted to Purchased Services, much of which funds community agency contracts. Most funding is allocated to agencies through program-specific RFP processes which run on staggered (typically) 5-year cycles. In any given year, funding authorized in one or more program areas is put out to bid via RFP. While City contracts generally provide only a portion of what agencies need to maintain their services, our funding is an important element of their finances, and its stability enhances its value.

Reducing support for community-based organizations is always difficult; it is especially so at a time of heightened uncertainty surrounding Federal, State and even County funding. Many local partners are bracing for potential funding reductions from other sources even as they experience increased demand for services.

For all these reasons, CDD seeks to identify reductions that are minimally disruptive to maintaining essential community services. Toward that end, CDD offers the following three reduction proposals for consideration. These options are intended to meet the requested budget target of $348,960, while minimizing impacts to direct services and preserving the Division's ability to respond to evolving community needs.

The first is elimination of a long-standing sole-source contract with Community Coordinated Child Care (4-C), which provides data support to the Child Care Unit. The $42,523 contract has reached a point of diminished necessity as datasets have become publicly accessible via the State's Department of Children and Families website. Eliminating this contract will reduce community agency contracts within Child and Youth Services- Purchase of Services.

The second proposed reduction will cut $110,000 from the $523,000 Tuition Assistance Program budget. This Program allocates $300,000 to direct tuition subsidies for eligible families and $200,000 to stabilization grant payments made to childcare providers that serve lower-income families. The proposed reduction is focused on tuition subsidies and responds to declining enrollment trends. Over the past five years, eligibility and benefit enhancements in the County-administered, State-funded Wisconsin Shares Program have reduced participation in the City program. By ordinance, families eligible for Wisconsin Shares are not eligible for City tuition assistance. The proposed reduction in funding preserves some funding to maintain support for the small number of currently enrolled families and continue the transition of remaining funds toward stabilization grants or other mechanisms to support regulated programs.

The final proposed reduction cuts 1.5% from more than $13 million of Purchased Services – saving $197,206. The reduction applies to internal Division operations – expenses for such things as facility and equipment maintenance and recruitment – as well as to agency contracts. We offer this reduction knowing that actual spending totals in recent years have trended 2% or more below budgeted levels. That is a function of normal operational variances, such as lower-than-budgeted facility maintenance costs, delayed maintenance activities, and other routine fluctuations in the Division's operating expenses. It also reflects the fact that in any given year numerous contracted agencies underspend their budgeted totals. That is most often a function of reduced expenses resulting, for example, from staff turnover and delays in filling vacancies. This situation typically involves different agencies from one year to the next, across the spectrum of program areas, but the result

is a reliable surplus of budgeted funding over actual spending. If trends continue, we believe we can absorb a 1.5% reduction without needing to cut individual agency contracts.

Reallocations and Other Changes

The following budget reallocations are budget neutral in Fund 1100 (general funds) but exceed the City's $10,000 threshold and are therefore identified for transparency.

Intergovernmental revenue in Homeless Services and Housing Stability has been reduced by $84,643 to reflect a change in contracting practices for two agencies for which the City and County both provide funding. Rather than pass its funding through the City for the City to administer, Dane County will now contract directly with these service providers. This change streamlines the contracting process and will not affect the level of services provided by community agencies. It merely removes the County funding from CDD's budget and makes a corresponding reduction in expenditures.

Revenue associated with childcare accreditation fees was suspended during the pandemic to reduce the financial burden on childcare providers already operating under significant economic pressures and facing ongoing workforce and affordability challenges. This budget proposal eliminates that revenue source from Child and Youth Services. As pressures on childcare providers remain and reinstating the fee would generate very little revenue ($20,000), we recommend ending it. Accordingly, both the anticipated fee revenue and the corresponding expenditure authority have been reduced to accurately reflect current operations while maintaining the existing level of program support.

The Madison Senior Center Foundation has approved providing $13,600 of increased funding to support higher operating costs in Older Adult Services. Of this amount, $10,000 is one-time funding to support expansion of the Madison Information Systems (MIS) database, a system already used to track outcomes in the Community Resources Unit. MIS is a centralized platform that will enable all City-funded older adult service providers to consistently track participant data, program participation, demographics, and outcomes, improving reporting, coordination, and program evaluation.

Also, in partnership with Facilities Management, CDD is proposing to transfer a Custodial Worker II position from CDD to Facilities Management. The position (Position ID #847), which is currently filled, provides custodial and related support services to the Madison Senior Center. As it is the sole custodial position within CDD, it is difficult to provide the employee the level of guidance, backup and professional support that would aid development and optimize the position's value. At the same time, while the services provided to the Senior Center are essential to its operation, they may not require the commitment of a full-time position. We believe transferring the position to Facilities Management could enhance the level of professional support that is provided to the employee and, potentially, expand the capacity of the Facilities Management team. The proposed transfer has not been reflected in Central Budget but would involve transferring salaries and benefits along with approximately $3,000 currently budgeted in CDD for janitorial supplies.

Finally, CDD has made two adjustments in Fund 1205 (federal grants) related to the removal of one-time budget authority within loan expenditures for the disbursement of federal HOME funded loans last year. The loan expenditure represented the reauthorization of previously awarded HOME grant funds rather than new program activity. Overall loan expenditure authority decreases by approximately $8.6 million as a result of removing this one-time authority.

The final adjustment reflects the discontinuation of a Community Development Block Grant (CDBG)-funded Business Loan Program. Due to costly federal compliance requirements, the program manager opted to discontinue its administration of the CDBG-funded program. The Economic Development Division has identified alternative funding sources to continue support for business development and job creation opportunities. These adjustments reflect the expiration of one-time budget authority and a shift in funding strategy, rather than a reduction in the City's ongoing investment in housing or economic development.

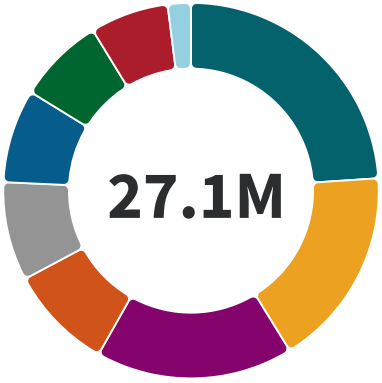
Community Development Division Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflects all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

FY27 Expenditures by Service



HOMELESS SVCS HOUSNG STABILITY	**$6,499,842**	23.95%
HSNG DEVELOPMENT AND FINANCING	**$4,683,006**	17.25%
CHILD AND YOUTH SERVICES	**$4,610,394**	16.99%
EMPLOYMENT AND CAREER DEVLPMNT	**$2,450,843**	9.03%
CRISIS INTERVENTION PREVENTION	**$2,310,068**	8.51%
OLDER ADULT SERVICES	**$2,182,343**	8.04%
NEIGHBORHOOD SUPPORT	**$2,030,015**	7.48%
CD DIVISION ADMINISTRATION	**$1,835,239**	6.76%
SMALL BUSINESS ASSISTANCE	**$539,545**	1.99%

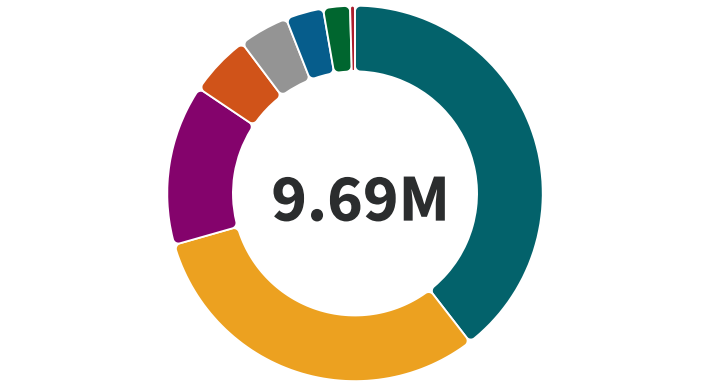
Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HSNG DEVELOPMENT AND FINANCING	$7,831,254	$11,377,247	$3,708,672	$3,744,506	$4,683,006
HOMELESS SVCS HOUSNG STABILITY	$11,429,645	$13,319,333	$7,784,720	$7,657,657	$6,499,842
NEIGHBORHOOD SUPPORT	$2,191,829	$1,743,698	$2,213,059	$2,210,015	$2,030,015
SMALL BUSINESS ASSISTANCE	$793,339	$512,654	$1,274,670	$1,275,545	$539,545
EMPLOYMENT AND CAREER DEVLPMNT	$2,493,447	$2,229,161	$2,677,984	$2,300,843	$2,450,843
CRISIS INTERVENTION PREVENTION	$2,405,895	$2,446,434	$2,304,282	$2,310,068	$2,310,068

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHILD AND YOUTH SERVICES	$4,555,437	$4,485,214	$4,651,940	$4,630,394	$4,610,394
OLDER ADULT SERVICES	$1,741,123	$1,602,856	$1,679,069	$2,168,743	$2,182,343
CD DIVISION ADMINISTRATION	$1,592,298	$1,586,139	$1,626,140	$1,689,391	$1,835,239
Total Expenditures	**$35,034,267**	**$39,302,736**	**$27,920,535**	**$27,987,160**	**$27,141,293**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



●	HSNG DEVELOPMENT AND FINANCING	**$3,829,775**	39.51%
●	HOMELESS SVCS HOUSNG STABILITY	**$3,012,328**	31.08%
●	CD DIVISION ADMINISTRATION	**$1,342,359**	13.85%
●	SMALL BUSINESS ASSISTANCE	**$514,000**	5.30%
●	OLDER ADULT SERVICES	**$415,311**	4.28%
●	NEIGHBORHOOD SUPPORT	**$314,500**	3.24%
●	EMPLOYMENT AND CAREER DEVLPMNT	**$225,000**	2.32%
●	CHILD AND YOUTH SERVICES	**$40,000**	0.41%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HSNG DEVELOPMENT AND FINANCING	$6,832,865	$1,401,963	$3,456,810	$3,490,023	$3,829,775
HOMELESS SVCS HOUSNG STABILITY	$7,137,144	$17,440,671	$3,952,060	$3,870,143	$3,012,328
NEIGHBORHOOD SUPPORT	$1,060,259	$188,226	$494,500	$494,500	$314,500
SMALL BUSINESS ASSISTANCE	$792,976	$945,726	$1,000,277	$1,000,277	$514,000
EMPLOYMENT AND CAREER DEVLPMNT	$281,250	$103,427	$450,000	$75,000	$225,000
CHILD AND YOUTH SERVICES	$60,000	$50,961	$74,000	$60,000	$40,000
OLDER ADULT SERVICES	$66,480	$56,702	$75,400	$401,711	$415,311
CD DIVISION ADMINISTRATION	$823,252	$1,823,324	$1,124,888	$1,147,486	$1,342,359
CRISIS INTERVENTION PREVENTION	-	$207,280	-	-	-

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Revenues	**$17,054,227**	**$22,218,280**	**$10,627,935**	**$10,539,140**	**$9,693,273**

Service: CD Division Administration

Service Description

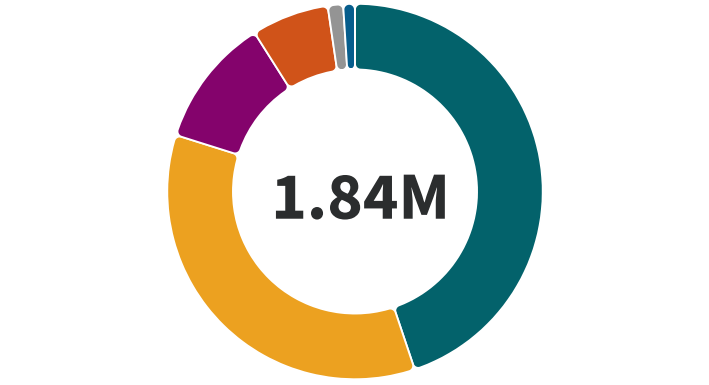
This service supports general management and administrative functions within the Community Development Division, including staff's participation in citywide efforts and initiatives not specifically tied to one of the other services. The goal of this service is to respond to community needs by strengthening collaboration among community partners and providing effective and efficient coordination of City funding and resources.

Activities Performed by this Service

- Direct Administration & Support Services: Provide overall staffing, budgeting, regulatory and operational support across the Division's various units.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



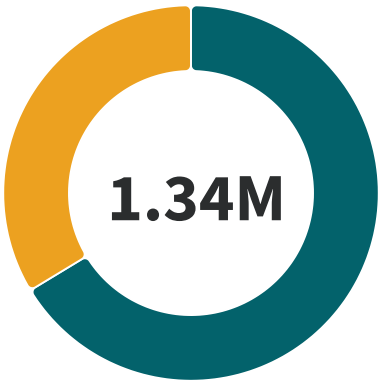
INTER DEPART CHARGES	**$1,358,459**	74.02%
SALARIES	**$1,060,957**	57.81%
BENEFITS	**$337,839**	18.41%
PURCHASED SERVICES	**$201,494**	10.98%
DEBT OTHR FINANCING	**$40,248**	2.19%
SUPPLIES	**$30,350**	1.65%
INTER DEPART BILLING	**-$1,194,109**	-65.07%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$870,003	$984,897	$1,020,576	$1,060,957	$1,060,957
BENEFITS	$281,738	$279,324	$338,441	$337,839	$337,839
SUPPLIES	$30,100	$25,823	$30,350	$30,350	$30,350
PURCHASED SERVICES	$192,719	$90,763	$192,494	$192,494	$201,494
DEBT OTHR FINANCING	$40,248	$40,248	$48,482	$40,248	$40,248
INTER DEPART CHARGES	$1,005,111	$228,257	$1,543,692	$1,556,167	$1,358,459
INTER DEPART BILLING	-$840,027	-$63,173	-$1,547,895	-$1,528,665	-$1,194,109
TRANSFER OUT	$12,406	-	-	-	-
Total Expenditures	**$1,592,298**	**$1,586,139**	**$1,626,140**	**$1,689,391**	**$1,835,239**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$890,500**	66.34%
CHARGES FOR SERVICES	**$451,859**	33.66%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$492,739	$466,917	$725,163	$767,486	$890,500
CHARGES FOR SERVICES	$330,513	$120,213	$399,725	$380,000	$451,859
OTHER FINANCE SOURCE	-	$1,236,193	-	-	-
Total Revenues	**$823,252**	**$1,823,324**	**$1,124,888**	**$1,147,486**	**$1,342,359**

Service: Child & Youth Services

Service Description

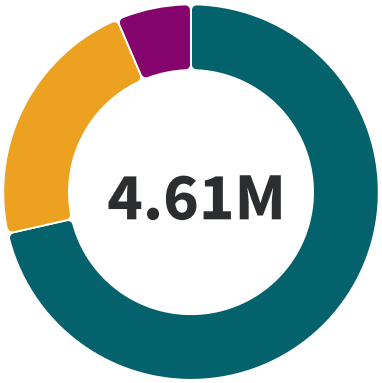
This service expands access to affordable, high quality early childcare, and programs for children and youth. It does so by offering direct support to a network of service providers and promoting their adherence to best practice standards. CDD's role varies in this work and includes funding programs and initiatives, collaborating with partners in the child and youth field, and convening groups of stakeholders.

Activities Performed by this Service

- Child and Youth Development: Provide financial and other support to community partners that offer programming serving middle- and high school-aged youth.
- Early Childhood Care and Education: Provide financial and other support to community partners that offer programs and services focused on early childhood and elementary school-aged children.
- Child Care Tuition Assistance and Stabilization: Provide financial subsidies to eligible households to help them pay for quality child care, and provide financial assistance to support child care centers that serve children in lower-income households.
- Child Care Center Support and Professional Development: Work with local child care providers to improve the quality and capacity of early childhood care services through on-site accreditation, support and training.
- Madison Out-of-School Time (MOST): In collaboration with the Madison Metropolitan School District, collaborate with the network of community partners to promote and support evidence-based out-of-school-time programming available to youth, and work to ensure it is accessible to all Madison households.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



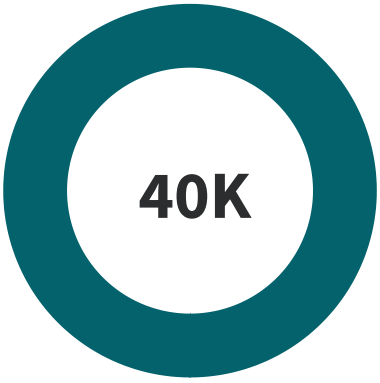
PURCHASED SERVICES	$3,294,737	71.46%
SALARIES	$1,018,640	22.09%
BENEFITS	$296,517	6.43%
SUPPLIES	$500	0.01%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$939,864	$976,399	$995,216	$1,018,640	$1,018,640
BENEFITS	$300,336	$307,983	$327,487	$296,517	$296,517
SUPPLIES	$500	$775	$500	$500	$500
PURCHASED SERVICES	$3,309,737	$3,200,057	$3,328,737	$3,314,737	$3,294,737
INTER DEPART CHARGES	$5,000	-	-	-	-
Total Expenditures	**$4,555,437**	**$4,485,214**	**$4,651,940**	**$4,630,394**	**$4,610,394**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



MISC REVENUE **$40,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$60,000	$50,961	$74,000	$60,000	$40,000
Total Revenues	**$60,000**	**$50,961**	**$74,000**	**$60,000**	**$40,000**

Service: Crisis Prevention & Intervention

Service Description

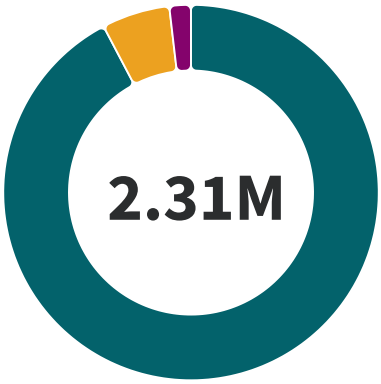
This service provides financial and technical assistance to organizations in three key areas: crisis intervention, recovery and stabilization, and prevention services and activities. The range of programming and services seeks to provide safety and stability to individuals and households in crisis and help to those seeking pathways out of poverty.

Activities Performed by this Service

- Crisis Intervention Support Services: Provide support to community partners that offer 24-hour emergency response and short-term shelter services for persons experiencing gender-based violence, or youth without safe housing.
- Prevention Services and Activities: Provide support to community partners that provide upstream solutions that enhance community connectedness, promote long-term well-being, and reduce risk factors for crisis.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



PURCHASED SERVICES	$2,132,004	92.29%
SALARIES	$135,247	5.85%
BENEFITS	$42,816	1.85%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$213,625	$124,811	$130,356	$135,247	$135,247
BENEFITS	$60,266	$38,873	$41,922	$42,816	$42,816
PURCHASED SERVICES	$2,132,004	$2,126,279	$2,132,004	$2,132,004	$2,132,004
Total Expenditures	**$2,405,895**	**$2,289,964**	**$2,304,282**	**$2,310,068**	**$2,310,068**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Employment & Career Development

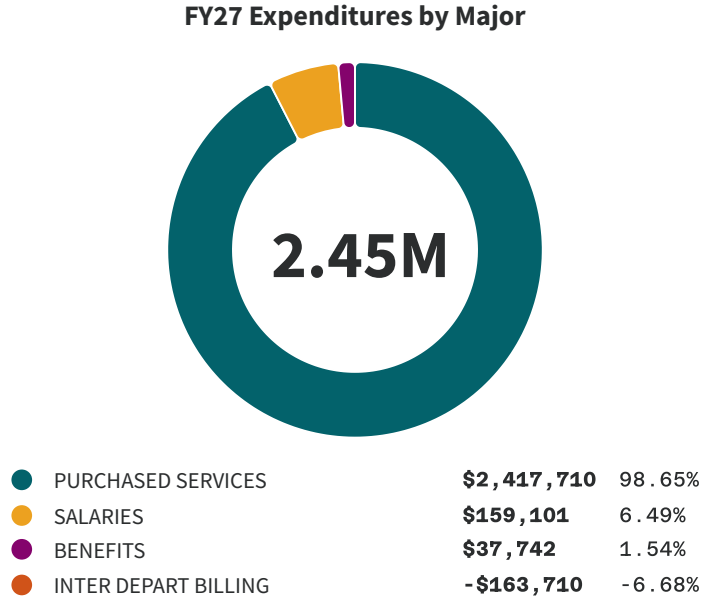
Service Description

This service provides support for youth, young adults, and adults facing barriers to employment by supporting a network of local partners that offer a continuum of job training, career exploration and support programs. This continuum seeks to improve economic opportunities for job seekers and meet workforce needs.

Activities Performed by this Service

- Adult Employment & Training: Support community partners that offer a range of employment training, job readiness and career development services to adults who face obstacles to gainful employment.
- Young Adult Employment & Training: Support community partners that provide young adults (ages 18-26) with age-appropriate employment, employment training, and job coaching opportunities.
- Youth Employment & Training: Support community partners that provide youth (ages 14-21) with age-appropriate employment, employment training, job coaching and career exploration opportunities.

Expenditures by Major (All Funds)

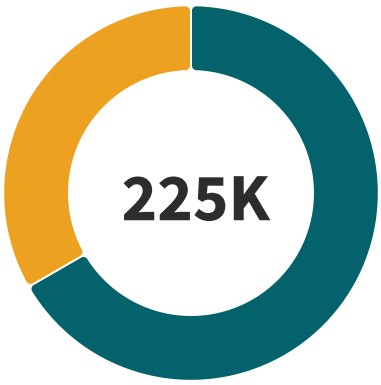


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$139,968	$145,418	$151,842	$159,101	$159,101
BENEFITS	$43,229	$42,867	$47,142	$37,742	$37,742
PURCHASED SERVICES	$2,473,960	$2,204,226	$2,642,710	$2,267,710	$2,417,710
INTER DEPART BILLING	-$163,710	-$163,350	-$163,710	-$163,710	-$163,710
Total Expenditures	**$2,493,447**	**$2,229,161**	**$2,677,984**	**$2,300,843**	**$2,450,843**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INVEST OTHER CONTRIB	**$150,000**	66.67%
INTERGOV REVENUES	**$75,000**	33.33%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$131,250	$65,927	$75,000	$75,000	$75,000
INVEST OTHER CONTRIB	$150,000	$37,500	$375,000	-	$150,000
Total Revenues	**$281,250**	**$103,427**	**$450,000**	**$75,000**	**$225,000**

Service: Homeless Services & Housing Stability

Service Description

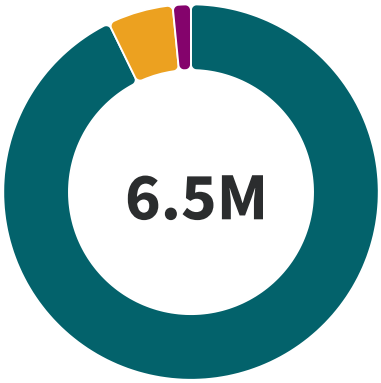
The City of Madison, along with our partners, supports a coordinated homeless services and tenant support system that seeks to improve housing stability and access, providing resources for households at risk of losing housing and making homelessness a rare, brief, and non-recurring experience.

Activities Performed by this Service

- Assist Homeless and Special Needs Populations: Provide financial and technical support to the network of community partners that work to prevent homelessness, provide shelter and include case management services in housing opportunities.
- Support Housing Resources: Assist community partners that provide housing counseling, mediation, and other related services to both tenants and property owners.
- Provide Financial Assistance (Rental / TBRA): Support community partners that provide rental subsidies and other assistance to previously homeless tenants.
- Promote Fair Housing: Support community partners that are involved in efforts to educate and train local property managers on issues related to fair housing and ensuring equitable access to housing, and that respond to discrimination complaints.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



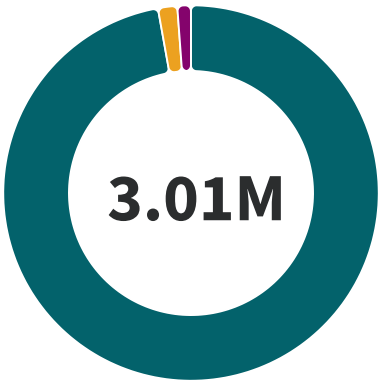
PURCHASED SERVICES	$6,031,225	92.79%
SALARIES	$366,464	5.64%
BENEFITS	$102,153	1.57%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$414,100	$238,864	$401,554	$366,464	$366,464
BENEFITS	$82,984	$69,097	$119,061	$102,153	$102,153
SUPPLIES	$2,000,000	-	-	-	-
PURCHASED SERVICES	$8,930,030	$13,011,372	$7,264,105	$7,189,040	$6,031,225
INTER DEPART CHARGES	$2,531	-	-	-	-
Total Expenditures	**$11,429,645**	**$13,319,333**	**$7,784,720**	**$7,657,657**	**$6,499,842**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$2,927,328**	97.18%
TRANSFER IN	**$50,000**	1.66%
CHARGES FOR SERVICES	**$35,000**	1.16%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$7,037,144	$17,440,671	$3,862,060	$3,780,143	$2,927,328
CHARGES FOR SERVICES	$50,000	-	$40,000	$40,000	$35,000
TRANSFER IN	$50,000	-	$50,000	$50,000	$50,000
Total Revenues	**$7,137,144**	**$17,440,671**	**$3,952,060**	**$3,870,143**	**$3,012,328**

Service: Housing Development & Financing

Service Description

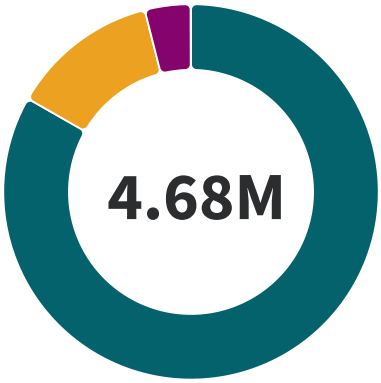
This service funds and administers programs to preserve, improve, and expand the supply of affordable housing for renters and homeowners while supporting neighborhood health and vitality. This is done by providing financial assistance to developers, administering direct lending programs, and by supporting a network of service providers for rehabilitation, down payment assistance and homebuyer education.

Activities Performed by this Service

- Rehab & Accessibility (Owner-Occupied / Rental): Provide grants and loans to help finance major rehabilitation projects and minor home repairs, for example, to make accessibility improvements, to both rental and owner-occupied housing units.
- Housing Development (Owner-Occupied / Rental): Provide loans to help finance the development of new rental and owner-occupied housing units.
- Financial Assistance (Homebuyer): Provide secondary financing, in the form of mortgage reduction assistance, needed to enable low-to-moderate income homebuyers purchase properties.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



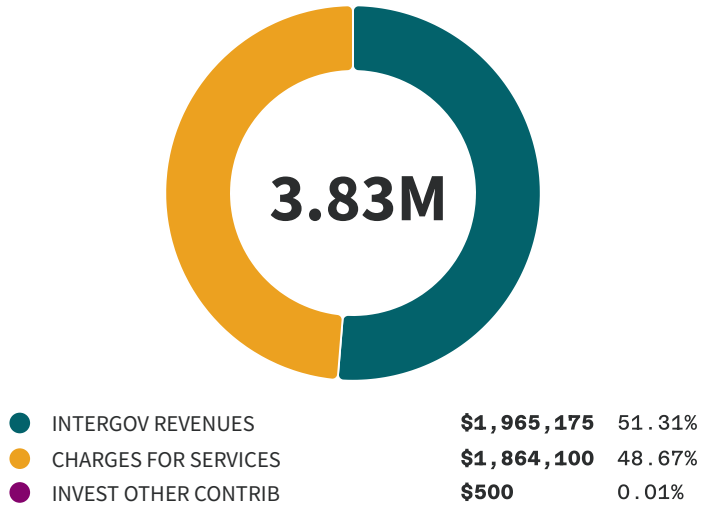
PURCHASED SERVICES	**$3,899,445**	83.27%
SALARIES	**$597,693**	12.76%
BENEFITS	**$184,868**	3.95%
SUPPLIES	**$1,000**	0.02%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$507,019	$458,216	$567,627	$597,693	$597,693
BENEFITS	$145,829	$146,252	$179,100	$184,868	$184,868
SUPPLIES	$1,000	-	$1,000	$1,000	$1,000
PURCHASED SERVICES	$7,177,405	$3,153,761	$2,960,945	$2,960,945	$3,899,445
TRANSFER OUT	-	$25,000	-	-	-
Total Expenditures	**$7,831,254**	**$3,783,229**	**$3,708,672**	**$3,744,506**	**$4,683,006**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$4,994,865	$881,109	$2,268,611	$2,268,611	$1,965,175
CHARGES FOR SERVICES	$1,813,000	$520,732	$1,183,861	$1,221,412	$1,864,100
INVEST OTHER CONTRIB	$25,000	$121	-	-	$500
OTHER FINANCE SOURCE	-	-	$4,338	-	-
Total Revenues	**$6,832,865**	**$1,401,963**	**$3,456,810**	**$3,490,023**	**$3,829,775**

Service: Neighborhood Support

Service Description

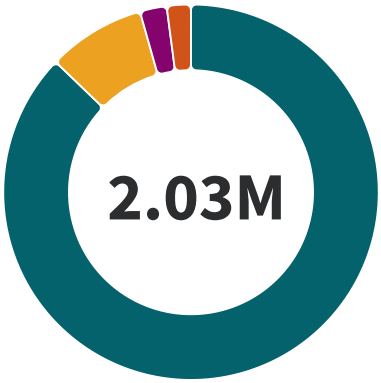
This service supports vibrant, healthy neighborhoods by providing financial support to a network of neighborhood centers and other community facilities and through planning and implementing projects/strategies called for in neighborhood revitalization plans and other neighborhood-based initiatives.

Activities Performed by this Service

- Neighborhood Centers: Provide non-program specific support to neighborhood centers and support for other community focal points.
- Capital Improvements for Community Facilities: Offer loans to non-profit community partners to help finance capital projects involving the creation, expansion or improvement of community spaces that benefit public users.
- Neighborhood Revitalization Plans and Projects: Work with neighborhood residents to develop specialized neighborhood plans that contribute to revitalization efforts and/or community improvements.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



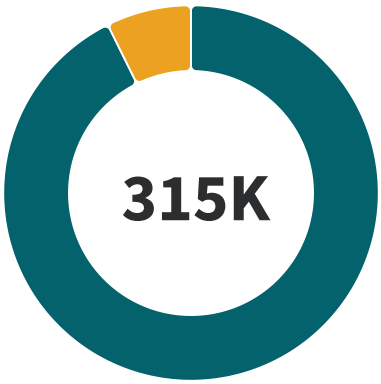
PURCHASED SERVICES	**$1,770,067**	87.19%
SALARIES	**$170,957**	8.42%
INTER DEPART CHARGES	**$47,000**	2.32%
BENEFITS	**$41,990**	2.07%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$159,846	$134,663	$170,331	$170,957	$170,957
BENEFITS	$41,915	$36,500	$45,660	$41,990	$41,990
PURCHASED SERVICES	$1,943,067	$1,525,535	$1,950,067	$1,950,067	$1,770,067
INTER DEPART CHARGES	$47,000	$47,000	$47,000	$47,000	$47,000
Total Expenditures	**$2,191,829**	**$1,743,698**	**$2,213,059**	**$2,210,015**	**$2,030,015**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$291,500**	92.69%
INVEST OTHER CONTRIB	**$23,000**	7.31%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$1,012,259	$243,575	$291,500	$291,500	$291,500
CHARGES FOR SERVICES	$25,000	-	$180,000	$180,000	-
INVEST OTHER CONTRIB	$23,000	$24,651	$23,000	$23,000	$23,000
Total Revenues	**$1,060,259**	**$268,226**	**$494,500**	**$494,500**	**$314,500**

Service: Older Adult Services

Service Description

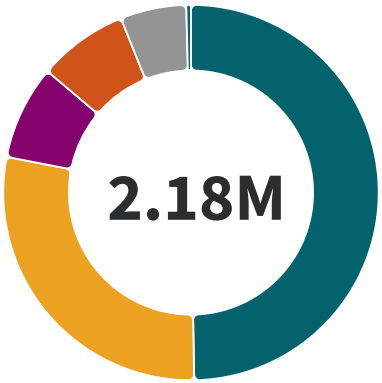
This service supports older adults through the Madison Senior Center's programs and activities as well as by funding agencies that provide case management, volunteer services (providing community members with the opportunity to give or receive services that support aging in place), and senior activities and education.

Activities Performed by this Service

- Older Adults and Aging: Offer financial and other assistance to community-based organizations that provide needed services or resources to older adults in Madison.
- Madison Senior Center: Operate a facility devoted to supporting activities, events, and services that promote successful aging to Madison's population of older adults.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



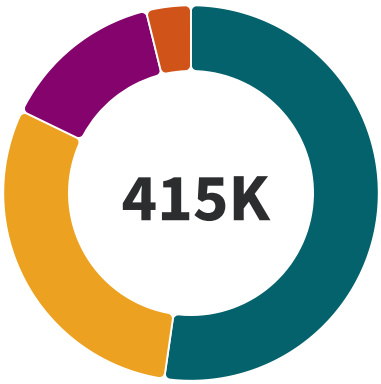
PURCHASED SERVICES	**$1,085,457**	49.74%
SALARIES	**$617,654**	28.30%
SUPPLIES	**$177,250**	8.12%
BENEFITS	**$169,095**	7.75%
TRANSFER OUT	**$124,222**	5.69%
INTER DEPART CHARGES	**$8,665**	0.40%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$519,680	$432,451	$452,664	$617,654	$617,654
BENEFITS	$155,191	$142,910	$151,133	$169,095	$169,095
SUPPLIES	$28,350	$33,035	$23,650	$175,650	$177,250
PURCHASED SERVICES	$1,029,237	$985,795	$1,042,957	$1,073,457	$1,085,457
INTER DEPART CHARGES	$8,665	$8,665	$8,665	$8,665	$8,665
TRANSFER OUT	-	-	-	$124,222	$124,222
Total Expenditures	**$1,741,123**	**$1,602,856**	**$1,679,069**	**$2,168,743**	**$2,182,343**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



MISC REVENUE	**$217,089**	52.27%
TRANSFER IN	**$124,222**	29.91%
INVEST OTHER CONTRIB	**$58,000**	13.97%
CHARGES FOR SERVICES	**$16,000**	3.85%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$16,000	$5,892	$16,000	$16,000	$16,000
INVEST OTHER CONTRIB	$37,480	$34,113	$46,400	$46,400	$58,000
MISC REVENUE	$13,000	$16,697	$13,000	$215,089	$217,089
TRANSFER IN	-	-	-	$124,222	$124,222
Total Revenues	**$66,480**	**$56,702**	**$75,400**	**$401,711**	**$415,311**

Service: Small Business Assistance

Service Description

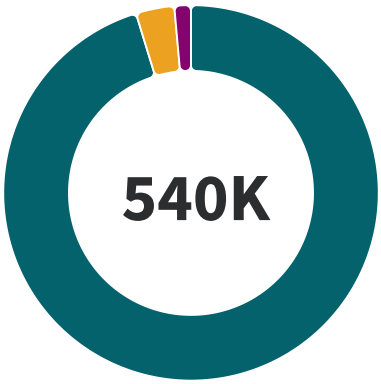
This service provides support to small businesses and entrepreneurs through the provision of technical assistance and loans. This service seeks to support job creation and improve economic opportunities for job seekers and business owners with a growing focus on economic and racial equity.

Activities Performed by this Service

- Job Creation and Small Business Expansion: Offer loans to small businesses to help finance projects that create new jobs.
- Small Business (Micro-enterprise) Development: Provide technical assistance and small loans to entrepreneurs seeking to start new businesses.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



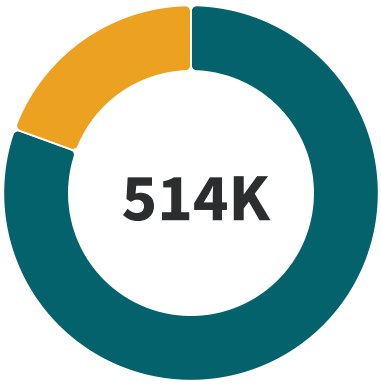
PURCHASED SERVICES	$514,000	95.27%
SALARIES	$17,909	3.32%
BENEFITS	$7,636	1.42%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$16,648	$16,248	$17,148	$17,909	$17,909
BENEFITS	$6,967	$6,406	$7,522	$7,636	$7,636
PURCHASED SERVICES	$769,723	$490,000	$1,250,000	$1,250,000	$514,000
Total Expenditures	**$793,339**	**$512,654**	**$1,274,670**	**$1,275,545**	**$539,545**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$414,000**	80.54%
CHARGES FOR SERVICES	**$100,000**	19.46%

Agency Revenues by Major

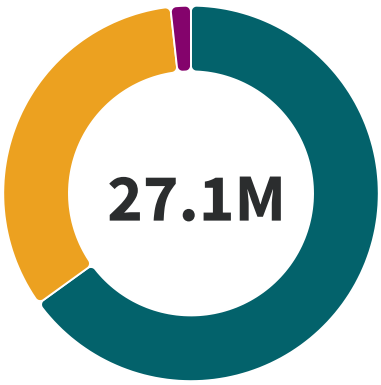
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$272,976	$245,261	$200,277	$200,277	$414,000
CHARGES FOR SERVICES	$357,500	$521,395	$800,000	$800,000	$100,000
INVEST OTHER CONTRIB	$162,500	$179,070	-	-	-
Total Revenues	**$792,976**	**$945,726**	**$1,000,277**	**$1,000,277**	**$514,000**

Community Development Division Fund Summary

The graphs and tables below summarize expenditures and agency revenues by fund. This summary is included because the agency has two or more fund types within the operating budget. The pages following this summary show the line-item detail for each fund.

Expenditures by Fund

FY27 Expenditures by Fund



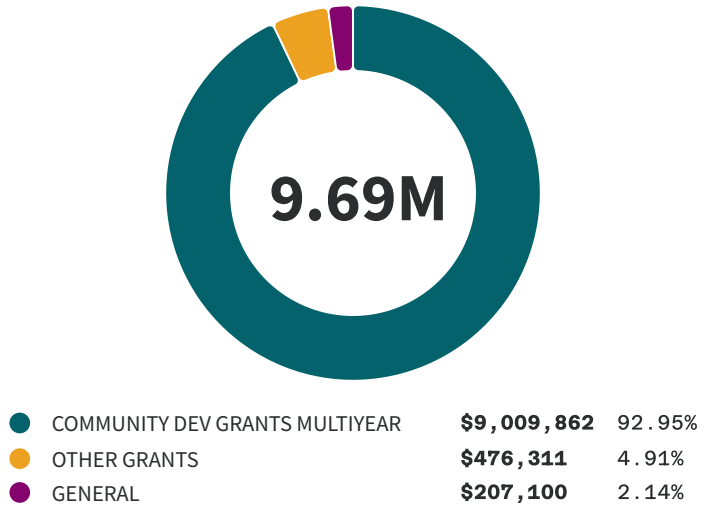
GENERAL	**$17,655,120**	65.05%
COMMUNITY DEV GRANTS MULTIYEAR	**$9,009,862**	33.20%
OTHER GRANTS	**$476,311**	1.75%

Expenditures by Fund

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$15,092,450	$18,593,663	$17,515,843	$17,590,743	$17,746,163	$17,655,120
COMMUNITY DEV GRANTS MULTIYEAR	-	$16,365,573	$6,963,896	$9,858,875	$9,914,686	$9,009,862
COMMUNITY DEVELOPMENT GRANTS	$7,684,460	-	-	-	-	-
OTHER GRANTS	$18,108,023	$75,031	$14,822,996	$470,917	$326,311	$476,311
Total Expenditures	**$40,884,933**	**$35,034,267**	**$39,302,736**	**$27,920,535**	**$27,987,160**	**$27,141,293**

Agency Revenues by Fund

FY27 Revenues by Fund



Agency Revenues by Fund

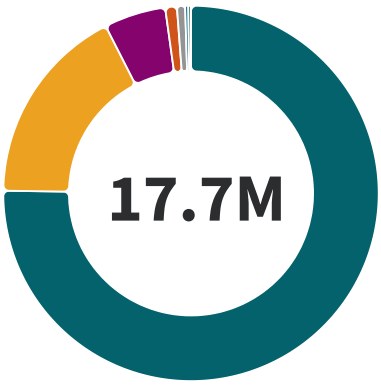
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$429,212	$613,623	$431,387	$298,143	$298,143	$207,100
COMMUNITY DEV GRANTS MULTIYEAR	-	$16,365,573	$6,963,896	$9,858,875	$9,914,686	$9,009,862
COMMUNITY DEVELOPMENT GRANTS	$7,684,460	-	-	-	-	-
OTHER GRANTS	$18,108,023	$75,031	$14,822,996	$470,917	$326,311	$476,311
Total Revenues	**$26,221,695**	**$17,054,227**	**$22,218,280**	**$10,627,935**	**$10,539,140**	**$9,693,273**

Community Development Division: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



PURCHASED SERVICES	$13,404,361	75.92%
SALARIES	$3,076,831	17.43%
BENEFITS	$945,104	5.35%
INTER DEPART CHARGES	$178,515	1.01%
TRANSFER OUT	$124,222	0.70%
SUPPLIES	$49,550	0.28%
DEBT OTHR FINANCING	$40,248	0.23%
INTER DEPART BILLING	-$163,710	-0.93%

Line-Item Expenditures

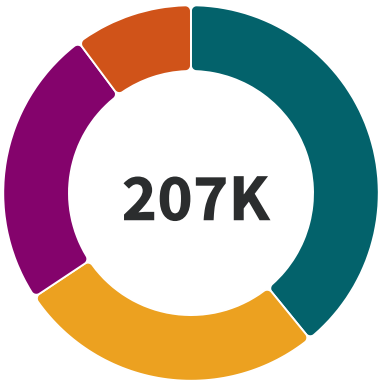
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,608,789	$2,810,087	$2,810,549	$2,972,699	$3,076,831	$3,076,831
PERMANENT WAGES	$2,540,865	$2,915,899	$2,741,954	$3,038,589	$3,144,060	$3,144,060
SALARY SAVINGS	-	-$118,449	-	-$15,193	-$15,720	-$15,720
PENDING PERSONNEL	-	$109,723	-	$5,644	$13,884	$13,884
PREMIUM PAY	$4,031	-	$3,470	-	-	-
COMPENSATED ABSENCE	$14,816	-	$17,870	-	-	-
HOURLY WAGES	$45,383	$56,650	$42,209	$58,350	$58,350	$58,350
OVERTIME WAGES PERMANENT	$2,541	$7,847	$3,161	$8,082	$8,082	$8,082
ELECTION OFFICIALS WAGES	$1,152	-	$1,886	-	-	-
BUDGET EFFICIENCIES	-	-$161,582	-	-$122,773	-$131,825	-$131,825
BENEFITS	$772,036	$877,735	$857,132	$968,943	$945,104	$945,104
HEALTH INSURANCE BENEFIT	$391,562	$447,564	$442,948	$508,538	$468,879	$468,879

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WAGE INSURANCE BENEFIT	$9,078	$8,820	$9,272	$9,159	$8,049	$8,049
WI RETIREMENT SYSTEM	$177,178	$202,656	$193,125	$218,779	$226,371	$226,371
FICA MEDICARE BENEFITS	$191,938	$216,277	$206,379	$226,898	$235,483	$235,483
POST EMPLOYMENT HEALTH PLANS	$2,281	$2,418	$5,407	$5,570	$6,321	$6,321
SUPPLIES	$37,818	$52,650	$51,793	$47,950	$47,950	$49,550
OFFICE SUPPLIES	$2,556	$2,550	$1,618	$2,575	$2,575	$2,600
COPY PRINTING SUPPLIES	$3,528	$3,600	$6,507	$3,750	$3,750	$3,750
FURNITURE	$576	$250	$915	$250	$250	$250
HARDWARE SUPPLIES	$4,276	$12,200	$2,642	$12,200	$12,200	$12,200
SOFTWARE LICENSES & SUPPLIES	$929	$1,000	$900	$900	$900	$900
POSTAGE	$3,874	$3,000	$6,640	$3,050	$3,050	$3,050
PROGRAM SUPPLIES	$8,416	$2,300	$13,273	$2,400	$2,400	$6,100
BOOKS AND SUBSCRIPTIONS	$845	$4,800	$1,836	$4,800	$4,800	$2,800
WORK SUPPLIES	$1,393	$1,200	$2,067	$1,225	$1,225	$1,350
JANITORIAL SUPPLIES	$2,995	$3,200	$5,016	$3,200	$3,200	$3,200
UNIFORM CLOTHING SUPPLIES	-	-	$169	-	-	-
FOOD AND BEVERAGE	$4,709	$1,400	$5,044	$1,450	$1,450	$3,200
BUILDING SUPPLIES	$3,720	$17,150	$5,166	$12,150	$12,150	$10,150
PURCHASED SERVICES	$11,649,320	$14,792,404	$13,740,223	$13,558,574	$13,497,004	$13,404,361
NATURAL GAS	$1,613	$3,518	$2,215	$3,518	$3,518	$3,518
ELECTRICITY	$25,811	$29,259	$33,986	$29,259	$29,259	$29,259
WATER	$3,528	$3,930	$3,697	$3,930	$3,930	$3,930
STORMWATER	$84	-	-	-	-	-
TELEPHONE	$2,365	$1,000	$2,423	$1,000	$1,000	$1,000
CELLULAR TELEPHONE	$2,935	-	$3,610	-	-	-
BUILDING IMPROV REPAIR MAINT	$14,042	$24,500	$14,908	$24,500	$24,500	$24,500
WASTE DISPOSAL	$1,278	$1,200	$1,312	$1,200	$1,200	$1,200
PEST CONTROL	$414	$360	$882	$360	$360	$360
ELEVATOR REPAIR	$2,008	$1,920	$2,060	$1,920	$1,920	$1,920
FACILITY RENTAL	$64,466	$89,291	$65,739	$89,291	$89,291	$89,291
CUSTODIAL BUILDING USE CHARGES	$14,400	$14,400	$14,400	$14,400	$14,400	$14,400
PROCESS FEES RECYCLABLES	$1,283	$1,200	$1,317	$1,200	$1,200	$1,200
EQUIP IMPROV REPAIR MAINT	$7,819	$4,000	$10,577	$4,100	$4,100	$5,000
SYSTEM AND SOFTWARE MAINTENANC	$2,385	$5,490	$696	$87,590	$87,590	$87,390
LEASE RENTAL OF EQUIPMENT	-	$80	-	$100	$100	$50

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
RECRUITMENT	$35	$4,000	$382	$4,000	$4,000	$4,000
MILEAGE	$3,192	$10,000	$3,501	$10,000	$10,000	$10,000
CONFERENCES AND TRAINING	$41,407	$32,994	$47,500	$33,019	$33,019	$32,794
MEMBERSHIPS	$725	$1,000	$2,616	$1,050	$1,050	$1,400
AUDIT SERVICES	-	-	$7,500	-	-	-
CREDIT CARD SERVICES	$120	$180	$148	$180	$180	$180
STORAGE SERVICES	$987	$1,200	$688	$1,200	$1,200	$1,200
MORTGAGE AND TITLE SERVICES	-	-	$575	-	-	-
CONSULTING SERVICES	$6,802	$290	$2,152	$5,290	$5,290	$15,290
ADVERTISING SERVICES	$7	$4,000	$1,811	$4,225	$4,225	$2,750
PRINTING SERVICES	$1,793	$1,600	$2,385	$1,650	$1,650	$1,650
PARKING TOWING SERVICES	$314	$750	$49	$800	$800	$325
TRANSPORTATION SERVICES	$1,343	$3,000	$2,023	$8,175	$8,175	$8,175
CATERING VENDING SERVICES	$1,660	$1,700	$3,535	$1,800	$1,800	$2,000
PROGRAM SERVICES	$420,316	$530,500	$387,275	$531,000	$531,000	$503,200
OTHER SERVICES AND EXPENSES	$87,277	$318,026	$240,798	$260,826	$199,256	$198,156
GRANTS	$135,969	$139,007	$165,806	$146,007	$146,007	$158,007
COMMUNITY AGENCY CONTRACTS	$10,795,203	$13,549,959	$12,700,494	$12,270,409	$12,270,409	$12,185,766
GENERAL LIABILITY INSURANCE	-	-	-	$2,500	$2,500	$2,500
TAXES AND SPECIAL ASSESSMENTS	$7,508	$13,000	$12,562	$13,000	$13,000	$13,000
PERMITS AND LICENSES	$234	$1,050	$602	$1,075	$1,075	$950
DEBT OTHR FINANCING	$35,248	$40,248	$40,248	$40,248	$40,248	$40,248
INTEREST	$35,248	$40,248	$40,248	$40,248	$40,248	$40,248
INTER DEPART CHARGES	$152,950	$184,249	$179,249	$166,040	$178,515	$178,515
ID CHARGE FROM ENGINEERING	$102,677	$112,945	$112,945	$112,945	$112,945	$112,945
ID CHARGE FROM PARKS	$5,000	$5,000	-	-	-	-
ID CHARGE FROM INSURANCE	$42,607	$64,063	$64,063	$51,552	$63,900	$63,900
ID CHARGE FROM WORKERS COMP	$2,666	$2,241	$2,241	$1,543	$1,670	$1,670
INTER DEPART BILLING	-$163,710	-$163,710	-$163,350	-$163,710	-$163,710	-$163,710
ID BILLING TO STORMWATER	-$163,710	-$163,710	-$163,350	-$163,710	-$163,710	-$163,710
TRANSFER OUT	-	-	-	-	$124,222	$124,222
TRANSFER OUT TO GRANTS	-	-	-	-	$124,222	$124,222
Total Expenditures	**$15,092,450**	**$18,593,663**	**$17,515,843**	**$17,590,743**	**$17,746,163**	**$17,655,120**

Agency Revenues by Major

FY27 Revenues by Major



INVEST OTHER CONTRIB	**$81,000**	39.11%
MISC REVENUE	**$55,000**	26.56%
TRANSFER IN	**$50,000**	24.14%
CHARGES FOR SERVICES	**$21,100**	10.19%

Line-Item Agency Revenues

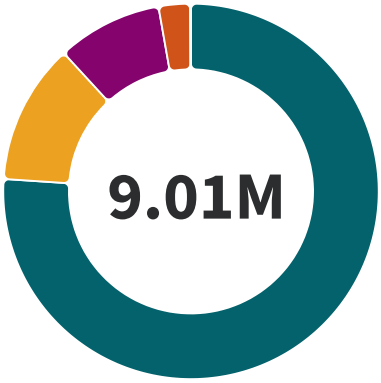
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$259,143	$259,143	$259,143	$84,643	$84,643	-
OTHER UNIT OF GOV REVENUES OP	$259,143	$259,143	$259,143	$84,643	$84,643	-
CHARGES FOR SERVICES	$12,068	$21,000	$8,322	$21,100	$21,100	$21,100
FACILITY RENTAL	$10,638	$16,000	$5,892	$16,000	$16,000	$16,000
APPLICATION SERVICE FEES	$1,430	$5,000	$2,430	$5,100	$5,100	$5,100
INVEST OTHER CONTRIB	$42,979	$210,480	$96,264	$69,400	$69,400	$81,000
CONTRIBUTIONS AND DONATIONS	$42,979	$210,480	$96,264	$69,400	$69,400	$81,000
MISC REVENUE	$65,021	$73,000	$67,658	$73,000	$73,000	$55,000
MISCELLANEOUS REVENUE	$65,021	$73,000	$67,658	$73,000	$73,000	$55,000
TRANSFER IN	$50,000	$50,000	-	$50,000	$50,000	$50,000
TRANSFER IN FROM CAPITAL PROJE	$50,000	$50,000	-	$50,000	$50,000	$50,000
Total Revenues	**$429,212**	**$613,623**	**$431,387**	**$298,143**	**$298,143**	**$207,100**

Community Development Division: Community Development Grants Fund

The graphs and tables below provide a summary and line-item details of the agency's Community Development Grants Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



PURCHASED SERVICES	$7,761,278	86.14%
INTER DEPART CHARGES	$1,235,609	13.71%
SALARIES	$923,980	10.26%
BENEFITS	$275,554	3.06%
SUPPLIES	$7,550	0.08%
INTER DEPART BILLING	-$1,194,109	-13.25%

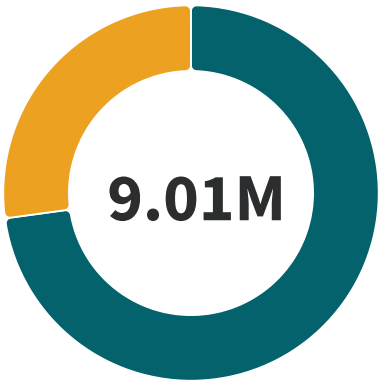
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$703,146	$907,403	$701,418	$871,852	$923,980	$923,980
PERMANENT WAGES	$678,536	$768,589	$692,136	$871,852	$910,485	$910,485
PENDING PERSONNEL	-	$94,689	-	-	$13,495	$13,495
PREMIUM PAY	$36	-	$36	-	-	-
COMPENSATED ABSENCE	$6,918	-	$8,663	-	-	-
HOURLY WAGES	$17,656	$44,125	$582	-	-	-
BENEFITS	$202,277	$231,486	$213,080	$269,373	$275,554	$275,554
HEALTH INSURANCE BENEFIT	$100,493	$118,341	$110,682	$139,479	$139,479	$139,479
WAGE INSURANCE BENEFIT	$2,556	$2,510	$1,984	$1,957	$2,401	$2,401
WI RETIREMENT SYSTEM	$47,264	$53,417	$48,807	$62,773	$65,554	$65,554
FICA MEDICARE BENEFITS	$51,964	$57,217	$51,607	$65,164	$68,120	$68,120
SUPPLIES	$2,665	$2,007,300	$7,841	$7,550	$7,550	$7,550
OFFICE SUPPLIES	-	$1,000	$13	$1,000	$1,000	$1,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COPY PRINTING SUPPLIES	$255	$200	-	$200	$200	$200
HARDWARE SUPPLIES	$2,193	$6,000	$7,828	$6,000	$6,000	$6,000
SOFTWARE LICENSES & SUPPLIES	-	-	-	$150	$150	$150
POSTAGE	$217	$100	-	$200	$200	$200
BUILDING	-	$2,000,000	-	-	-	-
PURCHASED SERVICES	$5,177,333	$13,165,478	$5,975,057	$8,816,445	$8,802,950	$7,761,278
SYSTEM AND SOFTWARE MAINTENANC	$810	$1,400	$810	$500	$500	$500
CONFERENCES AND TRAINING	$5,254	$31,000	$32,828	$5,000	$5,000	$55,000
MEMBERSHIPS	$2,130	-	$1,740	$1,000	$1,000	$1,000
AUDIT SERVICES	$12,500	$10,000	$10,000	$10,000	$10,000	$10,000
MORTGAGE AND TITLE SERVICES	$1,930	$10,000	$1,960	$5,445	$5,445	$5,445
ADVERTISING SERVICES	$1,264	$500	$513	$1,000	$1,000	$1,000
PRINTING SERVICES	$411	$1,100	-	-	-	-
INSPECTION SERVICES	$15,390	$10,000	$11,255	-	-	-
OTHER SERVICES AND EXPENSES	$11,321	$736,275	$104,746	$441,000	$427,505	$386,505
COMMUNITY AGENCY CONTRACTS	$4,127,536	$8,941,514	$2,999,513	$5,246,500	$5,076,500	$3,886,528
LOANS	-	$3,423,689	$2,811,692	$3,106,000	$3,086,000	$3,415,300
BAD DEBT EXPENSE	$998,787	-	-	-	$190,000	-
DEBT OTHR FINANCING	$1,416,760	-	-	$8,234	-	-
FUND BALANCE GENERATED	$1,416,760	-	-	$8,234	-	-
INTER DEPART CHARGES	$315,286	$881,527	$104,673	$1,433,317	$1,433,317	$1,235,609
ID CHARGE FROM BUILDING INSPEC	$6,000	-	-	-	-	-
ID CHARGE FROM PLANNING	$41,500	$41,500	$41,500	$41,500	$41,500	$41,500
ID CHARGE FROM COMMUNITY DEVEL	$267,786	$840,027	$63,173	$1,391,817	$1,391,817	$1,194,109
INTER DEPART BILLING	-$267,786	-$840,027	-$63,173	-$1,547,895	-$1,528,665	-$1,194,109
ID BILLING TO COMMUNITY DEVEL	-$267,786	-$840,027	-$63,173	-$1,547,895	-$1,528,665	-$1,194,109
TRANSFER OUT	$134,779	$12,406	$25,000	-	-	-
TRANSFER OUT TO CDBG	$121,068	-	$25,000	-	-	-
TRANSFER OUT TO DEBT SERVICE	$13,711	$12,406	-	-	-	-
Total Expenditures	**$7,684,460**	**$16,365,573**	**$6,963,896**	**$9,858,875**	**$9,914,686**	**$9,009,862**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES	$6,563,503	72.85%
CHARGES FOR SERVICES	$2,445,859	27.15%
INVEST OTHER CONTRIB	$500	0.01%

Line-Item Agency Revenues

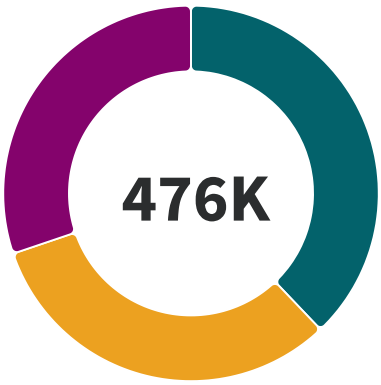
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$6,664,386	$13,607,061	$4,388,601	$7,256,051	$7,298,374	$6,563,503
FEDERAL REVENUES OPERATING	$5,744,041	$10,451,686	$3,949,044	$6,809,551	$6,851,027	$6,095,503
FEDERAL REVENUES CAPITAL	-	$2,000,000	-	-	-	-
STATE REVENUES OPERATING	$920,345	$1,155,375	$439,557	$446,500	$447,347	$468,000
CHARGES FOR SERVICES	$686,807	$2,571,013	$1,159,910	$2,598,486	$2,616,312	$2,445,859
PROGRAM INCOME PRINCIPAL	-	$2,285,513	$944,032	$2,598,486	$2,616,312	$2,423,859
PROGRAM INCOME APPRECIATION	$618,756	$283,000	$208,459	-	-	-
APPLICATION SERVICE FEES	$68,051	$2,500	$7,419	-	-	$22,000
INVEST OTHER CONTRIB	$172,228	$187,500	$179,192	-	-	$500
INTEREST	$172,228	$187,500	$179,192	-	-	$500
OTHER FINANCE SOURCE	-	-	$1,236,193	$4,338	-	-
FUND BALANCE APPLIED	-	-	$1,236,193	$4,338	-	-
TRANSFER IN	$161,039	-	-	-	-	-
TRANSFER IN FROM CDBG	$121,068	-	-	-	-	-
TRANSFER IN FROM LOANS	$39,972	-	-	-	-	-
Total Revenues	**$7,684,460**	**$16,365,573**	**$6,963,896**	**$9,858,875**	**$9,914,686**	**$9,009,862**

Community Development Division: Other Grants Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Grants Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



PURCHASED SERVICES	$180,500	37.90%
SUPPLIES	$152,000	31.91%
SALARIES	$143,811	30.19%

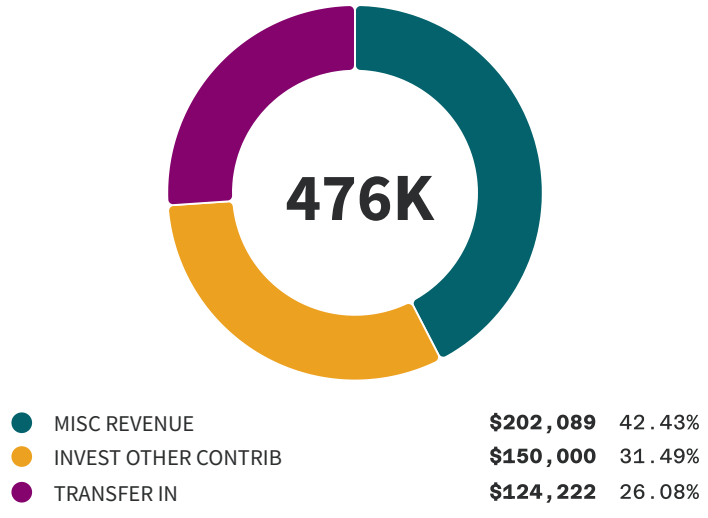
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$40,322	$63,264	$55,806	$62,765	$143,811	$143,811
PERMANENT WAGES	$17,867	$63,264	$838	$61,483	-	-
PENDING PERSONNEL	-	-	-	-	$143,811	$143,811
PREMIUM PAY	-	-	$416	$1,282	-	-
OVERTIME WAGES PERMANENT	$22,455	-	$54,552	-	-	-
BENEFITS	$7,673	$9,237	$13,420	$19,152	-	-
HEALTH INSURANCE BENEFIT	-	-	$375	$10,143	-	-
WAGE INSURANCE BENEFIT	-	-	$2	-	-	-
HEALTH INSURANCE RETIREE	$146	-	$491	-	-	-
WI RETIREMENT SYSTEM	$4,464	$4,397	$8,408	$4,427	-	-
FICA MEDICARE BENEFITS	$3,063	$4,840	$4,143	$4,581	-	-
SUPPLIES	$347	-	-	-	$152,000	$152,000
PROGRAM SUPPLIES	-	-	-	-	$42,000	$42,000
FOOD AND BEVERAGE	-	-	-	-	$110,000	$110,000
HVAC SUPPLIES	$347	-	-	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PURCHASED SERVICES	$10,732,749	-	$14,753,770	$389,000	$30,500	$180,500
ELECTRICITY	$31,750	-	-	-	-	-
TELEPHONE	$495	-	$45	-	-	-
BUILDING IMPROV REPAIR MAINT	$4,556	-	-	-	-	-
SYSTEM AND SOFTWARE MAINTENANC	$80,000	-	-	-	-	-
CONFERENCES AND TRAINING	-	-	$305	-	-	-
PROGRAM SERVICES	-	-	$13,000	-	-	-
OTHER SERVICES AND EXPENSES	$534,468	-	$42,913	$389,000	$30,500	$180,500
GRANTS	$5,468,560	-	$4,444,454	-	-	-
COMMUNITY AGENCY CONTRACTS	$4,612,812	-	$3,053,053	-	-	-
BAD DEBT EXPENSE	-	-	$7,200,000	-	-	-
PERMITS AND LICENSES	$108	-	-	-	-	-
INTER DEPART CHARGES	-	$2,531	-	-	-	-
ID CHARGE FROM FLEET SERVICES	-	$2,531	-	-	-	-
TRANSFER OUT	$7,326,932	-	-	-	-	-
TRANSFER OUT TO GENERAL	$7,326,932	-	-	-	-	-
Total Expenditures	**$18,108,023**	**$75,031**	**$14,822,996**	**$470,917**	**$326,311**	**$476,311**

Agency Revenues by Major

FY27 Revenues by Major



Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$11,046,680	$75,031	$14,822,996	$81,917	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FEDERAL REVENUES OPERATING	$11,046,680	$75,031	$563,677	$81,917	-	-
STATE REVENUES OPERATING	-	-	$14,259,320	-	-	-
INVEST OTHER CONTRIB	-	-	-	$375,000	-	$150,000
CONTRIBUTIONS AND DONATIONS	-	-	-	$375,000	-	$150,000
MISC REVENUE	-	-	-	$14,000	$202,089	$202,089
MISCELLANEOUS REVENUE	-	-	-	$14,000	$202,089	$202,089
OTHER FINANCE SOURCE	$7,061,343	-	-	-	-	-
FUND BALANCE APPLIED	$7,061,343	-	-	-	-	-
TRANSFER IN	-	-	-	-	$124,222	$124,222
TRANSFER IN FROM GENERAL	-	-	-	-	$124,222	$124,222
Total Revenues	**$18,108,023**	**$75,031**	**$14,822,996**	**$470,917**	**$326,311**	**$476,311**

Community Development Division Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCT TECH 3-20	20	1.00	1.00
ADMIN CLK 1-20	20	1.00	1.00
ADMIN SUPV-18	18	1.00	1.00
CHILD CARE PROG SPEC 2-18	18	4.00	4.00
CHILD CARE PROG SPEC 3-18	18	2.00	2.00
COM DEV TECH 2-20	20	4.00	4.00
COMM DEV DIV DIR-21	21	1.00	1.00
COMM DEV MANAGER-18	18	2.00	2.00
COMM DEV PROG MGR-18	18	1.00	1.00
COMM DEV SPEC 1-18	18	2.00	2.00
COMM DEV SPEC 2-18	18	9.00	9.00
COMM DEV SPEC 3-18	18	3.00	3.00
COMM DEV SPEC 4-18	18	1.00	1.00
CUSTODIAL WKR 2-16	16	1.00	1.00
FINANCE/ADMIN MGR-18	18	1.00	1.00
HSG REHAB SPEC-18	18	2.00	2.00
MENTAL HEALTH SPECIALIST	18	1.00	1.00
PLANNER 2-18	18	1.00	1.00
PROGRAM ASST 1-20	20	3.00	2.00
SR CTR PROG COORD-18	18	2.00	2.00
SR CTR PROG COORD-18-PT	18	-	1.50
Grand Total		**43.00**	**43.50**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

Reallocating available federal and state Emergency Solution Grant funds, federal HOME funds and federal Continuum of Care funds to employees that work in Homeless Services. Making these changes within 2027 budget will correctly reflect the work completed by each employee by federal grant source. There will be no changes in service levels.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

Technical correction to reflect accurate federal funding grants assigned to each employee.

Community Development Division 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Community Development Division is **$348,960**

The Department of Planning, Community and Economic Development (DPCED) developed a joint reduction proposal across all divisions (excluding CDA) to meet the 2% target. As a result, some divisions may be over/ under their target number. For a summary of all proposed reductions, see the DPCED memo.

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
677 - CHILD AND YOUTH SERVICES	End contract for data collection with Community Coordinated Child Care (4-C).	Contract has reached a point of diminished necessity as datasets have become publicly accessible via the State's Department of Children and Families website.	n/a	42,523
677 - CHILD AND YOUTH SERVICES	Reduce Funding for Tuition Assistance Program	Reduction responds to declining enrollment trends. Over the past five years, eligibility and benefit enhancements in the County-administered, State-funded Wisconsin Shares Program have reduced participation in the City program. The proposed reduction in funding preserves some funding to maintain support for the small number of currently enrolled families	n/a	110,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
671 - HSNG DEVELOPMENT AND FINANCING	Manage Purchase of Services to a 98.5% expenditure rate	Actual spending totals in recent years have trended 2% or more below budgeted levels. That is a function of normal operational variances. This situation typically involves different service areas and contracted agencies from one year to the next, but the result is a reliable surplus of budgeted funding over actual spending. If trends continue, we believe we can absorb a 1.5% reduction without needing to cut contracts that provide community resources.	n/a	38
672 - HOMELESS SVCS HOUSNG STABILITY	Manage Purchase of Services to a 98.5% expenditure rate	Actual spending totals in recent years have trended 2% or more below budgeted levels. That is a function of normal operational variances. This situation typically involves different service areas and contracted agencies from one year to the next, but the result is a reliable surplus of budgeted funding over actual spending. If trends continue, we believe we can absorb a 1.5% reduction without needing to cut contracts that provide community resources.	n/a	50,131
673 - NEIGHBORHOOD SUPPORT	Manage Purchase of Services to a 98.5% expenditure rate	Actual spending totals in recent years have trended 2% or more below budgeted levels. That is a function of normal operational variances. This situation typically involves different service areas and contracted agencies from one year to the next, but the result is a reliable surplus of budgeted funding over actual spending. If trends continue, we believe we can absorb a 1.5% reduction without needing to cut contracts that provide community resources.	n/a	22,893

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
675 - EMPLOYMENT AND CAREER DEVLPMNT	Manage Purchase of Services to a 98.5% expenditure rate	Actual spending totals in recent years have trended 2% or more below budgeted levels. That is a function of normal operational variances. This situation typically involves different service areas and contracted agencies from one year to the next, but the result is a reliable surplus of budgeted funding over actual spending. If trends continue, we believe we can absorb a 1.5% reduction without needing to cut contracts that provide community resources.	n/a	32,891
676 - CRISIS INTERVENTION PREVENTION	Manage Purchase of Services to a 98.5% expenditure rate	Actual spending totals in recent years have trended 2% or more below budgeted levels. That is a function of normal operational variances. This situation typically involves different service areas and contracted agencies from one year to the next, but the result is a reliable surplus of budgeted funding over actual spending. If trends continue, we believe we can absorb a 1.5% reduction without needing to cut contracts that provide community resources.	n/a	31,980
677 - CHILD AND YOUTH SERVICES	Manage Purchase of Services to a 98.5% expenditure rate	Actual spending totals in recent years have trended 2% or more below budgeted levels. That is a function of normal operational variances. This situation typically involves different service areas and contracted agencies from one year to the next, but the result is a reliable surplus of budgeted funding over actual spending. If trends continue, we believe we can absorb a 1.5% reduction without needing to cut contracts that provide community resources.	n/a	41,619

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
678 - OLDER ADULT SERVICES	Manage Purchase of Services to a 98.5% expenditure rate	Actual spending totals in recent years have trended 2% or more below budgeted levels. That is a function of normal operational variances. This situation typically involves different service areas and contracted agencies from one year to the next, but the result is a reliable surplus of budgeted funding over actual spending. If trends continue, we believe we can absorb a 1.5% reduction without needing to cut contracts that provide community resources.	n/a	15,644
679 - CD DIVISION ADMINISTRATION	Manage Purchase of Services to a 98.5% expenditure rate	Actual spending totals in recent years have trended 2% or more below budgeted levels. That is a function of normal operational variances. This situation typically involves different service areas and contracted agencies from one year to the next, but the result is a reliable surplus of budgeted funding over actual spending. If trends continue, we believe we can absorb a 1.5% reduction without needing to cut contracts that provide community resources.	n/a	2,010
			Total	349,729

Economic Development Division Overview

Agency Mission

The mission of the Economic Development Division is to serve a successful City by supporting our residents, businesses, and property owners; and, by managing our real estate assets and transactions in a responsible manner.

Agency Overview

The Agency is responsible for overseeing all City real estate transactions and projects, providing financial and technical assistance to businesses and developers, and managing other economic development initiatives.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

On a net basis, the Business Resources and Outreach service is being reduced by $11,140, with most of this funding being reallocated to Real Estates Assets and Infrastructure. We are finding an increasing need for funding related to the management of our real estate assets (condo fees, building/property maintenance, etc.), and less need for advertising and membership dollars currently found within our Business Resources and Outreach service. We will still have some remaining budget authority to complete advertising work and maintain memberships, and this re-balancing of our budget will allow us to improve our overall service effectiveness in a manner that is financially neutral.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

This change will not address inequities or advance other equity goals. It will also not directly impact residents from an equity or quality of life standpoint. We used historic expenditure data in these categories and a projection of where greater funding is needed in the Economic Development Division Operating Budget.

Transmittal Memo

Economic Development Division
Madison Municipal Building, Suite 300
215 Martin Luther King Jr. Blvd.
Mailing Address:
P.O. Box 2983
Madison, Wisconsin 53701-2983
Phone: (608) 267-8737
Fax: (608) 261-6126
www.cityofmadison.com/business

TO: Mayor Satya Rhodes-Conway
FROM: Matthew Mikolajewski, Economic Development Division Director

Goals of Agency's Operating Budget

EDD's Work Plan and Operating Budget are spread across five functional services. A sixth, Division Administration, covers basic administrative work such as the preparation of this Operating Budget request. Our first service is "*Business Resources and Outreach*." The goal of this service is to help new and existing businesses open or expand within the City of Madison. Our budget request supports our work plan for this service by maintaining staffing necessary to respond to business inquiries. Through Results Madison, we are tracking the number of businesses served through this service, which has been consistently in the 500-600 range in recent years. We also track the number of site selection requests fielded by OBR staff, which doubled in 2025 to 45 requests.

Our second service is "*Real Estate Assets and Infrastructure.*" The goals of this service are to assist other City agencies with their real estate needs, to help facilitate private development by completing related City real estate work, and to manage City real estate assets. Our budget request supports our work plan for this service by maintaining the staffing necessary to complete this work. Through Results Madison, we are tracking the number of projects completed throughout the course of the year and the number of open projects at the end of the year. 2025 saw a slight increase in the number of projects completed during the year, and a slight decrease in the number of open projects at the end of the year.

Our third service is "*Business and Real Estate Development Financial Support*." The goal of this service is to build on the work of the first two services by making financial investments in business and real estate development projects that increase employment, provide housing, or increase the City's tax base. In recent years, particular focus has been placed on small business development through programs such as the Building Improvement Grant Program, Small Cap TIF Program, and Commercial Ownership Assistance Program. Our budget request supports our work plan for this service by maintaining staffing necessary to complete this work, by allocating funding for software to help track City financial investments, and by maintaining funding for the City's food support programs. Through Results Madison, we track the number of businesses and developers receiving a financial investment from the City, the amount invested, and the amount of private funding leveraged. In 2025, a private development TIF loan of about $1.2 million leveraged private investment of approximately $29 million. As well in 2025, 36 small businesses received an investment of approximately $1.8 million.

Our fourth service is *"Policy, Planning and Project Management*." This work includes preparing the Economic Development Plan, assisting with the preparation of area plans, applying for external funding, and hosting events such as the annual ACRE tour. Our budget request supports this section of our work plan by maintaining adequate staffing to complete this work. Through Results Madison, we track the amount of external funding received by the City through this service, which was $400,000 in 2025.

Our fifth service is "*Street Vending and Sidewalk Café's*." The goal of this service is to support entrepreneurship and quality of place by managing all aspects of the City's Street Vending and Sidewalk Café Programs. Our budget request supports this service by maintaining adequate staffing to complete this work. Through Results Madison, we track the number of licenses and permits issued, as well as the revenue generated for the City by this service. In 2025, 922 licenses were issued, generating over $390,000 in revenue.

99.25% Budget

Most of the EDD Operating Budget is used for staff salaries and benefits. We aren't anticipating any staffing changes in 2027 that would afford an opportunity for salary savings; however, if a member of staff did leave City employment, this would be the primary way that we would meet this target.

The second largest expenses for EDD are contracts with external organizations for economic development and food security work. We will need to ensure that we don't exceed the amount budgeted for these contracts. The balance is for items such as office supplies and training. We will need to continue to scrutinize spending in these areas to ensure that we remain within budget.

As most of the EDD Operating Budget is for staff salaries and benefits, the most effective strategy for slowing down the growth of costs is to look for priorities and efficiencies in the work completed by each member of the team. For example, we continue to explore ways in which software can help us better manage our small business development programs.

2027 Reduction Scenarios

The Economic Development Division's Reduction Scenario is part of the broader combined Department of Planning, Community, and Economic Development approach. The EDD Operating Budget has historically included funding to support several specific programs. EDD's contribution to the DPCED reduction strategy is to stop funding the following programs:

- Eliminate funding for REAP Summer Meals program ($15,000)
- Eliminate Seed Grants Program ($50,000)
- Eliminate funding for Downtown Programming ($56,000)
- Eliminate funding for Business Walks ($22,000)
- Eliminate funding for MadREP ($15,000)

By way of further background, the City historically funded MadREP through EDD's "Business Resources and Outreach" service. MadREP no longer exists, and this funding is no longer needed to support MadREP. In EDD's 2027 Cost to Continue budget, $5,000 of this funding has been reallocated to the "Real Estate Assets and Infrastructure" service to bolster funding available for management services of some of the City's real estate assets. This includes condo fees and the occasional need for building and property maintenance that falls under the purview of EDD. While it is possible for EDD to remain within its management services budget without this $5,000, it would be helpful to have these funds available if the budget can be developed in such a way that it will retain them.

REAP Summer Meals and Seed Grants are included as these cuts will likely have less impact on individuals in need of food support when compared with cutting some of the City's other food support programs. Given the staffing time associated with managing the Seed Grant program, EDD recommends either maintaining the program in its entirety or cutting the program in its entirety rather than a partial reduction.

While eliminating Downtown Programming will negatively impact the events that it supports, from an equity standpoint, the burden on members of our community in need of support is likely less than cutting other EDD programs. As Downtown Programming is moving to an RFP process with likely multiple contracts, given staffing time, EDD recommends either maintaining the program in its entirety or cutting the program in its entirety rather than a partial reduction.

Funding for the Business Walk program is used to retain an outside consultant to plan and execute Business Walks. While the Business Walk program has enabled the City to connect with hundreds of businesses and support the development of Area Plans, there are other ways for the City to connect with businesses using only City staff time. As such, this item has been included for potential reduction.

Reallocations and Other Changes

On a net basis, the "Business Resources and Outreach" service is being reduced by $11,140, with most of this funding being reallocated to "Real Estates Assets and Infrastructure." We are finding an increasing need for funding related to the management of our real estate assets (condo fees, building/property maintenance, etc.), and less need for advertising and membership dollars currently found within our "Business Resources and Outreach" service. We will still have some remaining budget authority to complete advertising work and maintain memberships, and this re-balancing of our budget will allow us to improve our overall service effectiveness in a manner that is financially neutral. Compared to the overall EDD Operating Budget, these changes are relatively modest and consequently won't advance racial equity, social justice, or sustainability priorities.

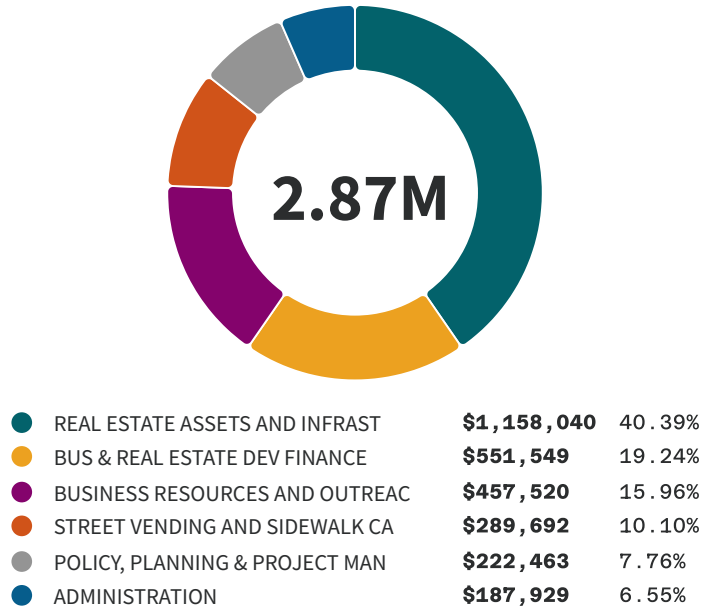
Economic Development Division Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

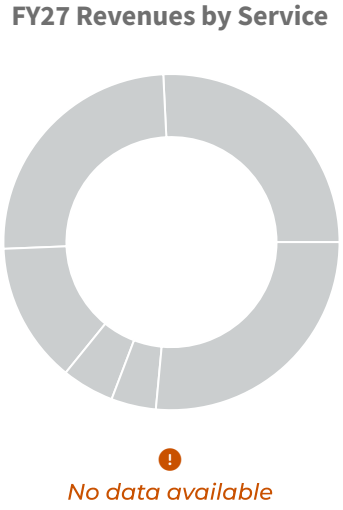
FY27 Expenditures by Service



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ADMINISTRATION	$191,326	$150,616	$176,652	$186,849	$187,929
BUSINESS RESOURCES AND OUTREAC	$445,326	$387,479	$455,201	$468,660	$457,520
BUS & REAL ESTATE DEV FINANCE	$460,841	$1,220,490	$538,508	$551,389	$551,549
POLICY, PLANNING & PROJECT MAN	$207,430	$365,501	$213,310	$222,383	$222,463
REAL ESTATE ASSETS AND INFRAST	$1,053,187	$1,150,787	$1,110,224	$1,148,300	$1,158,040
STREET VENDING AND SIDEWALK CA	$256,247	$246,814	$276,467	$289,612	$289,692
Total Expenditures	**$2,614,358**	**$3,521,688**	**$2,770,363**	**$2,867,193**	**$2,867,193**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
OFFICE OF BUSINESS RESOURCES	-	$30,953	-	-	-
OFFICE OF REAL ESTATE SERVICES	-	$450,569	-	-	-
BUS & REAL ESTATE DEV FINANCE	-	$301,766	-	-	-
Total Revenues	**-**	**$783,288**	**-**	**-**	**-**

Service: Administration

Service Description

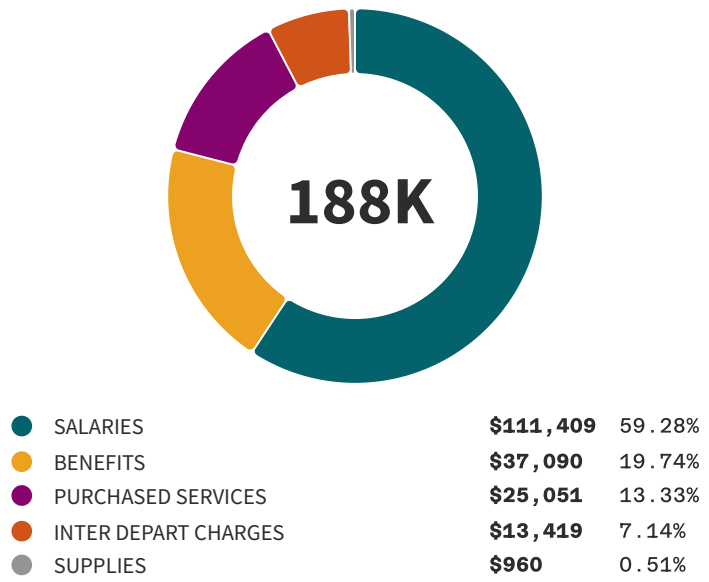
This service manages the budget and staff of the Economic Development Division. The goal of the service is to effectively allocate the resources of the Economic Development Division.

Activities Performed by this Service

- Budget: Development and management of annual budget.
- Work Plan: Development and management of annual work plan.
- Oversight: Results Madison service indicator data, and Business and Economic Resources Committee staffing.
- Staffing: Professional development.
- Engagement: Neighborhood Resource Teams and Equity Team support.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$124,412	$90,881	$102,082	$111,409	$111,409
BENEFITS	$33,260	$20,388	$36,424	$37,090	$37,090
SUPPLIES	$1,410	$1,247	$960	$960	$960
PURCHASED SERVICES	$19,750	$25,605	$23,971	$23,971	$25,051
INTER DEPART CHARGES	$12,495	$12,495	$13,216	$13,419	$13,419
Total Expenditures	**$191,326**	**$150,616**	**$176,652**	**$186,849**	**$187,929**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Business & Real Estate Development Finance

Service Description

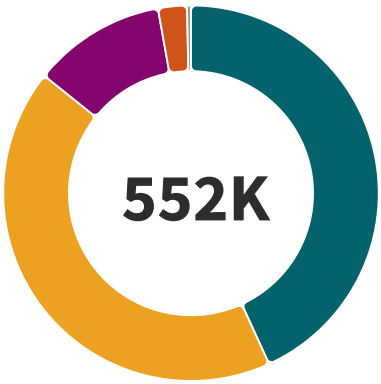
This service oversees small business grants, food program funding, and the City's Tax Increment Finance (TIF) program. The goals of this service are to promote small business development, increase food access, support the construction of affordable housing and other development projects, and expand the tax base.

Activities Performed by this Service

- Small Business Development Programs: Façade Grants, Building Improvement Grants, Commercial Ownership Assistance Grants, and Small Cap TIF Loan management.
- Tax Incremental Finance (TIF): Underwriting TIF applications, creating and amending Tax Increment Districts, and staffing TIF Joint Review Board.
- Food Access Programs: Healthy Retail Access Program, Double Dollars and SEED Grant management.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

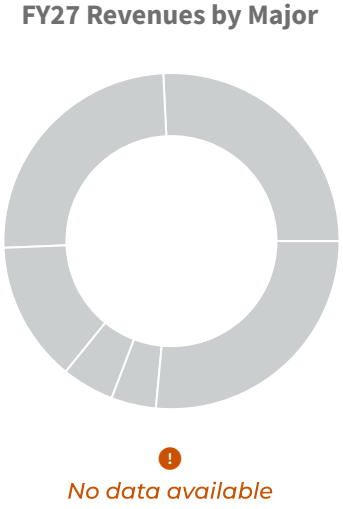


PURCHASED SERVICES	**$238,160**	43.18%
SALARIES	**$234,803**	42.57%
BENEFITS	**$63,046**	11.43%
INTER DEPART CHARGES	**$13,619**	2.47%
SUPPLIES	**$1,920**	0.35%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$218,999	$197,880	$223,727	$234,803	$234,803
BENEFITS	$59,612	$57,741	$61,403	$63,046	$63,046
SUPPLIES	$2,820	$1,889	$1,920	$1,920	$1,920
PURCHASED SERVICES	$165,500	$949,071	$238,000	$238,000	$238,160
INTER DEPART CHARGES	$13,910	$13,910	$13,458	$13,619	$13,619
Total Expenditures	**$460,841**	**$1,220,490**	**$538,508**	**$551,389**	**$551,549**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	$301,766	-	-	-
Total Revenues	**-**	**$301,766**	**-**	**-**	**-**

Service: Business Resources & Outreach

Service Description

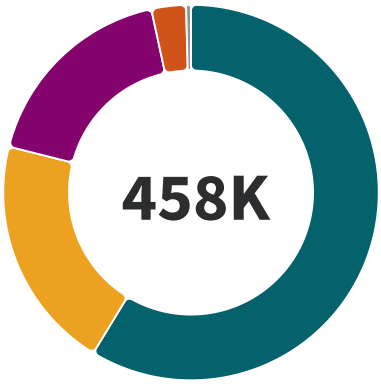
This service helps businesses locate, open, or expand within the City of Madison by directing them to financial and technical assistance available through the City and other sources, and by connecting them to other City agencies. The goal of this service is to help grow the Madison economy.

Activities Performed by this Service

- Business Inquiries: Individual business questions and formal site selection requests.
- Business Outreach Materials: Website and brochure maintenance.
- Business Organizations: Cultivating relationships with area business organizations.
- City Project Support: Road construction assistance and business support for other projects.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$268,607**	58.71%
PURCHASED SERVICES	**$92,580**	20.24%
BENEFITS	**$80,794**	17.66%
INTER DEPART CHARGES	**$13,619**	2.98%
SUPPLIES	**$1,920**	0.42%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$248,415	$222,266	$257,196	$268,607	$268,607
BENEFITS	$74,236	$61,085	$78,907	$80,794	$80,794
SUPPLIES	$2,820	$1,889	$1,920	$1,920	$1,920
PURCHASED SERVICES	$105,945	$88,329	$103,720	$103,720	$92,580
INTER DEPART CHARGES	$13,910	$13,910	$13,458	$13,619	$13,619
Total Expenditures	**$445,326**	**$387,479**	**$455,201**	**$468,660**	**$457,520**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Policy, Planning, & Project Management

Service Description

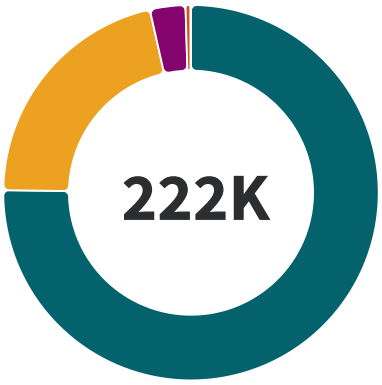
This service leads policy, planning, and project management work. The goal of this service is to grow the City's economy through policy, planning, and project work.

Activities Performed by this Service

- Plan Preparation: Area Plans and Economic Development Strategy development.
- Grant Funding: Completion of applications for Wisconsin Economic Development Corporation (WEDC) funding.
- Project Promotion: Associates in Commercial Real Estate (ACRE) tours.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$167,329**	75.22%
BENEFITS	**$47,284**	21.25%
INTER DEPART CHARGES	**$6,810**	3.06%
SUPPLIES	**$960**	0.43%
PURCHASED SERVICES	**$80**	0.04%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$155,023	$133,893	$159,501	$167,329	$167,329
BENEFITS	$44,041	$33,866	$46,120	$47,284	$47,284
SUPPLIES	$1,410	$924	$960	$960	$960
PURCHASED SERVICES	-	$189,864	-	-	$80
INTER DEPART CHARGES	$6,955	$6,955	$6,729	$6,810	$6,810
Total Expenditures	**$207,430**	**$365,501**	**$213,310**	**$222,383**	**$222,463**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Real Estate Assets & Infrastructure

Service Description

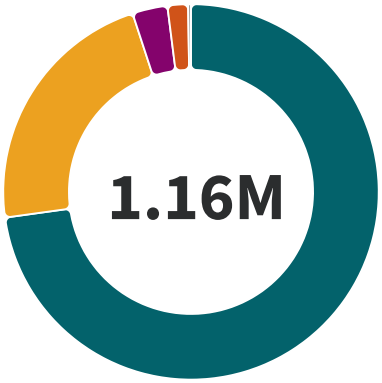
This service completes all real estate work needed by the City for public projects, as well as City real estate work needed to support private projects. This service also manages the City's real estate assets. The goal of this service is to help grow the Madison economy through public facilities and infrastructure as well as private real estate development.

Activities Performed by this Service

- Acquisition: Purchase and lease real estate needed by the City.
- Disposal: Sell surplus property not needed by the City.
- Land Banking: Purchase, manage, and sell property through a Request for Proposals (RFP) process.
- Asset Management: Easements, encroachment agreements, and licenses for private buildings, infrastructure, and equipment using City property.
- Redevelopment Project Management: Park Badger, Brayton Lot, and the Triangle.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$843,104**	72.80%
BENEFITS	**$256,688**	22.17%
PURCHASED SERVICES	**$34,940**	3.02%
INTER DEPART CHARGES	**$20,429**	1.76%
SUPPLIES	**$2,880**	0.25%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$772,890	$850,936	$810,012	$843,104	$843,104
BENEFITS	$234,627	$246,277	$251,945	$256,688	$256,688
SUPPLIES	$4,230	$3,856	$2,880	$2,880	$2,880
PURCHASED SERVICES	$20,575	$28,853	$25,200	$25,200	$34,940
INTER DEPART CHARGES	$20,865	$20,865	$20,188	$20,429	$20,429
Total Expenditures	**$1,053,187**	**$1,150,787**	**$1,110,224**	**$1,148,300**	**$1,158,040**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Street Vending & Sidewalk Cafes

Service Description

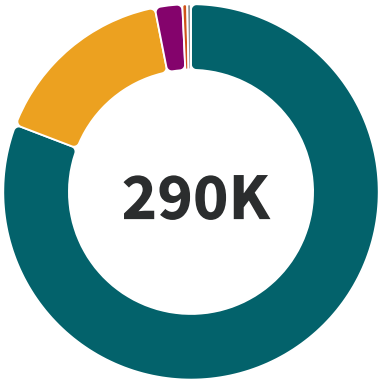
This service manages the licensing and code compliance of the Street Vending and Sidewalk Café Programs. Through this work, this service provides entrepreneurship support to small business owners and placemaking support for Madison's commercial districts. The goal of this service is to grow Madison's economy through entrepreneurship and thriving business districts.

Activities Performed by this Service

- Administration: Licensing, monitoring, enforcing, and advising the city's street vendors and sidewalk café operators.
- Program Management: Improving the Street Vending and Sidewalk Café programs through Madison General Ordinances and other policy changes.
- Education: Providing business planning guidance and connections to external resources.
- Outreach: Accommodating the intersection of street vending and sidewalk cafés with road construction, special events, and new development throughout the community.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$234,131	80.82%
BENEFITS	$46,612	16.09%
INTER DEPART CHARGES	$6,810	2.35%
PURCHASED SERVICES	$1,180	0.41%
SUPPLIES	$960	0.33%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$206,642	$196,489	$222,757	$234,131	$234,131
BENEFITS	$40,760	$42,273	$44,921	$46,612	$46,612
SUPPLIES	$1,410	$973	$960	$960	$960
PURCHASED SERVICES	$480	$124	$1,100	$1,100	$1,180
INTER DEPART CHARGES	$6,955	$6,955	$6,729	$6,810	$6,810
Total Expenditures	**$256,247**	**$246,814**	**$276,467**	**$289,612**	**$289,692**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

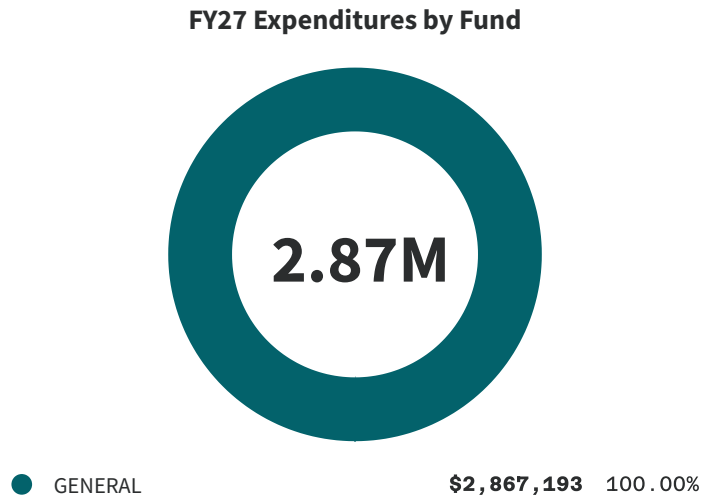
Agency Revenues by Major

No data available

Economic Development Division Fund Summary

The graphs and tables below summarize expenditures and agency revenues by fund. This summary is included because the agency has two or more fund types within the operating budget. The pages following this summary show the line-item detail for each fund.

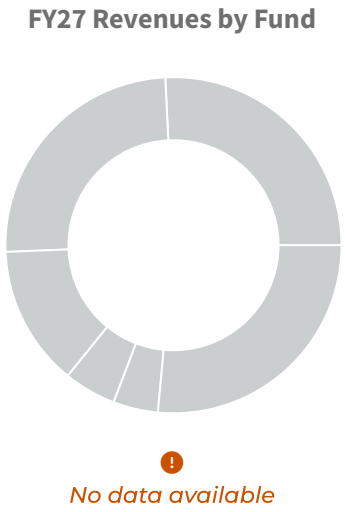
Expenditures by Fund



Expenditures by Fund

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$2,160,017	$2,614,358	$2,738,400	$2,770,363	$2,867,193	$2,867,193
OTHER GRANTS	$390,432	-	$783,288	-	-	-
Total Expenditures	**$2,550,449**	**$2,614,358**	**$3,521,688**	**$2,770,363**	**$2,867,193**	**$2,867,193**

Agency Revenues by Fund



Agency Revenues by Fund

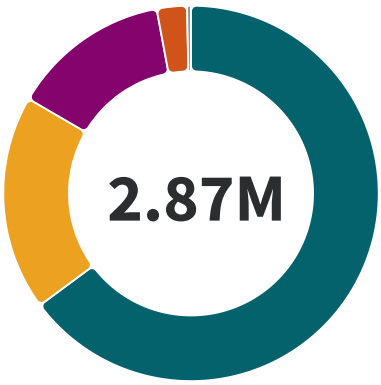
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
OTHER GRANTS	$390,432	-	$783,288	-	-	-
Total Revenues	**$390,432**	**-**	**$783,288**	**-**	**-**	**-**

Economic Development Division: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$1,859,383	64.85%
BENEFITS	$531,515	18.54%
PURCHASED SERVICES	$391,991	13.67%
INTER DEPART CHARGES	$74,705	2.61%
SUPPLIES	$9,600	0.33%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,382,857	$1,726,381	$1,692,345	$1,775,275	$1,859,383	$1,859,383
PERMANENT WAGES	$1,374,654	$1,708,766	$1,684,978	$1,787,837	$1,867,043	$1,867,043
SALARY SAVINGS	-	-$8,544	-	-$8,939	-$9,335	-$9,335
PENDING PERSONNEL	-	$32,394	-	$2,974	$2,974	$2,974
PREMIUM PAY	$32	$1,000	$21	$1,030	$1,030	$1,030
COMPENSATED ABSENCE	$6,576	$11,603	$7,347	$11,951	$11,951	$11,951
HOURLY WAGES	$193	-	-	-	-	-
OVERTIME WAGES PERMANENT	$140	$7,171	-	$7,386	$7,386	$7,386
ELECTION OFFICIALS WAGES	$1,263	-	-	-	-	-
BUDGET EFFICIENCIES	-	-$26,008	-	-$26,964	-$21,666	-$21,666
BENEFITS	$380,112	$486,536	$461,631	$519,719	$531,515	$531,515
HEALTH INSURANCE BENEFIT	$176,228	$234,075	$218,231	$250,445	$250,445	$250,445
WAGE INSURANCE BENEFIT	$3,662	$3,978	$4,313	$4,509	$4,313	$4,313
IATSE HEALTH BENEFIT	$23	-	-	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WI RETIREMENT SYSTEM	$95,453	$118,759	$114,937	$128,725	$134,427	$134,427
FICA MEDICARE BENEFITS	$102,236	$127,064	$122,146	$133,976	$140,069	$140,069
POST EMPLOYMENT HEALTH PLANS	$2,510	$2,661	$2,003	$2,063	$2,259	$2,259
SUPPLIES	$10,731	$14,100	$10,777	$9,600	$9,600	$9,600
OFFICE SUPPLIES	$1,113	$3,750	$1,697	$1,750	$1,750	$1,750
COPY PRINTING SUPPLIES	$327	$2,350	$1,774	$850	$850	$850
FURNITURE	-	$1,500	$119	$500	$500	$500
HARDWARE SUPPLIES	$2,774	$1,100	$798	$1,100	$1,100	$1,100
SOFTWARE LICENSES & SUPPLIES	$146	$700	$34	$700	$700	$700
POSTAGE	$6,371	$4,700	$6,039	$4,700	$4,700	$4,700
FOOD AND BEVERAGE	-	-	$315	-	-	-
PURCHASED SERVICES	$319,654	$312,250	$498,557	$391,991	$391,991	$391,991
NATURAL GAS	-	-	$140	-	-	-
ELECTRICITY	$801	-	-$206	-	-	-
WATER	-	-	$1,531	-	-	-
STORMWATER	$44	-	-	-	-	-
TELEPHONE	$747	-	$773	-	-	$800
CELLULAR TELEPHONE	$244	$480	$935	$1,100	$1,100	$1,100
SYSTEM AND SOFTWARE MAINTENANC	$12,162	$7,300	$12,458	$21,000	$21,000	$21,000
RECRUITMENT	$14	-	$7	-	-	$1,000
MILEAGE	$1,037	$325	$344	$325	$325	$325
CONFERENCES AND TRAINING	$25,247	$19,425	$23,767	$23,646	$23,646	$23,646
MEMBERSHIPS	$25,308	$24,400	$24,810	$20,400	$20,400	$15,400
APPRAISAL SERVICES	$2,900	-	-	-	-	-
STORAGE SERVICES	$4,153	$3,000	$3,684	$4,200	$4,200	$4,200
MORTGAGE AND TITLE SERVICES	$5,747	$6,000	$4,078	$6,000	$6,000	$6,000
MANAGEMENT SERVICES	$179	$1,275	$3,607	$500	$500	$10,000
CONSULTING SERVICES	-	-	$189,625	-	-	-
ADVERTISING SERVICES	$7,191	$7,820	$5,280	$7,820	$7,820	$1,520
PRINTING SERVICES	-	$2,500	-	$1,000	$1,000	$1,000
OTHER SERVICES AND EXPENSES	$183,880	$189,725	$177,725	$256,000	$256,000	$256,000
GRANTS	$50,000	$50,000	$50,000	$50,000	$50,000	$50,000
INTER DEPART CHARGES	$66,662	$75,091	$75,091	$73,779	$74,705	$74,705
ID CHARGE FROM ENGINEERING	$55,395	$60,935	$60,935	$60,935	$60,935	$60,935
ID CHARGE FROM INSURANCE	$9,614	$12,531	$12,531	$11,897	$12,700	$12,700

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID CHARGE FROM WORKERS COMP	$1,653	$1,625	$1,625	$947	$1,070	$1,070
Total Expenditures	**$2,160,017**	**$2,614,358**	**$2,738,400**	**$2,770,363**	**$2,867,193**	**$2,867,193**

Agency Revenues by Major

FY27 Revenues by Major

No data available

Line-Item Agency Revenues

No data available

Economic Development Division: Other Grants Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Grants Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major

No data available

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PURCHASED SERVICES	$287,758	-	$783,288	-	-	-
CONSULTING SERVICES	-	-	$162,335	-	-	-
OTHER SERVICES AND EXPENSES	$19,758	-	-	-	-	-
GRANTS	$268,000	-	$620,953	-	-	-
DEBT OTHR FINANCING	$80,242	-	-	-	-	-
FUND BALANCE GENERATED	$80,242	-	-	-	-	-
TRANSFER OUT	$22,432	-	-	-	-	-
TRANSFER OUT TO GENERAL	$22,432	-	-	-	-	-
Total Expenditures	**$390,432**	**-**	**$783,288**	**-**	**-**	**-**

Agency Revenues by Major

FY27 Revenues by Major

No data available

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$118,000	-	$783,288	-	-	-
FEDERAL REVENUES OPERATING	$118,000	-	$533,288	-	-	-
STATE REVENUES OPERATING	-	-	$250,000	-	-	-
OTHER FINANCE SOURCE	$272,432	-	-	-	-	-
FUND BALANCE APPLIED	$272,432	-	-	-	-	-
Total Revenues	**$390,432**	**-**	**$783,288**	**-**	**-**	**-**

Economic Development Division Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCT TECH 3-20	20	1.00	1.00
BUSINESS DEV SPEC 2-18	18	1.00	1.00
BUSINESS DEV SPEC 3-18	18	1.00	1.00
BUSINESS DEV SPEC 4-18	18	1.00	1.00
CLERK-TYP 2-20	20	1.00	1.00
ECON DEV DIV DIR-21	21	1.00	1.00
ECON DEV SPEC-18	18	1.00	1.00
FOOD POLICY ADMIN-18	18	1.00	1.00
PRINCIPAL PLANNER-18	18	1.00	1.00
REAL ESTATE DEV SPEC 2-18	18	-	2.00
REAL ESTATE DEV SPEC 4-18	18	3.00	2.00
REAL ESTATE SPECIALIST 2-18	18	1.00	1.00
REAL ESTATE SPECIALIST 3-18	18	3.00	3.00
REAL ESTATE SPECIALIST 4-18	18	1.00	1.00
REAL ESTATE SUPERV-18	18	2.00	2.00
STREET VENDING MONITOR-16	16	1.00	1.00
Grand Total		**20.00**	**21.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

EDD staff salaries are billed to the General Fund, Capital projects, and Tax Increment Finance Districts. We are proposing adjustments to the allocation of salaries across these categories as we are onboarding new employees in 2026. These changes will more accurately reflect how individuals will bill their time in 2027 and the changes are net neutral to the General Fund.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

These changes only impact how time is billed between the General Fund, Capital projects, and Tax Increment Finance Districts. As such, these changes will not address inequities, advance equity goals, or impact quality of life.

Economic Development Division 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Economic Development Division is **$57,344**

The Department of Planning, Community and Economic Development (DPCED) developed a joint reduction proposal across all divisions (excluding CDA) to meet the 2% target. As a result, some divisions may be over/ under their target number. For a summary of all proposed reductions, see the DPCED memo.

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
636 - BUS & REAL ESTATE DEV FINANCE	Eliminate funding for REAP Summer Meals	Program will likely continue without this City support; implication is minimal.	0	15,000
636 - BUS & REAL ESTATE DEV FINANCE	Eliminate funding for SEED Grants Program	Food support agencies receiving funding through this program will have less funding to complete work; however, this funding is usually only a small portion of their overall budget.	0	50,000
635 - BUSINESS RESOURCES AND OUTREAC	Eliminate funding for Downtown Programming	As Downtown Programming is moving to an RFP process in 2027, it isn't clear exactly how Downtown Programming might be reduced, but clearly less funding will mean fewer opportunities for programming.	0	56,000
635 - BUSINESS RESOURCES AND OUTREAC	Eliminate funding for Business Walks	Business Walk funding enables an external consultant to plan and execute the Business Walks. City staff would not be able to replicate this work without the contract; however, City staff does have capacity to engage with the business community in other ways.	0	22,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
635 - BUSINESS RESOURCES AND OUTREAC	Eliminate funding for MadREP	MadREP no longer exists, and this funding is therefore no longer needed to support the organization. Through Cost to Continue, EDD is proposing to reallocate $5,000 of this funding to Management Services to assist with increasing building and property maintenance demands if the budget can support this inclusion of $5,000.	0	15,000
			Total	$158,000

Planning Division Overview

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, and plan for new neighborhoods and peripheral growth management.

Agency Overview

The Agency compiles and analyzes statistical data relating to urban planning and management and implements adopted City land-use and development policies through maintaining development regulations and reviewing specific development proposals. The goal of the Planning Division is to prepare and maintain plan elements as guidance and management for City growth and development and to manage long-range transportation planning and programming for the city and metropolitan area. Planning will advance this goal by monitoring progress on Comprehensive Plan recommendations and continuing a Citywide long-range facilities plan.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

The requested budget includes an update related to the anticipated federal funding in 2027 for the MPO Service. Like in prior years, the Planning Division's overall agency target was calculated using federal funding levels from the prior year's adopted budget. Actual MPO funding levels are typically finalized later in the budget development process, due to the timing of federal funding award decisions by the WI Dept. of Transportation, and are reflected in the Executive Operating Budget. This year, the MPO was notified of some of its federal grant awards in time to be included in the agency submittal; others have been projected based on past increases. As a result, within the MPO Service, the proposed budget includes an additional $28,961 in Intergovernmental Revenues as well as an additional $28,981 in expenses for Purchased Services (Consultant Services). These increases occur in the Other Grants Fund and are budget neutral for the General Fund.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

N/A. This is due to an increase in federal award for MPO activities.

Transmittal Memo

Planning Division
Madison Municipal Building, Suite 017
215 Martin Luther King Jr. Blvd.
Mailing Address:
P.O. Box 2985
Madison, Wisconsin 53701-2985
Phone: (608) 266-4635
planning@cityofmadison.com

TO: Mayor Satya Rhodes-Conway
FROM: Meagan E. Tuttle, AICP, Planning Division Director

Goals of Agency's Operating Budget

The Planning Division's activities are categorized within eight service areas. The following includes a summary of each service area and key highlights from the Division's anticipated 2027 work plan that will be supported by this budget request. Within this request, we anticipate the Planning Division will continue to work closely with other agencies and community partners as we aim to meet our housing creation goals and make responsible long-term investments in our community's future.

- **Administration:** This includes activities common to most City agencies ranging from budget preparation and work planning to payroll processing, hiring, employee professional development, records management, and Citywide efforts such as Results Madison.
- **Plan Creation:** This includes preparation and maintenance of long-range plans to guide development and advance the City's long-term goals, including the Comprehensive Plan, Area Plans, Community Action Strategies and other special planning. 2027 is anticipated to include significant work on multiple area plans, advancing several plans sooner than the originally anticipated schedule in the 2022 Area Plan Framework. Key highlights in 2027:
    - Completion of Downtown Area Plan, in coordination with outside partners' work to complete a Greater Downtown Economic Investment Strategy
    - Prepare the North and Near West Plans, the sixth and seventh of the twelve anticipated area plans
    - Begin preparation and interagency coordination for the next 5-year interim update to the Imagine Madison Comprehensive Plan to occur in 2028
- **Plan Implementation & Design:** This includes collaborative efforts to implement recommendations from adopted plans, ranging from design of public space to updates to City ordinances. Key highlights in 2027:
    - Work with City Agencies and outside partners to finalize the Mifflin St. Plaza plans for bid documents and construction
    - Work with most City Agencies to coordinate details for final attachment of Town of Blooming Grove. The Division's 2027 budget includes funds for mailed notices to residents in the Town ahead of key milestones.
- **Development Review:** This includes development review pursuant to MGO Chapters 16 (General Planning), 28 (Zoning Code), 33.24 (Urban Design Commission) and 41 (Historic Preservation), as well as relevant Wisconsin Statutes. In addition to reviewing a high volume of development applications, this also includes support for meetings with elected officials, community groups, development teams and interagency staff teams and providing guidance for decision-making by the Common Council, Plan Commission, Urban Design Commission, and Landmarks Commission. Key highlights in 2027:
    - Implement updates to the Urban Design Code and review process
- **Support for the Arts:** This maintains and expands Madison's public art collection and incorporation of art throughout the community and supports a wide range of local arts and cultural activities, including music and poetry. In particular, this provides support to implement public art installations funded by the Municipal Arts and Percent for the Arts funds in the capital budget. Key highlights in 2027:
    - Continue the Arts Grant Program

    - Advance installations identified in the Planning Division's Municipal Art Fund Capital budget (Walnut Street Underpass) and coordinate public art procurement, design and/or installation in conjunction with various Agencies' capital projects with eligible Percent for Arts contributions (including State Street Campus Garage, CDA Housing Triangle Phase 1, etc.)
- **Community Connections and Partnerships:** This includes efforts to create and strengthen relationships with community and neighborhood organizations, institutions, and other units of government in the region. Key highlights in 2027:
    - Continue the Neighborhood Grant Program, unless otherwise impacted by budget reductions
    - Continue coordination with MMSD and UW-Madison on respective long-range planning efforts, particularly related to Area Planning and development activity
- **Data & Mapping:** This includes maintenance, analysis and communication of a variety of geographic and demographic data used by City Agencies, policymakers, and the public. Key highlights in 2027:
    - Continue efforts to improve tools for reporting development and other data to internal and external partners
    - Work with UW-Madison to begin preparations for staff to take over management of and updates to the Neighborhood Indicators Project
- **Metropolitan Planning Organization (MPO):** This includes federally funded planning activities in support of the designated policy body responsible for cooperative and comprehensive regional transportation planning for the Madison Metropolitan Planning Area. While the MPO prepares an annual work plan in coordination with state and federal partners, key highlights in 2027 will include:
    - Complete the Regional Transportation Plan

99.25% Budget

The submitted budget meets this target. Historically, the Planning Division has underspent its budget by approximately 1-2% or more. To meet the 0.75% underspend target for 2027, the Division will closely monitor non-personnel expenses throughout the year. This includes monitoring expenses related to Area Planning and special project implementation. As needed, the Division may also consider strategies such as a reduction in support for hourly interns and/or reduction in support for employee training outside of City offerings.

It is important to note that over 85% of the Division's general fund expenses support salaries and benefits. While uncommon, should a staff vacancy occur, the division may hold the position open longer to help meet this target. Beginning in 2026, the Division has been better reflecting some of its staff time dedicated to capital projects within its capital budget and working to improve processes and workflows to enable staff to work more efficiently on the highest priority activities. We will continue to do so through 2027, with the goal of reducing any future demands for additional staff capacity for these core services as the city grows.

2027 Reduction Scenarios

The Planning Division was directed to propose service reductions equal to at least 2% of the department's 2027 base budget. This results in a reduction target of $85,642. This year, all DPCED Divisions worked together to propose a collective 2% reduction, which is detailed in the DPCED Office of the Director agency transmittal memo. Planning's contribution to this collective reduction is $75,837 as detailed here and in the accompanying worksheet.

It is difficult to identify potential cuts to services that would not have significant impacts on parts of the community. As such, the following proposals are not "lower priority." Rather, these cuts include ones that allow the Division to meet its budget targets while maintaining core work and shifting some staff work time to other efforts.

- Reduce $35,337 for the Neighborhood Indicators Project (NIP). NIP is a collaboration with UW-Madison Applied Population Lab (APL) to provide geographically detailed data in 7 topic areas. This data is available at Area Plan and small, sub-neighborhood geographies. It is used in planning and other Agency projects and is made available to the public on an interactive dashboard. This would reduce the budget to $11,500 in 2027, to allow the Planning Division to continue a limited scope with the APL to complete a final update to the data and transition the project to City staff. The intent is that staff will take over the project in 2028, likely with fewer data variables and utilizing existing City software.
- Eliminate the $30,000 Neighborhood Grant Program. This program awards approx. 10 annual grants ranging from $1,000 to $5,000 to neighborhood and community organizations to support community enhancement and neighborhood leadership/capacity building projects. The associated staff time from Planning and other agencies to administer this small grant program is relatively high, nearly equaling the annual program funds. In recent years, the program has required approx. $20,000-$25,000 (approx. 0.2 FTE) in Planning

Division staff time to administer, as well as staff support from other agencies to implement physical projects. It is unclear if other community or non-profit organizations may be able to fill the gap in funds; staff time typically dedicated to this program would be dedicated to preparing Area Plans and community engagement in the Division's work.

- Eliminate the $7,000 Placemaking Fund. This fund focuses on quick, inexpensive programming and physical design solutions. Typically, individual projects are not earmarked within this fund; it is an asset when quick solutions can make an impact to solve localized challenges or advance an adopted plan recommendation. Without this fund, similar work may be able to move forward, but only within arts or capital budgets when the adopted budgets allow.
- Reduce local match for Metropolitan Planning Organization by $3,500. The MPO is funded largely through federal grants, with a 20% local match required. This local match is shared by Madison and other communities within the MPO's service area. This reduction would be achieved by leveraging other federal funding sources to reduce the amount of local match required and/or increasing the share of this match covered by other communities.

Reallocations and Other Changes

There are no major reallocations proposed in 2027. The Division continues to make minor changes to better reflect individual project budgets within the new services that were implemented in 2025 and to ensure better tracking throughout the year.

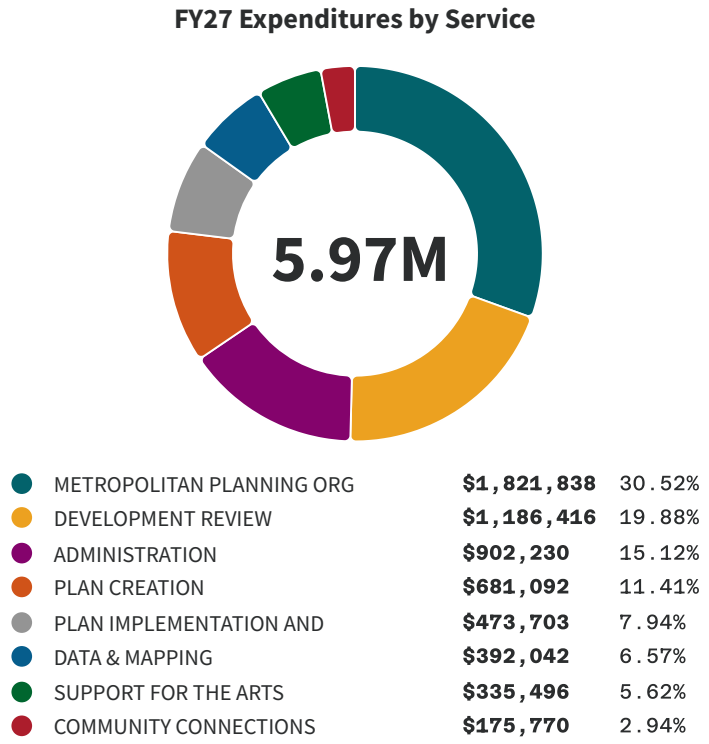
The requested budget includes an update related to the anticipated federal funding in 2027 for the MPO Service. Like in prior years, the Planning Division's overall agency target was calculated using federal funding levels from the prior year's adopted budget. Actual MPO funding levels are typically finalized later in the budget development process, due to the timing of federal funding award decisions by the WI Dept. of Transportation, and are reflected in the Executive Operating Budget. This year, the MPO was notified of some of its federal grant awards in time to be included in the agency submittal; others have been projected based on past increases. As a result, within the MPO Service, the proposed budget includes an additional $28,961 in Intergovernmental Revenues as well as an additional $28,981 in expenses for Purchased Services (Consultant Services). These increases occur in the Other Grants Fund and are budget neutral for the General Fund.

Planning Division Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

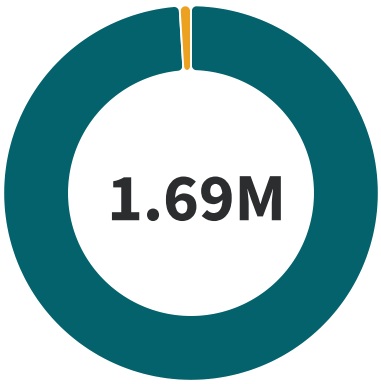


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ADMINISTRATION	$835,425	$845,583	$889,684	$902,480	$902,230
METROPOLITAN PLANNING ORG	$1,867,371	$1,589,855	$1,792,875	$1,792,877	$1,821,838
SUPPORT FOR THE ARTS	$307,201	$367,275	$327,415	$335,496	$335,496
COMMUNITY CONNECTIONS	$164,122	$152,640	$172,383	$175,770	$175,770
DATA & MAPPING	$380,580	$311,579	$382,435	$392,042	$392,042
DEVELOPMENT REVIEW	$1,102,271	$1,024,860	$1,153,660	$1,188,166	$1,186,416
PLAN CREATION	$597,166	$613,751	$647,707	$681,092	$681,092
PLAN IMPLEMENTATION AND	$429,727	$638,770	$472,047	$471,703	$473,703
Total Expenditures	**$5,683,864**	**$5,544,311**	**$5,838,206**	**$5,939,627**	**$5,968,588**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



METROPOLITAN PLANNING ORG	**$1,669,968**	99.02%
SUPPORT FOR THE ARTS	**$16,500**	0.98%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ADMINISTRATION	$1,500	-	$1,500	$1,500	-
METROPOLITAN PLANNING ORG	$1,663,791	$1,471,090	$1,641,007	$1,641,007	$1,669,968
SUPPORT FOR THE ARTS	$11,500	$50,569	$15,000	$15,000	$16,500
PLAN IMPLEMENTATION AND	-	$91,702	-	-	-
Total Revenues	**$1,676,791**	**$1,613,361**	**$1,657,507**	**$1,657,507**	**$1,686,468**

Service: Administration

Service Description

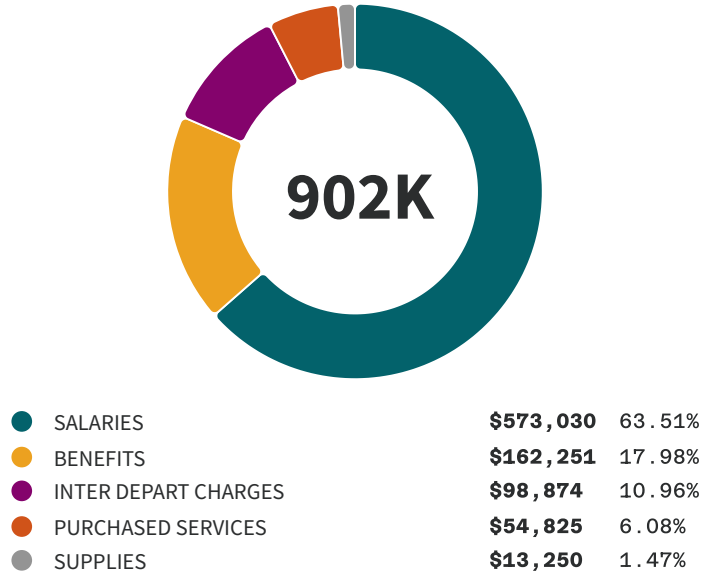
Planning Division Administration includes work common to most City agencies ranging from budget preparation and work planning to payroll processing, hiring processes, and employee professional development. It also includes Citywide efforts such as Results Madison. Each employee in the Planning Division allocates a portion of their time to this service.

Activities Performed by this Service

- Hiring and On-boarding: Time spent by a range of staff supporting recruitment and interview processes and on-boarding new colleagues within and beyond the Planning Division.
- Staff Meetings: Periodic meetings of individual sections, full staff team, or leadership team to maintain open lines of communication throughout the Planning Division.
- Financial Management and Payroll: Develops, monitors and maintains annual capital and operating budgets, including processing invoices and purchasing. Review and process timesheets, submit and manage payroll, associated tasks.
- Grant Management: Coordinates contracts, invoices, and activities related to grants administered by the Planning Division.
- Records Management: Maintains the Division's records, including coordinating timely responses to open records requests.
- Work Planning & Data Indicators: Maintaining the Planning Division Work Plan and tracking Results Madison data indicators over time.

Expenditures by Major (All Funds)

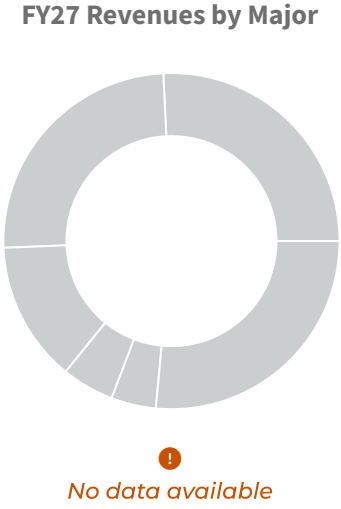
FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$513,424	$551,097	$546,223	$573,030	$573,030
BENEFITS	$157,590	$155,018	$172,432	$162,251	$162,251
SUPPLIES	$13,250	$4,681	$13,250	$13,500	$13,250
PURCHASED SERVICES	$52,875	$39,608	$54,125	$54,825	$54,825
INTER DEPART CHARGES	$98,286	$95,178	$103,654	$98,874	$98,874
Total Expenditures	**$835,425**	**$845,583**	**$889,684**	**$902,480**	**$902,230**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INVEST OTHER CONTRIB	$1,500	-	$1,500	$1,500	-
Total Revenues	**$1,500**	**-**	**$1,500**	**$1,500**	**-**

Service: Community Connections

Service Description

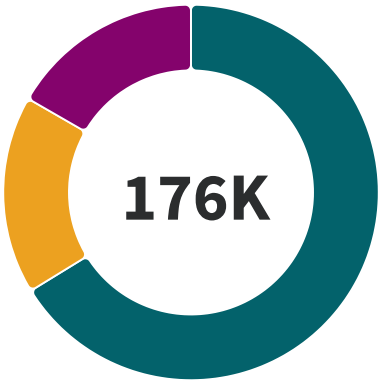
This service includes efforts to create and strengthen relationships with community and neighborhood organizations, institutions, and units of government in the greater Madison region. Many staff in the Planning Division allocate a portion of their time to this service as part of their core work.

Activities Performed by this Service

- Support for Neighborhood Resource Teams (NRT): Staff attendance and leadership at regularly scheduled NRT meetings across the City associated with the Department of Civil Rights NRT program.
- Neighborhood Grant Program Administration: Annual opportunity for small grants to community organizations to support physical improvements, leadership and capacity-building, or other innovative community projects. Budgeted for a total of $30,000, the program usually involves approximately 10 grants each year with ongoing staff support to complete community projects.
- Support for the Joint Campus Area Committee: Pursuant to MGO 33.32, administrative support for 6-8 meetings per year of this committee comprised of City Alders, UW-Madison staff, and representatives of nearby neighborhoods to coordinate and communicate upcoming development and major changes on the UW-Madison campus.
- Regional Cooperation: Communication, presentations to, and occasional meetings with area school districts, colleges and universities, Dane County, other municipalities, and community organizations regarding shared goals, issues, and challenges.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$116,429	66.24%
PURCHASED SERVICES	$30,000	17.07%
BENEFITS	$29,341	16.69%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$107,052	$99,774	$112,429	$116,429	$116,429
BENEFITS	$27,071	$25,739	$29,954	$29,341	$29,341
PURCHASED SERVICES	$30,000	$27,127	$30,000	$30,000	$30,000
Total Expenditures	**$164,122**	**$152,640**	**$172,383**	**$175,770**	**$175,770**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Data & Mapping

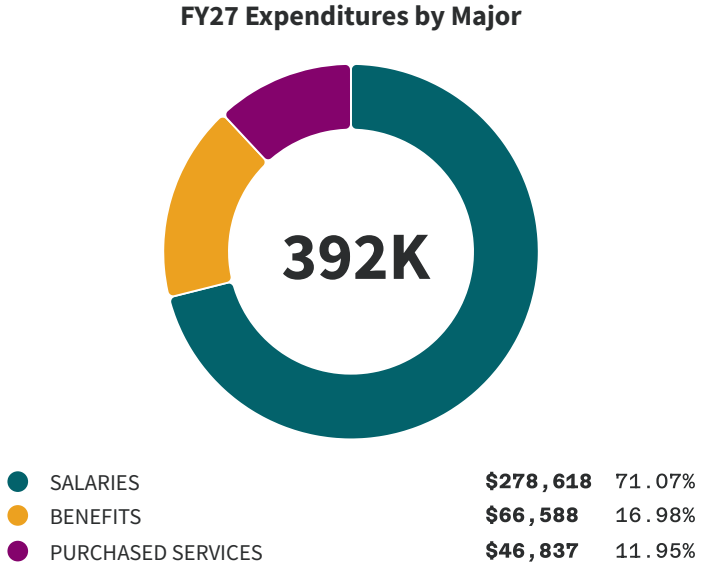
Service Description

This service includes maintenance, analysis, and communication of a wide variety of geographic and demographic data for use by City agencies, policymakers, and the public. With a focus on improving data clarity and usability, mapping services rely on data inputs from the US Census and other agencies and community partners.

Activities Performed by this Service

- Geographic Information Systems (GIS) Maintenance: Ongoing maintenance of GIS layers/data related to development activity, zoning, political districts, City services and other topics. These updates populate core City databases and online resources, including the Assessor's Office Property Lookup webpage.
- Development Pipeline Data Maintenance: Ongoing updates to a geographic database of proposed and approved developments that are not yet constructed. Knowledge of these expected developments, which do not yet appear in other city databases, can be useful for other city agencies and community partners (school districts, etc.) engaging in near-term planning.
- Data & Mapping Support and Requests: Support the needs of PCED Divisions. Support several City agencies beyond PCED that have GIS needs but lack GIS staff. This ranges from ongoing support for the Clerk's Office (e.g. polling places, wards, Alder Districts) to occasional support for agencies such as the Mayor's Office and Common Council Office.
- Madison Neighborhood Indicators Project (NIP): The NIP is updated biennially through a contract with the UW-Madison Applied Population Lab. It brings together data from a variety of sources in a user-friendly interface, focusing on topic areas such as demographics, housing, public safety, health, education, economics, and transportation.

Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$270,946	$214,138	$265,105	$278,618	$278,618
BENEFITS	$69,635	$55,755	$73,143	$66,588	$66,588
PURCHASED SERVICES	$40,000	$41,686	$44,187	$46,837	$46,837
Total Expenditures	**$380,580**	**$311,579**	**$382,435**	**$392,042**	**$392,042**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Development Review

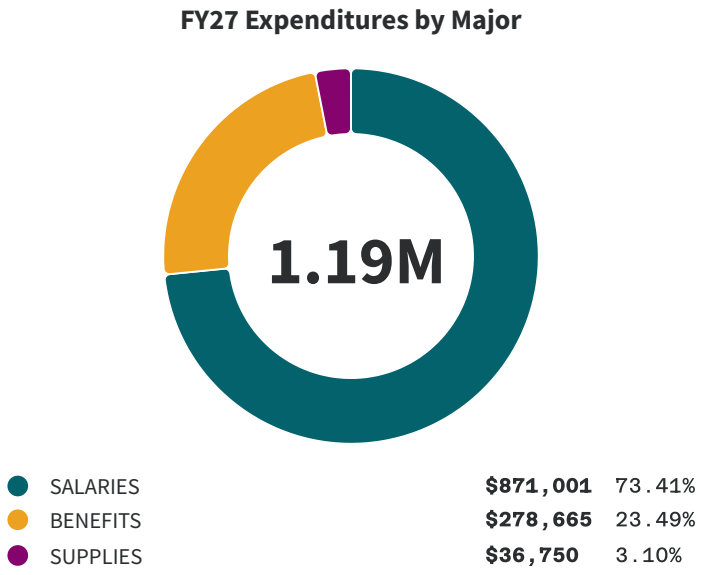
Service Description

This service supports the City's decisions related to development and redevelopment, pursuant to relevant Wisconsin statutes and local ordinances in MGO Chapters 16 (General Planning), 28 (Zoning Code), 33.24 (Urban Design Commission), and 41 (Historic Preservation). Development review activities summarized below include facilitation of meetings with elected officials, community groups, development teams, and interagency staff teams leading up to the preparation of recommendations to appointed and elected officials related to development proposals. Staff must ensure compliance with commission decisions prior to (re)development moving forward. Further, as provided by ordinance, administratively reviewed changes also involve staff support to property owners, contractors, and designers.

Activities Performed by this Service

- Plan Commission Support: Review and make recommendations to the City's Plan Commission on development proposals including demolition, conditional uses, rezonings, and land divisions, following policies and procedures in MGO Chapters 16 and 28 and relevant Wisconsin statutes. This activity typically supports roughly 200 annual development requests, including many requiring final decisions by the Common Council.
- Urban Design Commission Support: Review and make recommendations to the City's Urban Design Commission regarding development proposals within eight (8) Urban Design Districts, design of public buildings, and other items consistent with MGO Chapter 33.24. This activity supports over 70 annual development requests to the UDC and a significant amount of additional administrative review.
- Landmarks Commission Support: Review and make recommendations to the City's Landmarks Commission regarding proposed development and change within five (5) Local Historic Districts, to local Landmark sites, and other items consistent with MGO Chapters 33.19 and 41. This activity typically supports approx. 30 annual development requests to the Landmarks Commission as well as a significant amount of support to contractors and residents working to update and maintain historic buildings.
- Interagency Coordination: In supporting the commissions listed above and for other development proposals a significant amount of work for this service includes coordinating with various agencies involved in the development review/approval process, including pre- and post- approval on a variety of issues to provide guidance to development teams throughout the process, including coordinating the Development Assistance Team.
- Community Meeting Support: Attend meetings about specific development/redevelopment projects, often at the request of alders, resident groups, or the development team.

Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$807,541	$747,124	$837,363	$871,001	$871,001
BENEFITS	$256,731	$245,176	$279,547	$278,665	$278,665
SUPPLIES	$38,000	$32,559	$36,750	$38,500	$36,750
Total Expenditures	**$1,102,271**	**$1,024,860**	**$1,153,660**	**$1,188,166**	**$1,186,416**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Metropolitan Planning Organization

Service Description

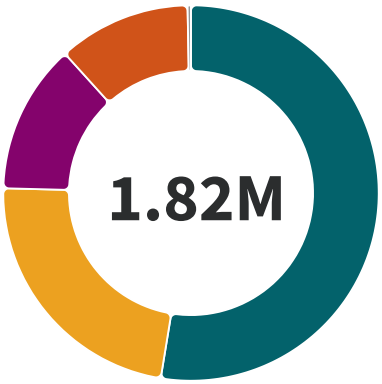
This service provides staff for the Metropolitan Planning Organization (MPO), which is the designated policy body responsible for cooperative and comprehensive regional transportation planning and decision-making for the Madison Metropolitan Planning Area. The responsibilities of the MPO include conducting a 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 transportation investments that meet metropolitan transportation needs. The role of the MPO is to facilitate coordinated and comprehensive regional transportation planning and decision-making that is fair and impartial.

Activities Performed by this Service

- Long-range Multimodal System Wide Planning: Maintain and refine the Regional Transportation Plan through more detailed studies, including sub-elements of the plan such as the Bicycle Transportation Plan, as part of the continuing, comprehensive, multimodal transportation process for the metro area in accordance with federal rules.
- Data Collection and Analysis: Collect, monitor, and analyze data related to land use development, socioeconomic characteristics of the population, travel patterns, and other factors affecting travel, as well as environmental indicators and issues.
- Transportation System/Congestion Management Planning: Monitor transportation system performance and plan and prioritize investments to improve overall system efficiency and safety with an emphasis on use of technology and lower cost strategies.
- Short-range Transit and Specialized Transportation Planning: Plan near term (5-10 years) improvements to the public transit system as well as specialized transportation services designed to meet the needs of the elderly and persons with disabilities. Assist in coordinating transit and specialized transportation services provided by Metro Transit, Dane County, and other public and private providers.
- Transportation Improvement Program: Approve use of federal funding for transportation projects and services in the metro area through the TIP, which is updated annually. Monitor other major transportation projects and assist in coordinating projects where needed.
- Roadway and Transit Corridor and Special Studies: Lead or assist in planning for roadway and transit investments in major corridors or undertaking special studies that result in more detailed, project specific recommendations that refine the Regional Transportation Plan.
- Ridesharing/Travel Demand Management: Coordinate and implement programs and services designed to promote and encourage increased use of transit, car/vanpooling, bicycling, and walking.
- Administration: Manage the transportation planning program, including program development, administration, and reporting, staffing the MPO Board and committees, and involving policymakers and the public in the planning process.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



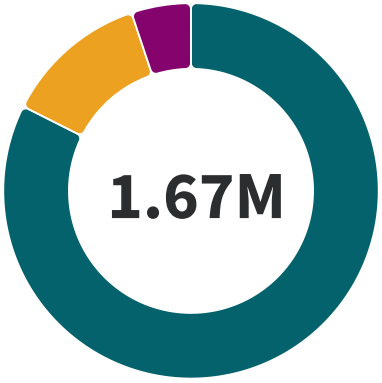
SALARIES	**$958,093**	52.59%
PURCHASED SERVICES	**$415,572**	22.81%
BENEFITS	**$234,926**	12.90%
TRANSFER OUT	**$207,871**	11.41%
SUPPLIES	**$5,375**	0.30%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$896,049	$860,492	$913,435	$958,093	$958,093
BENEFITS	$243,349	$210,531	$238,467	$234,926	$234,926
SUPPLIES	$35,880	$35,641	$35,205	$5,375	$5,375
PURCHASED SERVICES	$432,513	$305,323	$397,896	$386,611	$415,572
INTER DEPART CHARGES	-	$631	-	-	-
TRANSFER OUT	$259,580	$177,237	$207,871	$207,871	$207,871
Total Expenditures	**$1,867,371**	**$1,589,855**	**$1,792,875**	**$1,792,877**	**$1,821,838**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$1,376,529**	82.43%
TRANSFER IN	**$207,871**	12.45%
CHARGES FOR SERVICES	**$85,568**	5.12%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$1,318,643	$822,939	$1,347,568	$1,347,568	$1,376,529
CHARGES FOR SERVICES	$85,568	$84,108	$85,568	$85,568	$85,568
OTHER FINANCE SOURCE	-	$386,806	-	-	-
TRANSFER IN	$259,580	$177,237	$207,871	$207,871	$207,871
Total Revenues	**$1,663,791**	**$1,471,090**	**$1,641,007**	**$1,641,007**	**$1,669,968**

Service: Plan Creation

Service Description

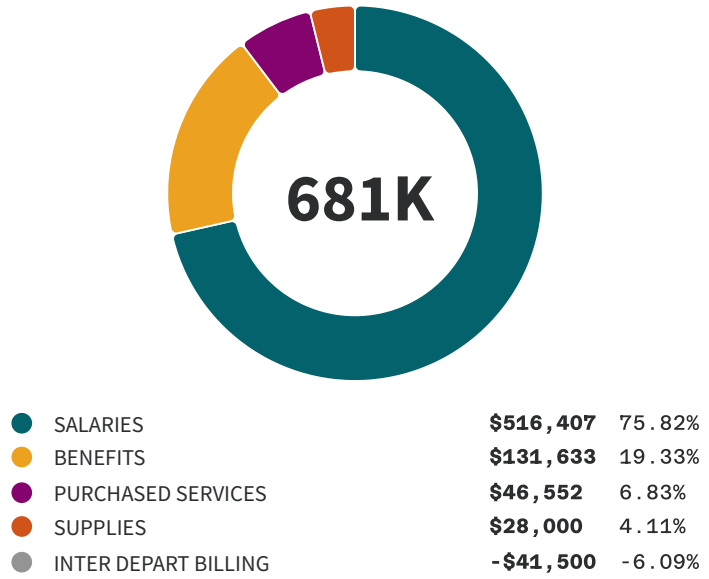
This service results in the production and maintenance of the Comprehensive Plan, more detailed plans for twelve (12) sub-areas, Community Action Strategies for certain areas with low- and moderate-income households, and citywide plans focused on special topics. Plan creation involves analysis and communication of the City's population projections and other demographic, housing, and economic data, as well as robust engagement with residents, City staff and officials, community partners, and other stakeholders. Plans adopted by the Common Council serve as the City's long-term development and growth management policies, guiding Madison toward an efficient, equitable, and sustainable future, and setting priorities for City investment in infrastructure, community facilities, and programs.

Activities Performed by this Service

- Comprehensive Planning: Production of the City's Comprehensive Plan every ten years, consistent with state law, as well as on-going monitoring and publication and distribution of biennial progress updates.
- Area Planning: Production of twelve (12) more detailed plans covering the entire city to guide future land use and use of city resources. Once adopted, these plans will be updated every ten years to ensure that they remain consistent with the Comprehensive Plan and City policies.
- Community Action Planning: Within the Area Plan processes, focused work with residents in low- and moderate-income areas to prioritize efforts and expenditures of federal funds for impactful community projects and programs.
- Citywide Special Topic Plans: Occasional strategic planning efforts focused on topics such as Arts and Culture, Historic Preservation, and Community Facilities.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

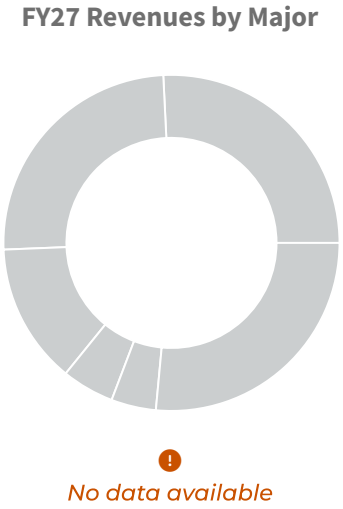


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$468,703	$463,055	$489,810	$516,407	$516,407
BENEFITS	$119,963	$127,828	$138,845	$131,633	$131,633
SUPPLIES	-	-	$28,000	$28,000	$28,000
PURCHASED SERVICES	$50,000	$64,368	$32,552	$46,552	$46,552
INTER DEPART BILLING	-$41,500	-$41,500	-$41,500	-$41,500	-$41,500

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$597,166**	**$613,751**	**$647,707**	**$681,092**	**$681,092**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

No data available

Service: Plan Implementation & Design

Service Description

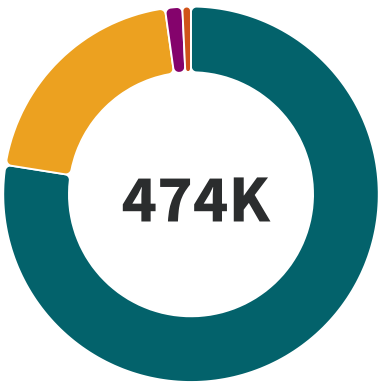
This service focuses on collaborative efforts to implement recommendations in adopted plans ranging from updates to City ordinances to design of public spaces and facilities. Planning Division staff often lead or share project management roles in a number of these efforts. Initiatives almost always involve contributions from multiple City agencies and sometimes involve community partners and/or ad hoc City committees.

Activities Performed by this Service

- Ordinance Updates: Manage or participate in public processes to update ordinances, often related to development review and approval processes, consistent with recommendations in adopted plans and/or pursuant to initiatives sponsored by elected officials.
- Plan Implementation: Lead or facilitate the implementation of Common Council adopted plans, such as the Comprehensive Plan and area plans.
- Intergovernmental Agreements: Lead processes with other municipalities to work toward mutually beneficial agreements related to long-term growth and public investment.
- Design of Public Projects: Manage or participate in the design of City or Community Development Authority (CDA) facilities such as specific parts of the public right-of-way or buildings. Often includes significant public engagement efforts.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

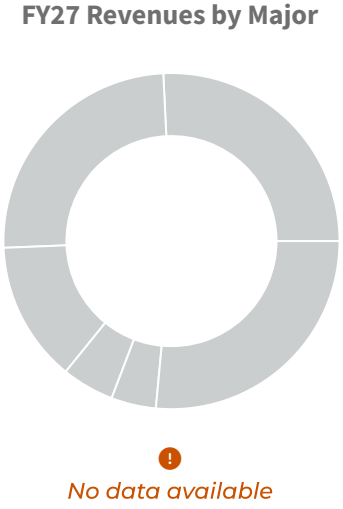


SALARIES	**$367,114**	77.50%
BENEFITS	**$96,089**	20.28%
PURCHASED SERVICES	**$7,000**	1.48%
SUPPLIES	**$3,500**	0.74%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$332,970	$423,888	$352,767	$367,114	$367,114
BENEFITS	$88,257	$121,619	$110,780	$96,089	$96,089
SUPPLIES	$1,500	$1,110	$1,500	$1,500	$3,500
PURCHASED SERVICES	$7,000	$12,531	$7,000	$7,000	$7,000
DEBT OTHR FINANCING	-	$79,623	-	-	-
Total Expenditures	**$429,727**	**$638,770**	**$472,047**	**$471,703**	**$473,703**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	$91,702	-	-	-
Total Revenues	**-**	**$91,702**	**-**	**-**	**-**

Service: Support for the Arts

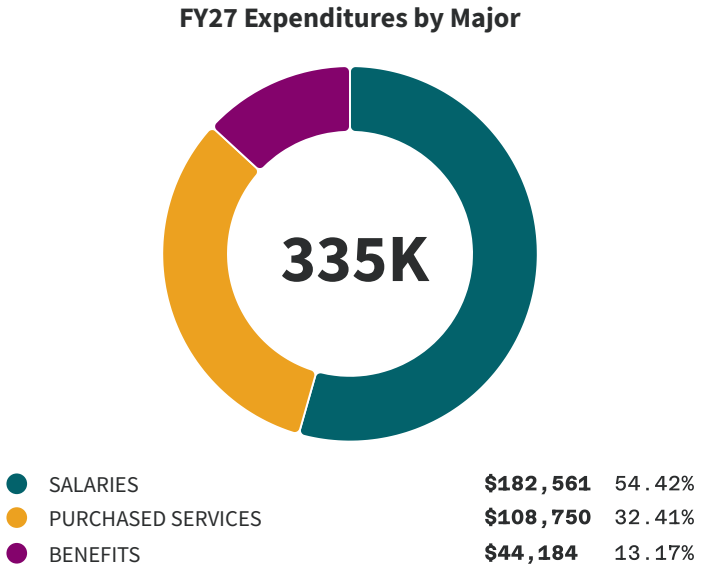
Service Description

This service maintains and expands Madison's public art collection and ensures thoughtful incorporation of art throughout the community, including into public facilities. It also supports a wide variety of local artists and cultural activities, such as music and poetry. Staff and the Madison Arts Commission strive for equitable distribution of art and cultural activities and financial support for that are representative of Madison's rich racial, ethnic, and cultural diversity.

Activities Performed by this Service

- Public Art Administration: Ongoing maintenance, conservation, and expansion of the City's public art collection, including administering art spaces in City buildings, with support from the Municipal Art Fund and Percent for the Arts commitment.
- Art Grants Program: Administer annual program awarding over $100,000 to local arts non-profits and artists completing art projects, performances, and other activities, with support from the operating budget and the State Arts Board.
- Support for the Madison Arts Commission (MAC): Pursuant to MGO 33.35, staff provide administrative support for the 11-member MAC and their regularly scheduled meetings, as well as subcommittees.
- Poet Laureate: Administer the City's Poet Laureate program, including support for both the Adult & Youth Poets Laureate, with support from the operating budget and the Madison Community Foundation.
- Artist-in-Residence Program: Support a neighborhood-based program that embeds an artist-in-residence in the Darbo neighborhood, who engages the community, activates public spaces, and produces a public art piece.
- Greater Madison Music City (GMMC): Strengthen Madison's music ecosystem. Support free-to-consumers, live, outdoor music in the summer months through grants, with funding from Room Tax.

Expenditures by Major (All Funds)

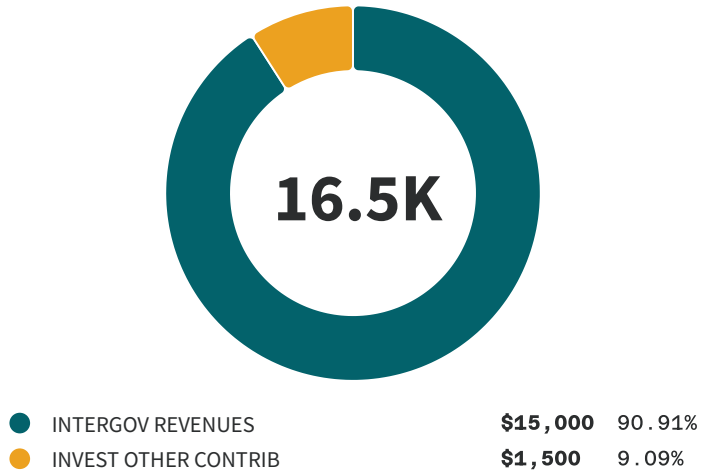


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$163,358	$186,512	$174,830	$182,561	$182,561
BENEFITS	$40,343	$46,408	$45,584	$44,184	$44,184
PURCHASED SERVICES	$103,500	$94,845	$107,000	$108,750	$108,750
DEBT OTHR FINANCING	-	$39,510	-	-	-
Total Expenditures	**$307,201**	**$367,275**	**$327,415**	**$335,496**	**$335,496**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

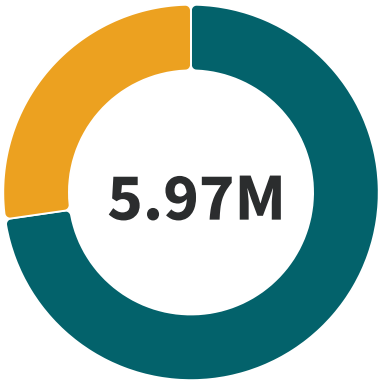
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$11,500	-	$15,000	$15,000	$15,000
INVEST OTHER CONTRIB	-	$50,569	-	-	$1,500
Total Revenues	**$11,500**	**$50,569**	**$15,000**	**$15,000**	**$16,500**

Planning Division Fund Summary

The graphs and tables below summarize expenditures and agency revenues by fund. This summary is included because the agency has two or more fund types within the operating budget. The pages following this summary show the line-item detail for each fund.

Expenditures by Fund

FY27 Expenditures by Fund



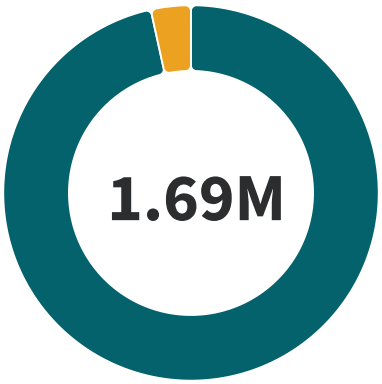
GENERAL	$4,340,188	72.72%
OTHER GRANTS	$1,628,400	27.28%

Expenditures by Fund

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$3,819,220	$4,065,141	$3,990,628	$4,238,767	$4,340,188	$4,340,188
OTHER GRANTS	$1,783,612	$1,618,723	$1,553,683	$1,599,439	$1,599,439	$1,628,400
Total Expenditures	**$5,602,831**	**$5,683,864**	**$5,544,311**	**$5,838,206**	**$5,939,627**	**$5,968,588**

Agency Revenues by Fund

FY27 Revenues by Fund



OTHER GRANTS	$1,628,400	96.56%
GENERAL	$58,068	3.44%

Agency Revenues by Fund

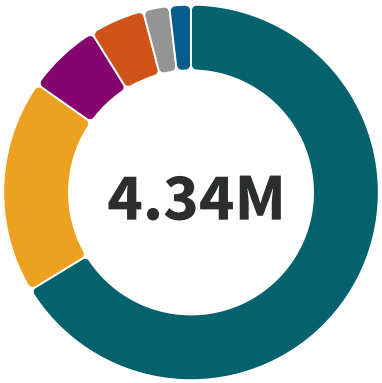
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$79,982	$58,068	$59,677	$58,068	$58,068	$58,068
OTHER GRANTS	$1,783,612	$1,618,723	$1,553,683	$1,599,439	$1,599,439	$1,628,400
Total Revenues	**$1,863,594**	**$1,676,791**	**$1,613,361**	**$1,657,507**	**$1,657,507**	**$1,686,468**

Planning Division: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$2,905,160	66.94%
BENEFITS	$808,883	18.64%
PURCHASED SERVICES	$279,399	6.44%
TRANSFER OUT	$207,871	4.79%
INTER DEPART CHARGES	$98,874	2.28%
SUPPLIES	$81,500	1.88%
INTER DEPART BILLING	-$41,500	-0.96%

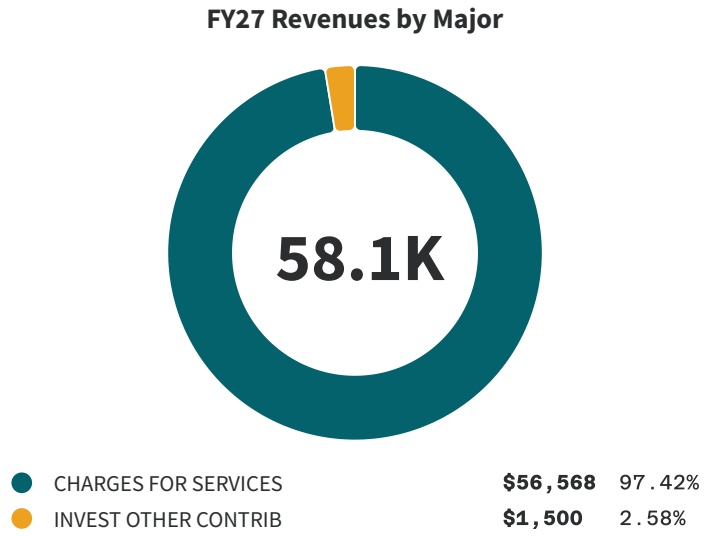
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,548,725	$2,663,993	$2,681,399	$2,778,527	$2,905,160	$2,905,160
PERMANENT WAGES	$2,508,913	$2,673,064	$2,624,197	$2,789,472	$2,905,961	$2,905,961
SALARY SAVINGS	-	-$13,365	-	-$13,947	-$14,530	-$14,530
PENDING PERSONNEL	-	$5,695	-	$4,858	$4,971	$4,971
PREMIUM PAY	$1,881	-	$1,799	-	-	-
COMPENSATED ABSENCE	$22,408	$24,743	$33,846	$25,486	$26,251	$26,251
HOURLY WAGES	$12,180	$14,433	$19,200	$14,866	$14,866	$14,866
OVERTIME WAGES PERMANENT	$2,179	-	$1,562	-	-	-
ELECTION OFFICIALS WAGES	$1,163	-	$795	-	-	-
BUDGET EFFICIENCIES	-	-$40,576	-	-$42,208	-$32,359	-$32,359
BENEFITS	$719,924	$759,721	$776,374	$850,415	$808,883	$808,883
HEALTH INSURANCE BENEFIT	$332,294	$354,594	$380,208	$427,220	$366,261	$366,261
WAGE INSURANCE BENEFIT	$11,505	$11,414	$12,003	$11,510	$12,848	$12,848
WI RETIREMENT SYSTEM	$175,094	$185,778	$185,477	$200,842	$209,229	$209,229

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FICA MEDICARE BENEFITS	$187,611	$205,385	$196,299	$208,385	$218,037	$218,037
MOVING EXPENSES	$11,015	-	-	-	-	-
POST EMPLOYMENT HEALTH PLANS	$2,405	$2,550	$2,387	$2,458	$2,509	$2,509
SUPPLIES	$35,716	$52,750	$38,350	$79,500	$81,500	$81,500
OFFICE SUPPLIES	$1,087	$2,500	$989	$22,500	$22,500	$16,500
COPY PRINTING SUPPLIES	$2,840	$7,500	$3,028	$7,500	$7,750	$7,750
FURNITURE	$874	$500	-	$500	$500	$500
HARDWARE SUPPLIES	$2,333	$2,000	$106	$2,000	$2,000	$2,000
SOFTWARE LICENSES & SUPPLIES	$1,325	-	$12	-	-	-
POSTAGE	$26,039	$38,000	$32,549	$36,750	$38,500	$38,500
BOOKS AND SUBSCRIPTIONS	$76	$250	-	$250	$250	$250
FOOD AND BEVERAGE	$115	$500	$557	$8,500	$8,500	$14,500
BUILDING SUPPLIES	$1,027	$1,500	$1,110	$1,500	$1,500	$1,500
PURCHASED SERVICES	$264,093	$272,310	$263,590	$260,299	$279,399	$279,399
TELEPHONE	$1,121	$2,450	$1,160	$2,450	$2,450	$2,450
CELLULAR TELEPHONE	$711	$500	$872	$750	$750	$750
FACILITY RENTAL	$374	$3,000	$700	$3,000	$4,750	$4,750
SYSTEM AND SOFTWARE MAINTENANC	$12,764	$15,500	$15,238	$22,500	$30,200	$30,200
RECRUITMENT	$1,547	$1,200	$85	$1,200	$1,200	$1,200
MILEAGE	$99	-	-	-	-	-
CONFERENCES AND TRAINING	$10,251	$15,000	$7,213	$15,000	$15,000	$15,000
MEMBERSHIPS	$7,773	$8,435	$7,054	$9,435	$9,435	$9,435
STORAGE SERVICES	$615	$725	$608	$725	$725	$725
CONSULTING SERVICES	$91,012	$90,000	$106,751	$69,739	$79,389	$79,389
ADVERTISING SERVICES	$5,662	$6,500	$6,637	$6,500	$6,500	$6,500
OTHER SERVICES AND EXPENSES	$6,352	$7,000	$5,941	$7,000	$7,000	$7,000
GRANTS	$125,812	$122,000	$111,332	$122,000	$122,000	$122,000
INTER DEPART CHARGES	$86,973	$98,286	$95,178	$103,654	$98,874	$98,874
ID CHARGE FROM ENGINEERING	$80,304	$88,334	$88,334	$88,334	$88,334	$88,334
ID CHARGE FROM INSURANCE	$4,575	$7,426	$4,950	$13,497	$8,700	$8,700
ID CHARGE FROM WORKERS COMP	$2,094	$2,526	$1,894	$1,823	$1,840	$1,840
INTER DEPART BILLING	-$41,500	-$41,500	-$41,500	-$41,500	-$41,500	-$41,500
ID BILLING TO COMMUNITY DEVEL	-$41,500	-$41,500	-$41,500	-$41,500	-$41,500	-$41,500
TRANSFER OUT	$205,288	$259,580	$177,237	$207,871	$207,871	$207,871
TRANSFER OUT TO GRANTS	$205,288	$259,580	$177,237	$207,871	$207,871	$207,871

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$3,819,220**	**$4,065,141**	**$3,990,628**	**$4,238,767**	**$4,340,188**	**$4,340,188**

Agency Revenues by Major



Line-Item Agency Revenues

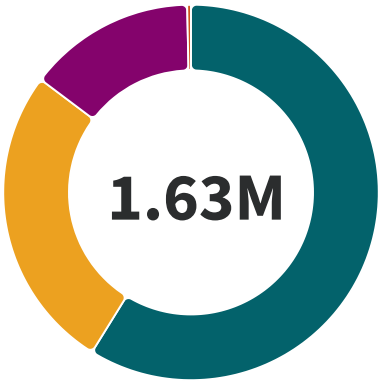
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$79,427	$56,568	$59,108	$56,568	$56,568	$56,568
REIMBURSEMENT OF EXPENSE	$79,427	$56,568	$59,108	$56,568	$56,568	$56,568
INVEST OTHER CONTRIB	$556	$1,500	$569	$1,500	$1,500	$1,500
CONTRIBUTIONS AND DONATIONS	$556	$1,500	$569	$1,500	$1,500	$1,500
Total Revenues	**$79,982**	**$58,068**	**$59,677**	**$58,068**	**$58,068**	**$58,068**

Planning Division: Other Grants Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Grants Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$958,093	58.84%
PURCHASED SERVICES	$430,137	26.41%
BENEFITS	$234,794	14.42%
SUPPLIES	$5,375	0.33%

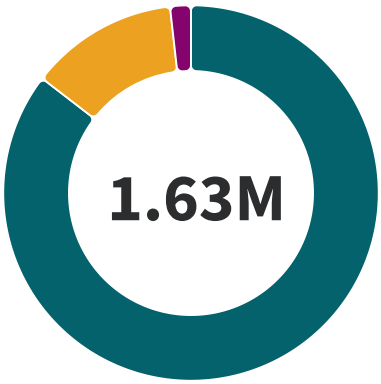
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$828,096	$896,049	$864,681	$913,435	$958,093	$958,093
PERMANENT WAGES	$800,519	$919,112	$844,468	$894,435	$963,687	$963,687
SALARY SAVINGS	-	-$42,063	-	-	-	-
PENDING PERSONNEL	-	-	-	-	-$24,593	-$24,593
COMPENSATED ABSENCE	$10,896	-	$6,291	-	-	-
HOURLY WAGES	$16,681	$19,000	$13,918	$19,000	$19,000	$19,000
OVERTIME WAGES PERMANENT	-	-	$4	-	-	-
BENEFITS	$202,336	$243,216	$211,700	$238,338	$234,794	$234,794
HEALTH INSURANCE BENEFIT	$83,934	$109,349	$86,064	$104,752	$89,995	$89,995
WAGE INSURANCE BENEFIT	$1,846	$1,548	$2,542	$2,266	$3,013	$3,013
WI RETIREMENT SYSTEM	$55,676	$63,879	$59,269	$64,399	$69,385	$69,385
FICA MEDICARE BENEFITS	$60,880	$68,440	$63,826	$66,920	$72,401	$72,401
SUPPLIES	$32,988	$35,880	$35,641	$35,205	$5,375	$5,375
OFFICE SUPPLIES	$1,528	$1,500	$2,738	$1,500	$1,500	$1,500
COPY PRINTING SUPPLIES	$3,238	$1,800	$1,888	$1,800	$1,800	$1,800
FURNITURE	$11,589	$750	$90	$750	$750	$750

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HARDWARE SUPPLIES	$1,853	$1,000	$483	$1,000	$1,000	$1,000
SOFTWARE LICENSES & SUPPLIES	$14,209	$29,830	$30,302	$29,830	-	-
POSTAGE	$57	$750	$26	$75	$75	$75
BOOKS AND SUBSCRIPTIONS	$515	$250	$114	$250	$250	$250
PURCHASED SERVICES	$472,467	$443,578	$321,897	$412,461	$401,176	$430,137
TELEPHONE	$311	$750	$323	$500	$500	$500
FACILITY RENTAL	$61,370	$59,698	$62,823	$115,569	$117,880	$117,880
EQUIP IMPROV REPAIR MAINT	-	$500	-	-	-	-
SYSTEM AND SOFTWARE MAINTENANC	$169,651	$12,000	$135,850	$134,187	$167,000	$167,000
RECRUITMENT	-	$250	-	-	-	-
MILEAGE	$128	$50	$8	$50	$50	$50
CONFERENCES AND TRAINING	$10,881	$8,000	$14,546	$8,000	$8,000	$8,000
MEMBERSHIPS	$6,203	$4,000	$5,640	$4,000	$4,000	$4,000
CONSULTING SERVICES	$184,696	$334,280	$52,126	$123,155	$76,746	$105,707
ADVERTISING SERVICES	$16,475	$12,000	$19,231	$12,000	$12,000	$12,000
INTERPRETERS SIGNING SERVICES	-	$150	-	-	-	-
TRANSCRIPTION SERVICES	-	$150	-	-	-	-
CATERING VENDING SERVICES	-	$250	-	-	-	-
OTHER SERVICES AND EXPENSES	$6,253	-	$17,265	-	-	-
GRANTS	$16,500	$11,500	$14,085	$15,000	$15,000	$15,000
DEBT OTHR FINANCING	$247,027	-	$119,133	-	-	-
FUND BALANCE GENERATED	$247,027	-	$119,133	-	-	-
INTER DEPART CHARGES	$697	-	$631	-	-	-
ID CHARGE FROM WORKERS COMP	$697	-	$631	-	-	-
Total Expenditures	**$1,783,612**	**$1,618,723**	**$1,553,683**	**$1,599,439**	**$1,599,439**	**$1,628,400**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES	**$1,391,529**	85.45%
TRANSFER IN	**$207,871**	12.77%
CHARGES FOR SERVICES	**$29,000**	1.78%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$1,533,045	$1,330,143	$914,641	$1,362,568	$1,362,568	$1,391,529
FEDERAL REVENUES OPERATING	$1,527,692	$1,318,643	$908,046	$1,347,568	$1,347,568	$1,376,529
STATE REVENUES OPERATING	$5,353	$11,500	$6,595	$15,000	$15,000	$15,000
CHARGES FOR SERVICES	$9,000	$29,000	$25,000	$29,000	$29,000	$29,000
REIMBURSEMENT OF EXPENSE	$9,000	$29,000	$25,000	$29,000	$29,000	$29,000
INVEST OTHER CONTRIB	-	-	$50,000	-	-	-
CONTRIBUTIONS AND DONATIONS	-	-	$50,000	-	-	-
OTHER FINANCE SOURCE	$36,279	-	$386,806	-	-	-
FUND BALANCE APPLIED	$36,279	-	$386,806	-	-	-
TRANSFER IN	$205,288	$259,580	$177,237	$207,871	$207,871	$207,871
TRANSFER IN FROM GENERAL	$205,288	$259,580	$177,237	$207,871	$207,871	$207,871
Total Revenues	**$1,783,612**	**$1,618,723**	**$1,553,683**	**$1,599,439**	**$1,599,439**	**$1,628,400**

Planning Division Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ADMIN CLK 1-20	20	2.00	2.00
ADMIN CLK 1-20 PT	20	0.50	0.50
ARTS & CULTURE ADMINISTRATOR	18	1.00	1.00
GIS SPECIALIST 2-18	18	1.00	1.00
GIS SPECIALIST 3-18	18	1.00	1.00
GIS SPECIALIST 4-18	18	1.00	1.00
PLANNER 2-18	18	1.00	1.00
PLANNER 3-18	18	15.00	15.00
PLANNER 4-18	18	5.00	5.00
PLANNING DIV DIR-21	21	1.00	1.00
PRINCIPAL PLANNER-18	18	3.00	3.00
PROGRAM ASST 2-20	20	1.00	1.00
PUBLIC INFORMATION OFF 2-18	18	1.00	1.00
TRANSP PLANNING MGR-18	18	1.00	1.00
Grand Total		**34.50**	**34.50**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Planning Division 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for the Planning Division is **$85,642**

The Department of Planning, Community and Economic Development (DPCED) developed a joint reduction proposal across all divisions (excluding CDA) to meet the 2% target. As a result, some divisions may be over/ under their target number. For a summary of all proposed reductions, see the DPCED memo.

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
656 - DATA & MAPPING	Reduce funds for Neighborhood Indicators Project contract from $46,837 to $11,500; take over program entirely by 2028	Next release of data made available to Agencies and public may be delayed or scaled back. Long term, in-house management will require full implementation of and support for City's new ESRI system to replace UW-Madison hosted platform for data.		35,337
655 - COMMUNITY CONNECTIONS	Eliminate Neighborhood Grant Program	Will no longer award approx. 10 annual grants to neighborhood and community organizations for community enhancement projects/neighborhood leadership and capacity building activities.		30,000
659 - PLAN IMPLEMENTATION AND	Eliminate Placemaking Fund	No funds available for small-scale physical improvements to implement plan recommendations (i.e. art, signage, etc)		7,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
653 - METROPOLITAN PLANNING ORG	Reduce General Fund match for MPO federal transportation planning funds through leverage of other grant funds and/or increased match reimbursement from member communities	Must maintain 80/20 match for federal funding; if not able to offset this amount, may require slight reduction to annual federal grant award.		3,500
			Total	75,837



Public Facilities

Library

Monona Terrace

Library Overview

Agency Mission

The mission of Madison Public Library is to spark literacy, foster curiosity and support community. It provides equitable access to experiences, ideas and resources necessary to thrive.

Agency Overview

The Agency is responsible for the operation of Madison's ten libraries and the Library Service & Support Center. The Agency's goal is to support literacy and connect residents to information and resources. The Library will advance this goal by providing book collections (both physical and digital), reference services, access to technology and training, online collections and services, and literacy programming.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

- Sub fund 00000 (Property Tax-supported):
    - A technical adjustment was made in revenues. Charges for services increased by $20,300 based on historic actuals relating to the amount of public printing and copying charges. Supplies and purchased services increased by the same amount.
    - Other technical adjustments were made related to the Results Madison chart of accounts implementation in 2025. The Library has a full year of data to inform budget adjustments in non-personnel expenses.
- Sub fund 12002 (Private Donations/Contributions): Technical adjustment for donations and contributions. Rather than guessing what service and major we will use when actuals come in, the donations and contributions and corresponding program supply and service expenses are recorded solely in Borrower Services. The budget amounts in Borrower Services will be reduced when funds are received and recorded in the service for which they will be used. This technical adjustment is reflected in all seven services.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

Budget adjustments are strictly technical.

Transmittal Memo

Madison Public Library
201 W . Mifflin St.
Madison, WI 53703
Phone: (608) 266-6300
madisonpubliclibrary.org

TO: Mayor Satya Rhodes-Conway
FROM: Tana Elias, Library Director

Goals of Agency's Operating Budget

Madison Public Library's 2024-2028 Strategic Priorities include sharing **engaging and accessible core services** (collections, programs, information connection & referral, and digital resources); providing welcoming, safe, environmentally friendly and community responsive **spaces**; a focus on **community partnerships** which inform the work we do and connect our visitors to needed services; and investing in our employees and service quality through **staff development**. Our 2027 goals continue to focus on these core programs and services, while evaluating key areas for efficiency and impact. In addition to our daily work of keeping ten locations open across the city, one major project for 2027 will be the incorporation of the new Imagination Center into the existing library ecosystem and assessing the financial and service impact of adding a tenth service point over its first year of operations. We will continue to examine strategies by which we could influence the Dane County Walk-In Reimbursement formula in the short and long-term, knowing that additional growth and annexations are coming which will negatively affect formula payments. We'll also continue to work on citywide initiatives including the LED lighting replacement project at the Central Library, updating our facilities in line with our ADA plan, working with City IT to fully realize a migration to SharePoint expected to begin in late in 2026 and carry forward into 2027, and working with Human Resources to make changes to our hiring, training, and employee accountability efforts through projects like the Human Resources Management system, the Customer Service Framework project, and our Organizational Development work. Finally, we'll likely see additional projects identified through team and service work plans, the Library's Equity Team, and other themes identified in the recent Citywide employee survey.

We continue to use Results Madison measures as a benchmark for library service and to make annual adjustments as needed. Several more staff have been through the City's Data Training Program or similar efforts through UW-Madison and we continue to increase capacity to collect and analyze data and have tied this data more closely to our strategic plan. Measures such as visits, checkouts, meeting room uses, computer uses and program attendance help us evaluate our service hours and programming efforts, and checkouts (digital and in-person) are closely monitored to help our selectors purchase desired materials in the right formats.

We also strive to reach new audiences through outreach, key partnerships such as those with Madison Metropolitan School District, MSCR, community centers, other city departments, and a wide network of social service and educational partners.

99.25% Budget

We regularly monitor spending in two key areas – staffing and programming – throughout the year to ensure we are on track to meet both salary savings and efficiency goals and adjust our spending and hiring throughout the year as needed.

The library has successfully met salary savings and efficiency goals in most years in part through turnover, long-time staff retirement positions filled at entry level pay, and slower hiring processes which leave positions open longer. As we've improved our hiring processes and have higher targets, both salary savings and the .75% efficiency will be harder to meet in future years without service impacts.

We'll continue to leave positions open when we can to meet these goals, and some anticipated retirements in 2027 may help with our salary savings. We have often used private funding through Foundation, Friends and other grant funds to provide additional support for

programming, collections, technology, and professional development, which will be increasingly difficult to do if our 2% reduction proposal is implemented and those private funds have to stretch further.

In 2026, we have piloted different staffing and custodial models for the Central Library and we'll continue to do so to explore ways that we can keep offering all key services in the Central Library while maintaining a safe environment for staff and visitors amidst increasing security challenges.

Reduction Scenarios

On July 2, the Library Board approved the following 2% reduction scenario, which affects all seven of our services at different levels. We separated them into six categories and prioritized them based on impact to library customers and ability to supplement levy funds with private funds for some reductions.

Summary of Reductions

Sunday hours: all libraries	$208,319
75% of program services/supplies reduction	$138,769
Databases & streaming services	$58,836
Professional development	$21,575
Facilities	$39,498
Other staffing/service reductions	$29,059
Total	**$496,056**

In creating our reduction scenario, we prioritized maintaining existing service levels and staffing as much as possible. In September 2026, we will open a new library, the Imagination Center at Reindahl Park, and expect that we'll see a variety of changes to service patterns as a result. Until we learn the full impact of this new facility, we did not want to make significant service changes without data on the impact of the new library. We chose lower-priority services and hours which impact fewer library users and tried to balance fiscal and equity implications. We also recommended some areas for reduction where we have a history of private donations being able to supplement levy funding, such as professional development and library programming.

The full presentation shared with the Library Board is visible in Legistar. The presentation includes data used for decision-making for each category, expected service impacts, and Library and Library Board priorities for reduction if some, but not all, reductions are required.

Reallocations and Other Changes

This budget includes two technical adjustments to sub funds 00000 and 12002. One is to cover a full year of data with our seven new services and to make adjustments across those services. The other is an adjustment related to reallocation of private funds for donations and contributions. Both are technical adjustments without any service impact and are net neutral to the Library's budget. We do not have any personnel changes included with this budget.

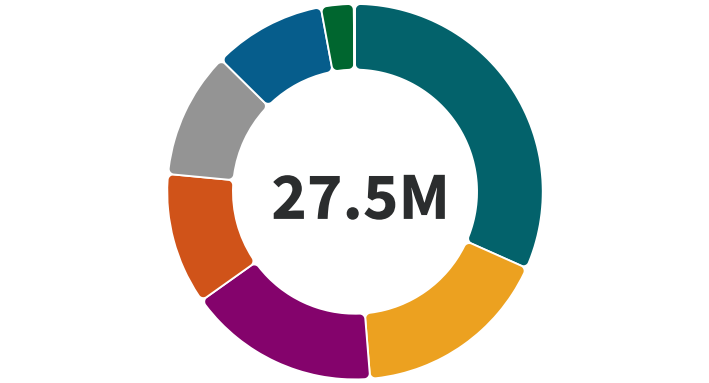
Library Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

FY27 Expenditures by Service



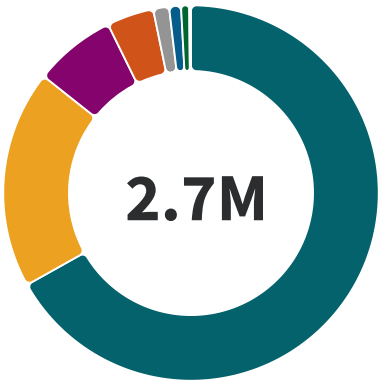
BORROWER SERVICES	**$8,711,293**	31.67%
ADMIN & MARKETING	**$4,685,368**	17.04%
INFORMATION CONNECTION AND REF	**$4,525,979**	16.46%
SPACES	**$3,116,630**	11.33%
RESOURCES AND MATERIALS	**$2,995,027**	10.89%
PROGRAMMING AND PARTNERSHIPS	**$2,666,964**	9.70%
DIGITAL ACCESS	**$773,524**	2.81%
UNDEFINED	**$27,400**	0.10%

Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
UNDEFINED	$15,300	$42,085	$26,950	$26,950	$27,400
BORROWER SERVICES	$7,114,043	$7,419,298	$7,531,018	$8,122,072	$8,711,293
PROGRAMMING AND PARTNERSHIPS	$2,636,442	$2,487,198	$2,849,091	$2,978,337	$2,666,964
RESOURCES AND MATERIALS	$2,944,647	$2,980,519	$2,960,634	$3,180,607	$2,995,027
SPACES	$2,652,837	$2,940,485	$2,808,878	$3,081,291	$3,116,630
ADMIN & MARKETING	$4,706,927	$4,679,841	$4,651,097	$4,721,000	$4,685,368
DIGITAL ACCESS	$715,069	$731,306	$905,607	$822,827	$773,524
INFORMATION CONNECTION AND REF	$3,994,651	$4,029,052	$4,241,656	$4,549,917	$4,525,979
Total Expenditures	**$24,779,917**	**$25,309,784**	**$25,974,930**	**$27,483,001**	**$27,502,185**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



BORROWER SERVICES	**$1,805,153**	66.87%
RESOURCES AND MATERIALS	**$507,541**	18.80%
INFORMATION CONNECTION AND REF	**$190,273**	7.05%
DIGITAL ACCESS	**$108,900**	4.03%
SPACES	**$37,000**	1.37%
UNDEFINED	**$27,400**	1.02%
ADMIN & MARKETING	**$19,000**	0.70%
PROGRAMMING AND PARTNERSHIPS	**$4,100**	0.15%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
UNDEFINED	$15,300	$42,084	$26,950	$26,950	$27,400
BORROWER SERVICES	$7,114,043	$7,159,836	$7,531,018	$1,208,873	$1,805,153
PROGRAMMING AND PARTNERSHIPS	$2,636,442	$2,828,742	$2,849,091	$306,350	$4,100
RESOURCES AND MATERIALS	$2,944,647	$3,091,234	$2,960,634	$707,091	$507,541
SPACES	$2,652,837	$2,694,165	$2,808,878	$57,000	$37,000
ADMIN & MARKETING	$4,706,927	$4,786,830	$4,651,097	$60,000	$19,000
DIGITAL ACCESS	$715,069	$723,279	$905,607	$113,646	$108,900
INFORMATION CONNECTION AND REF	$3,994,651	$3,983,613	$4,241,656	$200,273	$190,273
Total Revenues	**$24,779,917**	**$25,309,783**	**$25,974,930**	**$2,680,183**	**$2,699,367**

Service: Administration & Marketing

Service Description

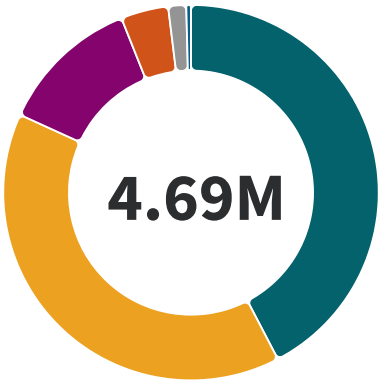
This service provides for the system-wide leadership of the library across all departments, along with marketing and web services promoting Madison's ten libraries and the Library Service & Support Center. The goal of this service is to provide strategic direction, fiscal responsibility, and general leadership and management to all areas of library operations.

Activities Performed by this Service

- Budget and Fiscal Management: Prepare and monitor the capital and operating budgets for the Library; prepare financial reports for the Library Board, management staff, and the Madison Public Library Foundation; process billing, receipts, and payroll; and review and maintain Library projects.
- System-wide and Neighborhood Library Management: Oversee system-wide services; participate in City programs and committees; oversee Library policies and procedures; oversee personnel, including hiring, training, and managing performance; and represent Madison in the South Central Library System and Statewide projects and services.
- Marketing and Web Services: Prepare print and online marketing of Library services, programs, and events; maintain Library public and internal websites and social media outlets; and perform in-house printing for advertising and marketing purposes.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



TRANSFER OUT	$1,983,941	42.34%
SALARIES	$1,848,815	39.46%
BENEFITS	$569,790	12.16%
INTER DEPART CHARGES	$191,690	4.09%
PURCHASED SERVICES	$72,412	1.55%
SUPPLIES	$18,720	0.40%

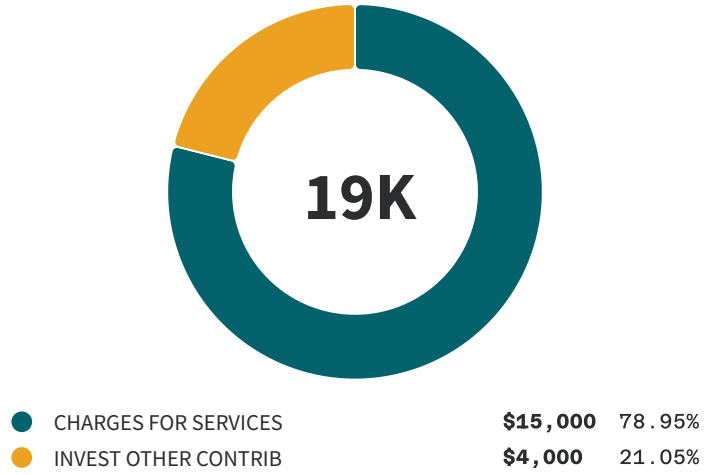
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,620,513	$1,563,458	$1,702,954	$1,851,035	$1,848,815
BENEFITS	$509,633	$468,303	$559,415	$571,393	$569,790
SUPPLIES	$31,392	$36,670	$26,034	$26,034	$18,720
PURCHASED SERVICES	$76,063	$107,023	$95,062	$96,907	$72,412
DEBT OTHR FINANCING	-	$35,059	-	-	-
INTER DEPART CHARGES	$141,165	$141,165	$164,673	$191,690	$191,690
TRANSFER OUT	$2,328,162	$2,328,162	$2,102,959	$1,983,941	$1,983,941

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$4,706,927**	**$4,679,841**	**$4,651,097**	**$4,721,000**	**$4,685,368**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL REVENUES	$4,663,517	$4,663,517	$4,591,097	-	-
CHARGES FOR SERVICES	$14,000	$15,097	$20,000	$20,000	$15,000
INVEST OTHER CONTRIB	$29,410	$108,215	$40,000	$40,000	$4,000
MISC REVENUE	-	$1	-	-	-
Total Revenues	**$4,706,927**	**$4,786,830**	**$4,651,097**	**$60,000**	**$19,000**

Service: Borrower Services

Service Description

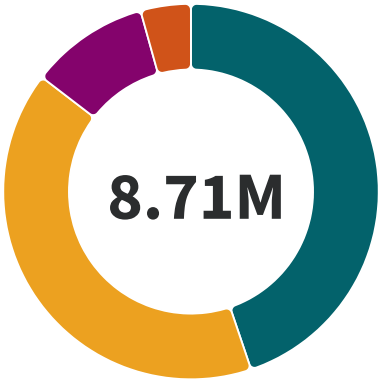
This service includes all activities associated with the circulation of library materials.

Activities Performed by this Service

- Circulation: Check materials in and out, fill holds, shelve, and manage problem items.
- Account Management: Help customers with library cards and any library card account-related issues. Assess and collect fees for lost or damaged items and other library service fees.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



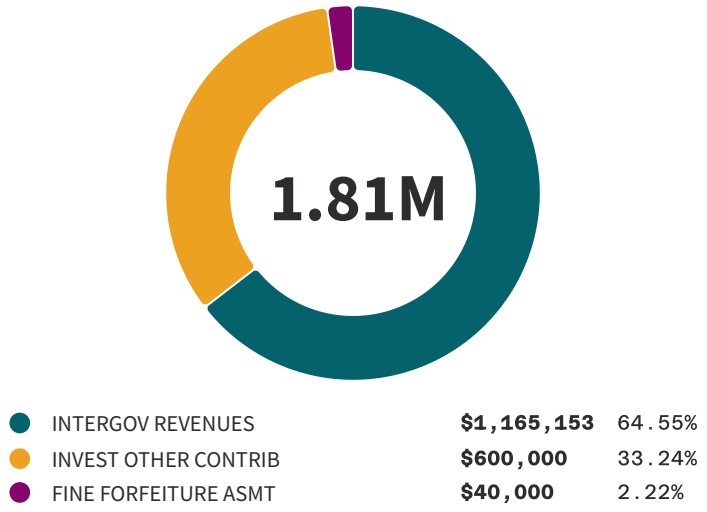
SALARIES	**$3,904,381**	44.82%
PURCHASED SERVICES	**$3,535,883**	40.59%
BENEFITS	**$893,034**	10.25%
SUPPLIES	**$377,995**	4.34%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$3,395,087	$3,221,143	$3,656,259	$3,904,381	$3,904,381
BENEFITS	$847,058	$975,281	$862,544	$893,034	$893,034
SUPPLIES	$84,104	$199,129	$76,825	$77,090	$377,995
PURCHASED SERVICES	$2,576,329	$2,473,745	$2,935,390	$3,247,567	$3,535,883
DEBT OTHR FINANCING	$211,465	-	-	-	-
TRANSFER OUT	-	$550,000	-	-	-
Total Expenditures	**$7,114,043**	**$7,419,298**	**$7,531,018**	**$8,122,072**	**$8,711,293**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL REVENUES	$5,767,023	$5,767,023	$6,319,938	-	-
INTERGOV REVENUES	$1,292,095	$1,283,381	$1,166,080	$1,163,873	$1,165,153
FINE FORFEITURE ASMT	$40,000	$45,992	$40,000	$40,000	$40,000
INVEST OTHER CONTRIB	$14,924	$63,440	$5,000	$5,000	$600,000
Total Revenues	**$7,114,043**	**$7,159,836**	**$7,531,018**	**$1,208,873**	**$1,805,153**

Service: Digital Access

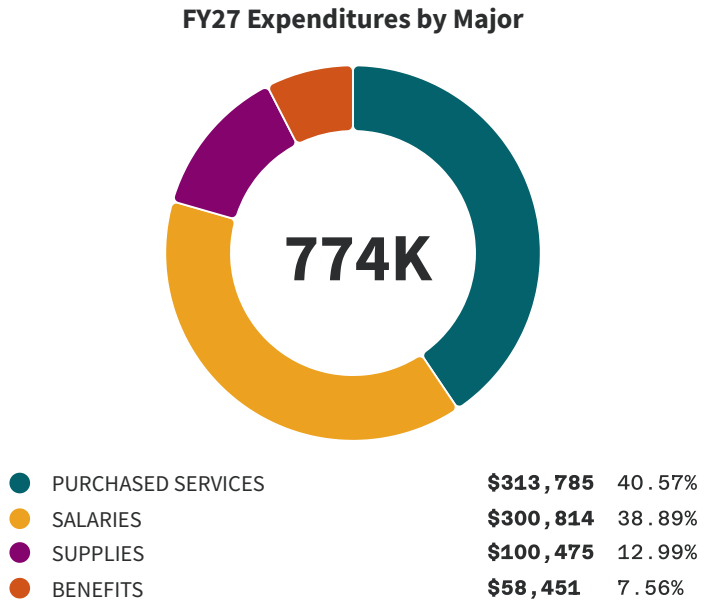
Service Description

This service includes all aspects of library technology, including hardware and software that is used by the public. The goal of this service is to provide access to Wi-Fi and devices to residents in need and to support the daily work and operations of library facilities and staff.

Activities Performed by this Service

- Management and Maintenance of Library Technologies: in partnership with SCLS, City IT, and multiple vendors, staff manage and/or maintain library desktops and laptops, public wi-fi, public and staff printing/copying/faxing/scanning, phone systems, AV equipment, security gates, security cameras, and self-check stations.
- Library Technology Infrastructure: maintain and replace library technology infrastructure and systems.
- Investigate and test new technology solutions for public and staff use.

Expenditures by Major (All Funds)

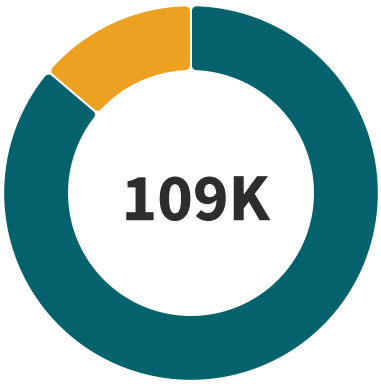


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$259,196	$277,365	$382,024	$300,814	$300,814
BENEFITS	$69,346	$52,000	$76,542	$58,451	$58,451
SUPPLIES	$93,375	$103,712	$124,063	$126,303	$100,475
PURCHASED SERVICES	$293,152	$298,228	$322,978	$337,259	$313,785
Total Expenditures	**$715,069**	**$731,306**	**$905,607**	**$822,827**	**$773,524**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$93,900**	86.23%
INTERGOV REVENUES	**$15,000**	13.77%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL REVENUES	$610,069	$610,070	$795,607	-	-
INTERGOV REVENUES	$15,000	$22,078	$15,000	$15,000	$15,000
CHARGES FOR SERVICES	$60,000	$86,991	$55,000	$58,646	$93,900
INVEST OTHER CONTRIB	$30,000	$4,140	$40,000	$40,000	-
Total Revenues	**$715,069**	**$723,279**	**$905,607**	**$113,646**	**$108,900**

Service: Information Connection & Reference

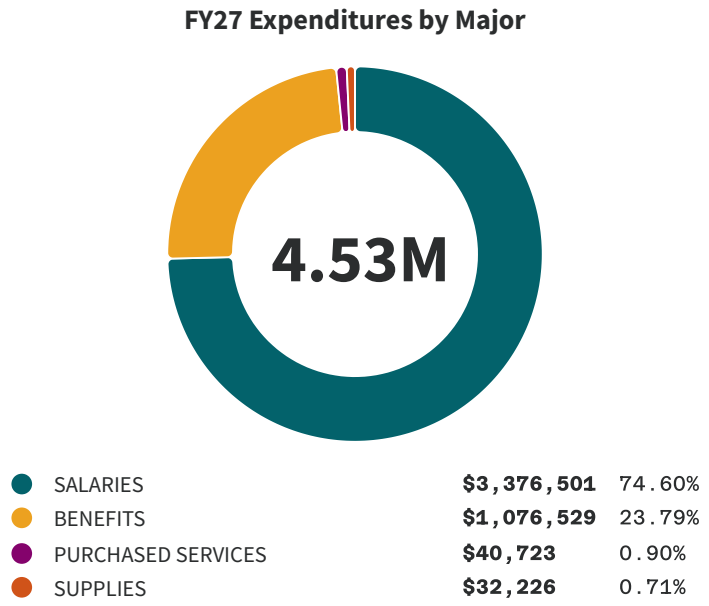
Service Description

As the statutory resource library for the system, this service is responsible for all activities associated with providing connection to information and resources for the residents of Madison, Dane County and the South Central Library System. Staff at ten library locations integrate information concepts into the full range of library services, including instruction, basic needs support, technology, literacy and research support, connection to community resources, and one-on-one reference interactions. Staff develop and maintain collaborative relationships beyond the library profession to strengthen and assess services to users.

Activities Performed by this Service

- Connect users to resources state and nation-wide through Outer-Library Loan Service and homebound individuals/assisted living facilities to materials and information through Home Service Program.
- Provide support for individuals and organizations trying to meet basic needs, obtain multiple literacy competencies, or find business resources.
- Provide Readers Advisory to connect users of all ages with materials for educational and recreational needs.
- Provide reference consultations in which library staff recommend, interpret, evaluate, and/or use information resources to help users meet particular information needs.
- Maintain awareness of community organizations and governmental agencies to provide meaningful referrals to users seeking additional assistance.

Expenditures by Major (All Funds)

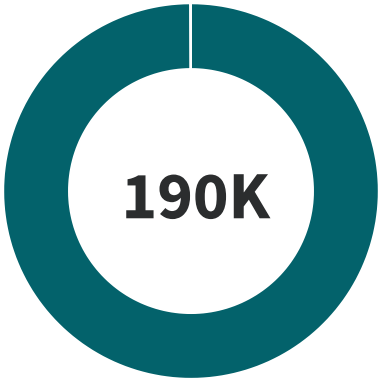


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,933,638	$3,070,458	$3,164,471	$3,376,501	$3,376,501
BENEFITS	$960,666	$884,326	$981,952	$1,076,529	$1,076,529
SUPPLIES	$58,045	$35,933	$47,401	$48,011	$32,226
PURCHASED SERVICES	$42,302	$38,334	$47,831	$48,876	$40,723
Total Expenditures	**$3,994,651**	**$4,029,052**	**$4,241,656**	**$4,549,917**	**$4,525,979**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$190,148**	99.93%
INTERGOV REVENUES	**$125**	0.07%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL REVENUES	$3,782,253	$3,782,253	$4,041,383	-	-
INTERGOV REVENUES	$1,250	$2,000	$125	$125	$125
CHARGES FOR SERVICES	$190,148	$190,148	$190,148	$190,148	$190,148
INVEST OTHER CONTRIB	$21,000	$9,212	$10,000	$10,000	-
Total Revenues	**$3,994,651**	**$3,983,613**	**$4,241,656**	**$200,273**	**$190,273**

Service: Programming & Partnerships

Service Description

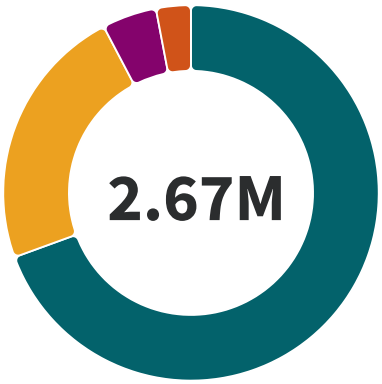
This service is responsible for providing programs for all ages both within and outside of library facilities and for developing partnerships with community organizations, other branches of government, private businesses, and individuals. The goal of the service is to foster a diverse patron and partner base and develop programs and services that are based directly on residents' needs and wants.

Activities Performed by this Service

- Programming: Develop, plan, implement and assess library programs for all ages.
- Partnership Development: Develop, manage, and nurture partnerships with local artists, entrepreneurs, experts, organizations, and others to provide services, resources, and/or programs to fit community needs.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$1,851,799	69.43%
BENEFITS	$609,826	22.87%
PURCHASED SERVICES	$125,339	4.70%
SUPPLIES	$80,000	3.00%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,665,918	$1,506,454	$1,760,507	$1,855,149	$1,851,799
BENEFITS	$568,869	$523,456	$584,108	$609,826	$609,826
SUPPLIES	$164,437	$197,591	$220,504	$218,054	$80,000
PURCHASED SERVICES	$237,218	$259,696	$283,972	$295,308	$125,339
Total Expenditures	**$2,636,442**	**$2,487,198**	**$2,849,091**	**$2,978,337**	**$2,666,964**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES **$4,100** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL REVENUES	$2,427,842	$2,427,842	$2,542,741	-	-
INTERGOV REVENUES	$8,600	$17,100	$6,350	$6,350	$4,100
INVEST OTHER CONTRIB	$200,000	$383,687	$300,000	$300,000	-
MISC REVENUE	-	$113	-	-	-
Total Revenues	**$2,636,442**	**$2,828,742**	**$2,849,091**	**$306,350**	**$4,100**

Service: Resources & Materials

Service Description

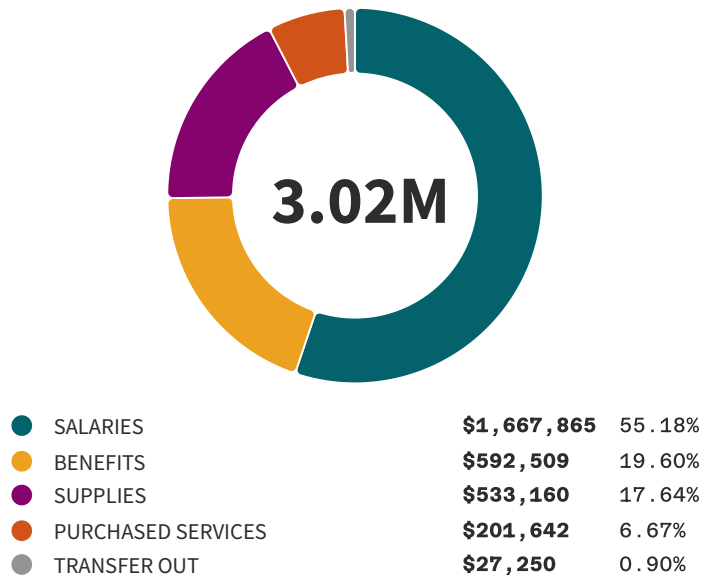
This service is responsible for the selection, acquisition, evaluation, cataloging, and processing of all materials in all formats in the physical library collection. This service also provides access to, selection of, and maintenance of digital library resources. The Madison Public Library is the resource library and largest member of the South Central Library System (SCLS). SCLS libraries share their collection resources through an integrated library system that provides access to the public through the LINKcat online library catalog.

Activities Performed by this Service

- Collection Selection: Select materials using data from a variety of sources following criteria outlined in the Collection Development Policy, SCLS Member Purchasing Responsibilities, and within parameters and specified budgets for acquiring collection items.
- Collection Ordering: Prepare and maintain bibliographic data for local acquisitions system and SirsiDynix (the SCLS system for ordering, receiving, and cataloging collections materials) and place orders with vendors.
- Collection Cataloging: Provide access to the collection through cataloging and classification according to national and local standards.
- Collection Processing: Perform online receipt, linking and invoicing of collection items and prepare the items for lending by applying jackets, cases, labels, etc.
- Collection Evaluation: Provide oversight for collection performance, weeding and deaccessioning of items.
- Access and Use: Develop and oversee types of access provided to different library materials and digital resources and evaluate use.
- Policy Review and Revision: Oversee Collection Development Policy and work associated with defending the library collection.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



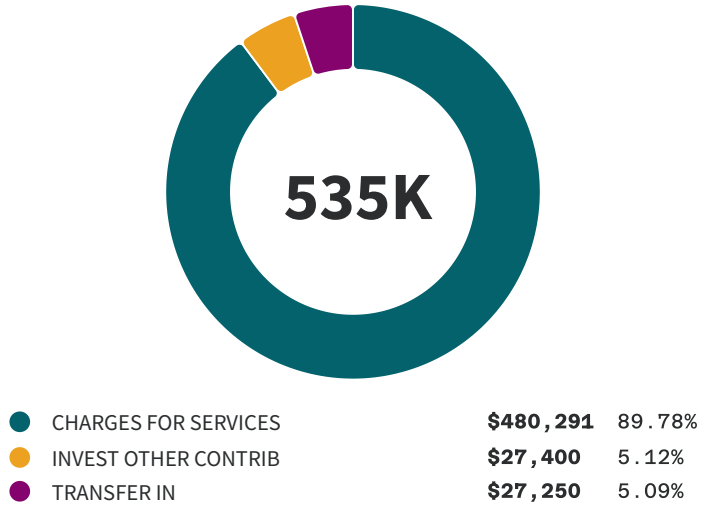
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,499,175	$1,597,368	$1,604,176	$1,667,865	$1,667,865
BENEFITS	$539,803	$543,373	$564,783	$592,509	$592,509
SUPPLIES	$517,933	$665,474	$611,182	$730,440	$533,160
PURCHASED SERVICES	$388,037	$186,248	$180,642	$189,942	$201,642
DEBT OTHR FINANCING	-	$26,991	-	-	-
TRANSFER OUT	$15,000	$15,000	$26,800	$26,800	$27,250

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$2,959,947**	**$3,034,454**	**$2,987,584**	**$3,207,557**	**$3,022,427**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL REVENUES	$2,299,356	$2,299,356	$2,253,543	-	-
INTERGOV REVENUES	-	$750	-	-	-
CHARGES FOR SERVICES	$480,291	$480,291	$480,291	$480,291	$480,291
FINE FORFEITURE ASMT	-	$6	-	-	-
INVEST OTHER CONTRIB	$165,300	$417,237	$226,950	$226,950	$27,400
MISC REVENUE	-	$15	-	-	-
TRANSFER IN	$15,000	$15,000	$26,800	$26,800	$27,250
Total Revenues	**$2,959,947**	**$3,212,656**	**$2,987,584**	**$734,041**	**$534,941**

Service: Spaces

Service Description

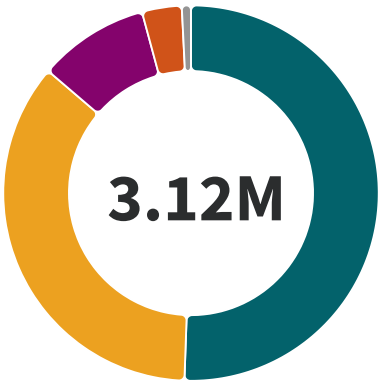
This service is responsible for all activities and services associated with the maintenance and mechanical operations of Madison's nine libraries and the Library Service & Support Center; services will also be provided for a tenth library that will be added in fall 2026 at Reindahl Park. The goal of this service is to provide a safe, pleasant, and welcoming environment at the Central and neighborhood libraries.

Activities Performed by this Service

- Building Maintenance: Perform repairs, respond to user requests, coordinate preventative maintenance, and coordinate vendor assistance.
- Custodial Tasks: Clean Central Library, maintain janitorial supplies, and respond to custodial emergencies at Central and neighborhood libraries.
- Building Projects: Schedule, coordinate, and complete major building projects such as renovations, refurbishments, and new construction.
- Planning: Plan and design new facilities and engage the public and staff on future library facility needs.
- Central Library Events Management and Planning: Manage public and private events at Central Library.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



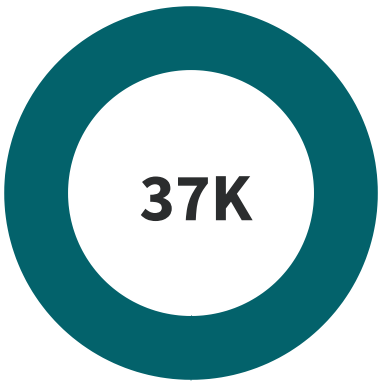
PURCHASED SERVICES	$1,575,755	50.56%
SALARIES	$1,112,766	35.70%
BENEFITS	$297,170	9.53%
SUPPLIES	$106,497	3.42%
INTER DEPART CHARGES	$24,442	0.78%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$898,227	$1,084,482	$1,024,383	$1,112,766	$1,112,766
BENEFITS	$263,510	$306,968	$318,525	$297,170	$297,170
SUPPLIES	$113,525	$154,715	$115,215	$119,669	$106,497
PURCHASED SERVICES	$1,351,609	$1,374,573	$1,322,775	$1,527,245	$1,575,755
INTER DEPART CHARGES	$25,967	$19,748	$27,980	$24,442	$24,442
Total Expenditures	**$2,652,837**	**$2,940,485**	**$2,808,878**	**$3,081,291**	**$3,116,630**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES **$37,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL REVENUES	$2,624,837	$2,624,837	$2,751,878	-	-
CHARGES FOR SERVICES	$28,000	$53,746	$47,000	$47,000	$37,000
INVEST OTHER CONTRIB	-	$15,082	$10,000	$10,000	-
MISC REVENUE	-	$500	-	-	-
Total Revenues	**$2,652,837**	**$2,694,165**	**$2,808,878**	**$57,000**	**$37,000**

Library Fund Summary

The graphs and tables below summarize expenditures and agency revenues by fund. This summary is included because the agency has two or more fund types within the operating budget. The pages following this summary show the line-item detail for each fund.

Expenditures by Fund

FY27 Expenditures by Fund



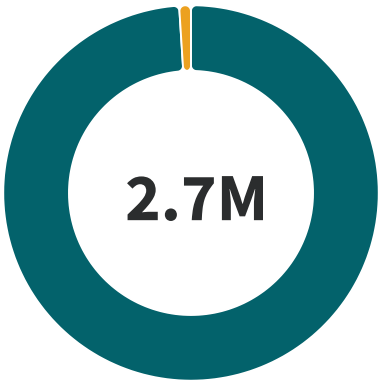
LIBRARY	**$27,474,785**	99.90%
PERMANENT	**$27,400**	0.10%

Expenditures by Fund

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
LIBRARY	$24,004,358	$24,764,617	$25,267,699	$25,947,980	$27,456,051	$27,474,785
PERMANENT	$27,163	$15,300	$42,085	$26,950	$26,950	$27,400
Total Expenditures	**$24,031,521**	**$24,779,917**	**$25,309,784**	**$25,974,930**	**$27,483,001**	**$27,502,185**

Agency Revenues by Fund

FY27 Revenues by Fund



LIBRARY	**$2,671,967**	98.98%
PERMANENT	**$27,400**	1.02%

Agency Revenues by Fund

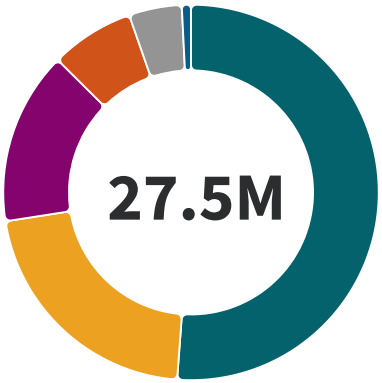
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
LIBRARY	$24,004,358	$24,764,617	$25,267,699	$25,947,980	$2,653,233	$2,671,967
PERMANENT	$27,163	$15,300	$42,084	$26,950	$26,950	$27,400
Total Revenues	**$24,031,521**	**$24,779,917**	**$25,309,783**	**$25,974,930**	**$2,680,183**	**$2,699,367**

Library Fund

The graphs and tables below provide a summary and line-item details of the agency's Library Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$14,062,941**	51.18%
PURCHASED SERVICES	**$5,865,389**	21.35%
BENEFITS	**$4,097,309**	14.91%
TRANSFER OUT	**$1,983,941**	7.22%
SUPPLIES	**$1,249,073**	4.55%
INTER DEPART CHARGES	**$216,132**	0.79%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$11,840,171	$12,271,754	$12,320,728	$13,294,775	$14,068,511	$14,062,941
PERMANENT WAGES	$9,953,741	$10,791,009	$10,337,298	$11,062,027	$12,063,466	$12,063,466
SALARY SAVINGS	-	-$323,730	-	-$331,861	-$361,904	-$361,904
PENDING PERSONNEL	-	$100,614	-	$668,959	$290,300	$290,300
PREMIUM PAY	$52,812	$55,000	$60,213	$56,650	$64,574	$64,574
COMPENSATED ABSENCE	$76,158	$79,000	$55,159	$81,370	$87,596	$87,596
HOURLY WAGES	$1,673,040	$1,691,800	$1,779,470	$1,832,037	$1,996,595	$1,991,025
OVERTIME WAGES PERMANENT	$83,119	$98,000	$87,457	$100,942	$115,331	$115,331
OVERTIME WAGES HOURLY	$206	-	$96	-	-	-
ELECTION OFFICIALS WAGES	$1,095	-	$1,034	-	-	-
BUDGET EFFICIENCIES	-	-$219,939	-	-$175,349	-$187,447	-$187,447
BENEFITS	$3,725,333	$3,758,884	$3,753,708	$3,947,869	$4,098,912	$4,097,309
COMPENSATED ABSENCE ESCROW	$224,731	$101,338	$75,080	$101,338	$101,338	$101,338
UNEMPLOYMENT BENEFITS	$147	-	$2,427	-	-	-

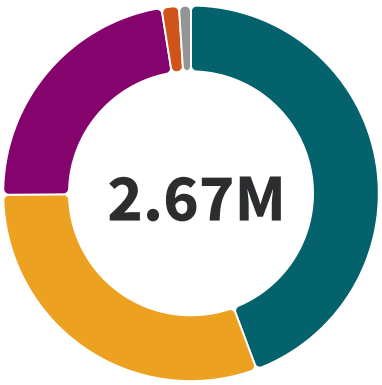
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HEALTH INSURANCE BENEFIT	$1,759,047	$1,962,817	$1,858,094	$2,079,646	$2,076,864	$2,074,976
WAGE INSURANCE BENEFIT	$23,410	$21,513	$22,028	$20,263	$21,761	$21,761
HEALTH INSURANCE RETIREE	-	$7,330	-	$7,330	$7,330	$7,330
WI RETIREMENT SYSTEM	$736,708	$751,069	$771,180	$796,465	$868,569	$868,569
FICA MEDICARE BENEFITS	$869,392	$796,301	$905,664	$820,017	$897,433	$897,718
POST EMPLOYMENT HEALTH PLANS	$111,897	$118,517	$119,234	$122,810	$125,617	$125,617
SUPPLIES	$1,154,140	$1,062,811	$1,393,225	$1,221,225	$1,345,602	$1,249,073
OFFICE SUPPLIES	$4,569	$8,800	$4,054	$5,530	$5,280	$3,320
COPY PRINTING SUPPLIES	$52,192	$61,200	$46,561	$71,190	$69,690	$51,615
FURNITURE	$19,753	$7,400	$38,758	$5,800	$5,600	$5,600
HARDWARE SUPPLIES	$92,820	$140,900	$107,443	$101,400	$103,500	$104,400
SOFTWARE LICENSES & SUPPLIES	$14,899	$27,059	$24,576	$20,233	$21,693	$16,324
POSTAGE	$38,688	$41,200	$39,784	$42,875	$42,875	$43,420
PROGRAM SUPPLIES	$245,119	$142,609	$181,871	$238,119	$234,619	$371,075
WORK SUPPLIES	$84,235	$96,100	$139,049	$99,400	$149,720	$150,205
JANITORIAL SUPPLIES	$48,217	$45,900	$51,494	$51,335	$51,089	$50,654
LIBRARY MATERIALS	$476,885	$407,883	$551,925	$523,067	$592,325	$394,325
SAFETY SUPPLIES	$4,582	$11,300	$11,026	$8,890	$8,185	$5,920
UNIFORM CLOTHING SUPPLIES	-	-	$428	$2,000	$2,000	$700
FOOD AND BEVERAGE	$10,531	$9,000	$9,486	$2,000	$2,000	$1,500
BUILDING SUPPLIES	$19,603	$13,600	$9,944	$12,405	$16,155	$9,840
ELECTRICAL SUPPLIES	$12,741	$16,400	$12,285	$14,625	$16,025	$12,325
HVAC SUPPLIES	$100	$2,000	$2,893	$1,000	$1,000	$2,200
PLUMBING SUPPLIES	$6,960	$5,305	$6,646	$4,950	$4,900	$6,500
MACHINERY AND EQUIPMENT	$12,528	$7,500	$131,471	$8,100	$8,000	$9,200
EQUIPMENT SUPPLIES	$7,871	$16,250	$21,988	$6,900	$9,300	$8,950
INVENTORY	$1,846	$2,405	$1,543	$1,405	$1,645	$1,000
PURCHASED SERVICES	$4,594,466	$4,964,408	$4,725,903	$5,188,500	$5,742,954	$5,865,389
NATURAL GAS	$40,355	$71,329	$51,677	$58,233	$59,174	$55,974
ELECTRICITY	$266,310	$274,532	$276,671	$280,800	$290,930	$305,530
WATER	$15,319	$16,714	$15,352	$17,068	$20,279	$16,907
SEWER	$12,561	$11,690	$14,010	$13,970	$15,152	$16,267
STORMWATER	$7,358	$10,457	$7,510	$8,681	$11,103	$10,956
TELEPHONE	$8,263	$6,919	$9,475	$9,834	$10,609	$7,895
CELLULAR TELEPHONE	$11,349	$11,507	$10,715	$12,885	$13,055	$13,346
SYSTEMS COMMUNICATION INTERNET	$628,377	$643,782	$646,470	$669,436	$700,640	$693,682
BUILDING IMPROV REPAIR MAINT	$304,674	$329,170	$280,075	$272,250	$368,048	$384,634

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WASTE DISPOSAL	$13,325	$14,370	$14,756	$14,980	$18,020	$18,910
FIRE PROTECTION	$18,465	$9,599	$14,083	$11,829	$14,889	$15,695
PEST CONTROL	$4,105	$9,480	$4,715	$8,540	$9,420	$5,825
ELEVATOR REPAIR	$4,845	$4,400	$4,937	$4,700	$4,700	$5,000
FACILITY RENTAL	$244,009	$256,876	$257,009	$263,637	$285,673	$285,673
CUSTODIAL BUILDING USE CHARGES	$182,934	$188,640	$190,713	$199,883	$230,541	$230,541
PROCESS FEES RECYCLABLES	$10,140	$10,748	$11,344	$11,658	$13,418	$15,958
OFFICE EQUIPMENT REPAIR	-	-	$17,981	-	-	$16,505
COMMUNICATION DEVICE RPR MAIN	$23,735	$24,356	$25,774	$22,852	$36,735	$36,760
EQUIP IMPROV REPAIR MAINT	$209,711	$129,773	$184,586	$119,287	$147,668	$165,877
SYSTEM AND SOFTWARE MAINTENANC	$360	-	$3,257	-	$441	$2,380
LEASE RENTAL OF EQUIPMENT	$523	$550	$916	$577	$577	$606
RECRUITMENT	$3,276	$2,000	$1,221	$2,000	$2,070	$2,070
MILEAGE	$6,976	$8,624	$6,497	$8,624	$10,044	$10,044
CONFERENCES AND TRAINING	$32,691	$36,000	$21,701	$21,000	$22,010	$20,010
MEMBERSHIPS	$13,474	$13,327	$12,981	$12,526	$14,201	$16,276
UNIFORM LAUNDRY	$7,889	$8,600	$1,374	-	-	-
MEDICAL SERVICES	-	-	$1,900	-	-	-
AUDIT SERVICES	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
CREDIT CARD SERVICES	$1,297	$3,900	$2,485	$3,092	$3,309	$3,500
CONSULTING SERVICES	$141,168	-	$875	-	-	-
ADVERTISING SERVICES	$41,195	$29,500	$54,329	$29,500	$29,500	$29,500
PRINTING SERVICES	$179	-	-	-	-	-
PARKING TOWING SERVICES	$106	$500	$311	$500	$500	$500
SECURITY SERVICES	$9,224	$5,635	$6,895	$8,623	$8,820	$6,490
TRANSPORTATION SERVICES	$6,212	$12,000	$5,300	-	-	-
PROGRAM SERVICES	$337,140	$214,379	$248,781	$339,377	$350,127	$418,050
OTHER SERVICES AND EXPENSES	$4,650	$198,500	$5,132	$3,300	$3,300	$3,300
COMMUNITY AGENCY CONTRACTS	$1,948,115	$2,366,682	$2,270,950	$2,717,403	$3,006,279	$3,004,279
TAXES AND SPECIAL ASSESSMENTS	$31,532	$37,240	$40,359	$38,824	$39,091	$43,819
PERMITS AND LICENSES	$625	$630	$785	$630	$630	$630
DEBT OTHR FINANCING	-	$211,465	$35,059	-	-	-
FUND BALANCE GENERATED	-	$211,465	$35,059	-	-	-
INTER DEPART CHARGES	$150,621	$167,132	$160,913	$192,653	$216,132	$216,132

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID CHARGE FROM ENGINEERING	$3,537	$3,891	$3,891	$3,891	$3,891	$3,891
ID CHARGE FROM FLEET SERVICES	$16,273	$18,310	$11,998	$18,489	$14,952	$14,952
ID CHARGE FROM TRAFFIC ENGINEE	$3,860	$3,766	$3,860	$5,600	$5,600	$5,600
ID CHARGE FROM INSURANCE	$109,530	$125,238	$125,238	$154,547	$181,500	$181,500
ID CHARGE FROM WORKERS COMP	$17,421	$15,927	$15,927	$10,126	$10,190	$10,190
TRANSFER OUT	$2,539,627	$2,328,162	$2,878,162	$2,102,959	$1,983,941	$1,983,941
TRANSFER OUT TO DEBT SERVICE	$2,539,627	$2,328,162	$2,328,162	$2,102,959	$1,983,941	$1,983,941
TRANSFER OUT TO CAPITAL PROJEC	-	-	$550,000	-	-	-
Total Expenditures	**$24,004,358**	**$24,764,617**	**$25,267,699**	**$25,947,980**	**$27,456,051**	**$27,474,785**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES	**$1,184,378**	44.33%
CHARGES FOR SERVICES	**$816,339**	30.55%
INVEST OTHER CONTRIB	**$604,000**	22.61%
FINE FORFEITURE ASMT	**$40,000**	1.50%
TRANSFER IN	**$27,250**	1.02%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL REVENUES	$20,748,477	$22,174,898	$22,174,898	$23,296,186	-	-
REAL ESTATE TAXES	$20,748,477	$22,174,898	$22,174,898	$23,296,186	-	-
INTERGOV REVENUES	$1,415,832	$1,316,945	$1,325,309	$1,187,555	$1,185,348	$1,184,378
FEDERAL REVENUES OPERATING	$18,671	$15,000	$27,578	$15,000	$15,000	$15,000
OTHER UNIT OF GOV REVENUES OP	$1,397,161	$1,301,945	$1,297,731	$1,172,555	$1,170,348	$1,169,378
CHARGES FOR SERVICES	$793,841	$772,439	$826,273	$792,439	$796,085	$816,339
REPRODUCTION SERVICES	$93,620	$74,000	$101,937	$75,000	$78,646	$108,900

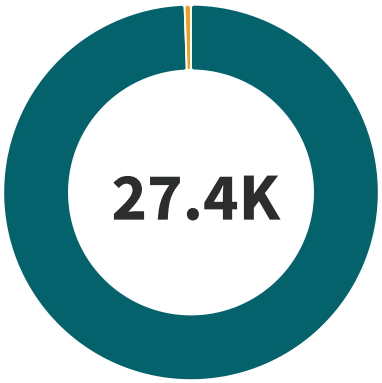
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CATERING CONCESSIONS	$7,385	$5,000	$8,847	$7,000	$7,000	$2,000
FACILITY RENTAL	$19,939	$23,000	$41,643	$40,000	$40,000	$35,000
SOUTHCENTRAL LIBRARY SERVICES	$266,184	$266,184	$266,184	$266,184	$266,184	$266,184
CATALOGING SERVICES	$404,255	$404,255	$404,255	$404,255	$404,255	$404,255
REIMBURSEMENT OF EXPENSE	$2,459	-	$3,407	-	-	-
FINE FORFEITURE ASMT	$41,567	$40,000	$45,998	$40,000	$40,000	$40,000
LIBRARY LOST AND DAMAGED FEES	$41,567	$40,000	$45,998	$40,000	$40,000	$40,000
INVEST OTHER CONTRIB	$954,219	$445,334	$879,591	$605,000	$605,000	$604,000
CONTRIBUTIONS AND DONATIONS	$954,219	$445,334	$879,591	$605,000	$605,000	$604,000
MISC REVENUE	$136	-	$630	-	-	-
MISCELLANEOUS REVENUE	$136	-	$630	-	-	-
OTHER FINANCE SOURCE	$7,679	-	-	-	-	-
SALE OF ASSETS	$120	-	-	-	-	-
FUND BALANCE APPLIED	$7,559	-	-	-	-	-
TRANSFER IN	$42,608	$15,000	$15,000	$26,800	$26,800	$27,250
TRANSFER IN FROM GRANTS	$33,908	-	-	-	-	-
TRANSFER IN FROM PERMANENT	$8,700	$15,000	$15,000	$26,800	$26,800	$27,250
Total Revenues	**$24,004,358**	**$24,764,617**	**$25,267,699**	**$25,947,980**	**$2,653,233**	**$2,671,967**

Library: Permanent Fund

The graphs and tables below provide a summary and line-item details of the agency's Permanent Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



TRANSFER OUT	**$27,250**	99.45%
PURCHASED SERVICES	**$150**	0.55%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PURCHASED SERVICES	$121	$300	$94	$150	$150	$150
BANK SERVICES	$121	$300	$94	$150	$150	$150
DEBT OTHR FINANCING	$18,342	-	$26,991	-	-	-
FUND BALANCE GENERATED	$18,342	-	$26,991	-	-	-
TRANSFER OUT	$8,700	$15,000	$15,000	$26,800	$26,800	$27,250
TRANSFER OUT TO LIBRARY	$8,700	$15,000	$15,000	$26,800	$26,800	$27,250
Total Expenditures	**$27,163**	**$15,300**	**$42,085**	**$26,950**	**$26,950**	**$27,400**

Agency Revenues by Major

FY27 Revenues by Major



INVEST OTHER CONTRIB **$27,400** 100.00%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INVEST OTHER CONTRIB	$27,163	$15,300	$42,084	$26,950	$26,950	$27,400
INTEREST	$21,527	$14,300	$24,042	$21,450	$21,450	$21,900
NET (INCREASE) DECR FMV INVEST	$5,636	$1,000	$18,043	$5,500	$5,500	$5,500
Total Revenues	**$27,163**	**$15,300**	**$42,084**	**$26,950**	**$26,950**	**$27,400**

Library Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCOUNTANT 3-18	18	1.00	1.00
ACCT TECH 2-32	32	1.00	1.00
ADMIN CLK 1-32	32	4.00	3.00
ADMIN CLK 1-32 PT	32	0.70	0.70
CLERK 1-32 PT	32	0.60	0.60
CLERK 2-32	32	14.00	15.00
CLERK 2-32 PT	32	6.40	5.80
CUSTODIAL WORKER 2-15	15	3.00	3.00
CUSTODIAL WORKER 2-15 PT	15	0.60	0.60
CUSTODIAL WORKER 3-15	15	1.00	1.00
FACILITY MAINT WKR-15	15	1.00	1.00
LIB COMP TECH-32	32	2.00	2.00
LIB FACILITY & MAINT COORD-15	15	1.00	1.00
LIB MAINT COORD-15	15	1.00	1.00
LIB MEDIA COORD-18	18	1.00	1.00
LIB PROG COORD-18	18	1.00	1.00
LIBRARIAN 2-33	33	35.00	35.00
LIBRARIAN 2-33 PT	33	4.50	4.50
LIBRARIAN 3-18	18	7.00	-
LIBRARIAN 3-33	33	1.00	1.00
LIBRARIAN SUPV-18	18	3.00	1.00
LIBRARY ASSOC DIR-18	18	1.00	1.00
LIBRARY ASST 1-32	32	29.00	29.00
LIBRARY ASST 1-32 PT	32	8.90	10.40
LIBRARY COMPT SPEC 2-33	33	1.00	1.00
LIBRARY DIRECTOR-21	21	1.00	1.00
LIBRARY FACILITIES MGR-18	18	1.00	1.00

		2026 Adopted	2026 Year to Date
LIBRARY IT SPEC 1-33	33	1.00	1.00
LIBRARY IT SPEC 2-33	33	1.00	1.00
LIBRARY IT SPEC 3-33	33	1.00	1.00
LIBRARY PRESS OPR-32	32	1.00	1.00
LIBRARY PROG ADMINISTRATOR-33	33	1.00	1.00
LIBRARY PROGRAM SUPV-18	18	2.00	1.00
LIBRARY SUPERVISOR 1-18	18	-	1.00
LIBRARY SUPERVISOR 2-18	18	-	4.00
LIBRARY SUPERVISOR 3-18	18	-	4.00
MAINT MECH 1-15	15	1.00	1.00
MAINT MECH 2-15	15	1.00	1.00
MKTG/COMMUN SPEC-18	18	1.00	1.00
PROG ASST 1-32	32	4.00	5.00
PROGRAM ASST 1-20	20	1.00	1.00
Grand Total		**146.70**	**147.60**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Library 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for the Library is **$496,056**

Note: The following reduction scenario and priorities were approved by the Madison Public Library Board on 7/2/2026.

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
501 - BORROWER SERVICES	Closing Sundays	Eliminating Sunday hours at Goodman and Lakeview Libraries will have an equity impact on library services to customers, but a smaller impact than closing during days with full shift service (Mon-Sat) as Sundays have fewer customer visits/hour. Eliminating Sunday hours at Central will have a bigger customer impact as Sundays are busier at Central and fewer services are open downtown on Sundays. In 2025, we saw 18,265 visits on Sundays, representing 1.29% of total visits for the year. Sundays are staffed with extra hours and/or overtime, so they are our most expensive days, and they can also be eliminated without layoffs, which was a key consideration. This reduction affects all seven of our services.	0	61,821
502 - PROGRAMMING AND PARTNERSHIPS	Closing Sundays		0	4,847
503 - RESOURCES AND MATERIALS	Closing Sundays		0	8,418
504 - SPACES	Closing Sundays		0	47,395

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
505 - ADMIN & MARKETING	Closing Sundays		0	4,457
506 - DIGITAL ACCESS	Closing Sundays		0	1,899
507 - INFORMATION CONNECTION AND REF	Closing Sundays		0	79,481
502 - PROGRAMMING AND PARTNERSHIPS	Reduce program services.	This reflects a 75% reduction in program funding from City funds, which will result in fewer library programs in the areas of literacy, social service support, arts, wellness, and civic connection, and includes a corresponding reduction in program supplies. Additional programming funds are available through private funding (Friends/Foundation) but often have restricted uses. This would likely result in a 15-20% reduction of programs and program attendees overall, which in turn reduces visits and checkouts and may increase our costs through the Dane County reimbursement formula in future years.	0	86,963
502 - PROGRAMMING AND PARTNERSHIPS	Reduce program supplies.		0	51,806
505 - ADMIN & MARKETING	Eliminate Urban Library Council membership	Managers use this membership to connect with libraries across the country for data-sharing, trend-spotting and high level planning support. Loss of this membership requires more time spent by managers to seek these connections out independently or less ability to connect with and learn from other libraries nationally. We can ask our Foundation or Friends to supplement City funding with private funding for this if needed.	0	12,075

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
503 - RESOURCES AND MATERIALS	Reduce Kanopy service	Kanopy is a heavily used database which has been fully funded with Foundation funds to date, but costs are based on usage and steadily increasing. Not funding this service and continuing to fund through the foundation will result in a reduction of service and continued reliance on Foundation funds, leaving less funding for new and innovative projects. Kanopy was used 76,538 times in 2025.	0	25,500
504 - SPACES	Eliminate 1 window cleaning/year at Central	Central Library windows will stay dirtier longer and possibly affect rental income from private events.	0	5,395
501 - BORROWER SERVICES	Reduce Conferences & Training	A reduction in the amount of training and conference attendance gives our staff fewer opportunities to learn from colleagues regionally and nationally. We have also used this funding to increase staff training in equity and diversity efforts. This reduction affects staff and customer impact across five service areas. We can ask our Foundation or Friends to supplement City funding with private funding for this if needed.	0	2,000
502 - PROGRAMMING AND PARTNERSHIPS	Reduce Conferences & Training		0	2,000
503 - RESOURCES AND MATERIALS	Reduce Conferences & Training		0	1,500
505 - ADMIN & MARKETING	Reduce Conferences & Training		0	2,000
507 - INFORMATION CONNECTION AND REF	Reduce Conferences & Training		0	2,000
501 - BORROWER SERVICES	Eliminate Library Page at Imagination Center, 16 hours/week.	This reduction would eliminate 16 hours per week of Library Page time needed to staff the Imagination Center Library, resulting in times of slower service to customers at our new Imagination Center.	0	16,605
504 - SPACES	Reduce natural gas based on historical amounts	We have been underspent for the last five years in this category so are adjusting down.	0	9,103

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
504 - SPACES	Central custodial, eliminate vacant position and hire for services.	This reduction would eliminate a vacant Custodian position and replace with contracted cleaning for high traffic areas. It offers us less flexibility in terms of maintenance service and would be a slight reduction in building cleanliness at the Central Library, but avoids a layoff.	1	25,000
503 - RESOURCES AND MATERIALS	Eliminate some databases	This reduction would eliminate four databases - Flipster, Gale Peterson's Test and Career, Morningstar, and Weiss Financial Ratings - for a total 19% reduction in database spending. Combined those four databases were used a total of 29,498 times in 2025, but were chosen because they were among the least used, most expensive, and/or have some duplicate content in other databases.	0	33,336
501 - BORROWER SERVICES	Close Central ground floor desk at 6:00 pm; reduce Library Page hours by 12 hours/week.	This reduction would eliminate 12 hours per week of Library Page time needed to staff the ground floor of the Central Library. This is an inconvenience to some customers but reduces service points at a low-traffic time for the building.	0	12,454
			Total	496,056

Monona Terrace Overview

Agency Mission

The mission of the Monona Terrace Community and Convention Center is to deliver exceptional and inspirational experiences for visitors and event attendees.

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. The goals for Monona Terrace include efficiency in operations, optimization of revenue, and cost management.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Monona Terrace Community and Convention Center
One John Nolen Drive
Madison, WI 53703
Phone: (608) 261-4000
Fax: (608) 261-4049

TO: Mayor Satya Rhodes-Conway
FROM: Connie Thompson, Executive Director

Goals of Agency's Operating Budget

Monona Terrace Community and Convention Center supports the Comprehensive Plan and three key elements of a Great City: Economy and Opportunity; Green and Resilient; and Culture and Character. We also support the elements of Effective Government and Health and Safety.

Monona Terrace creates monthly financial reports to assess our progress in meeting goals, staying within budgetary amounts, and providing updates to our managers and the Monona Terrace Board of Directors.

Our Core Mission is to:

1. Deliver an exceptional and inspirational customer experience
2. Optimize revenue sources and dollars
3. Pursue optimal operating efficiency and sustainability
4. Achieve service excellence
5. Serve our community by supporting diversity, equity and inclusion

Enterprise Agencies

Our 2027 Building revenue is currently forecast to be $5,022,600, an increase of $249,421 from the 2026 adopted revenue budget of $4,773,179. Building Event Revenue increased primarily due to an increase in the number of Conventions and an increase in average revenues in several of our Event types (Banquets, Meetings, Entertainment).

Monona Terrace's 2027 Operating Expense request is currently $249,421 higher than the adopted 2026 Operating budget. This is primarily due to an increase in permanent salaries and benefits, slight increases in our Purchased Services and Supplies, and an approximately $28,000 increase in Inter-Departmental charges and Insurance costs.

As directed by the City Finance Department, our Room Tax request is currently at the same level as our 2026 Adopted Budget - $5,392,000. With the increased of number of Conventions that are currently scheduled to be hosted, Monona Terrace is submitting a requested budget that has our projected revenues covering our budgeted expenses.

Reduction Scenarios (All Funds, excluding grants)

Monona Terrace's base budget is created as a collaborative effort by all of our managers to identify their requested spending for services and supplies, and comparing that, along with Salaries, Hourly, Overtime and Benefits, and Inter-Departmental charges which include PILOT, Workers Compensation and Insurance costs. This grand total of operating expenses is then compared to our best calculations of Event Revenue and miscellaneous revenues, with the final result being that our revenues (Building and Room Tax) equals our Operating expense requests.

Monona Terrace used the information input into MUNIS by City Finance for permanent salaries, benefits, inter-departmental charges, PILOT, Insurance and Workers Comp to establish the initial revenues that had to be generated to create a balanced budget. Input from Monona Terrace managers included hourly wages, overtime, premiums, purchased services and purchased supplies. An exhaustive review of events currently in our Event Management Software system, along with anticipated new business, gave us our best forecast of Event revenue. Event revenue was then added to other building revenues, and our annual contribution from the hotel Room Tax, to get our budget to a net zero (Revenues = Expenses). This was a challenge in itself, as the increases to Payroll expenses, Inter-d, and Insurance/Workers Comp resulted in Monona Terrace needing to find nearly $250,000 in additional building revenue.

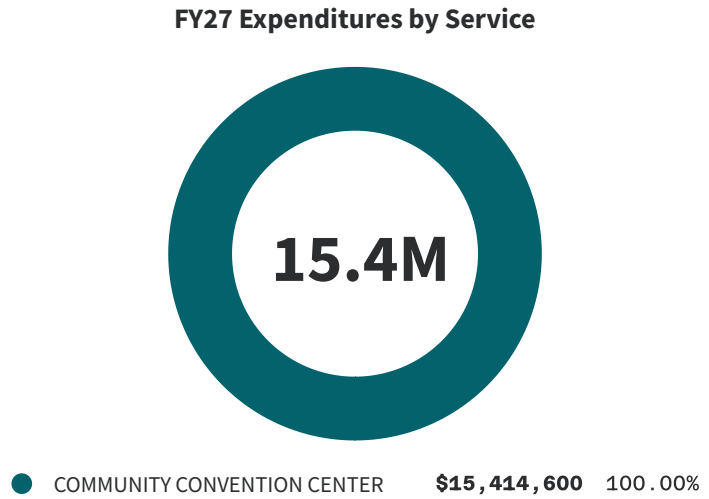
With a close to $10M net Operating budget, we would need to reduce expenses by approximately $200,000. After presenting information to Executive Director Connie Thompson, it was determined that those cuts would come from reducing our advertising budgets, reducing usage of Stagehand hours, and eliminating our certification from our LEED-EB (Existing Building) status. The potential reduction of any of these expense line items would have a negative impact in our ability to bring in events, and adequately service the events that are currently scheduled to occur in 2027.

Monona Terrace Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

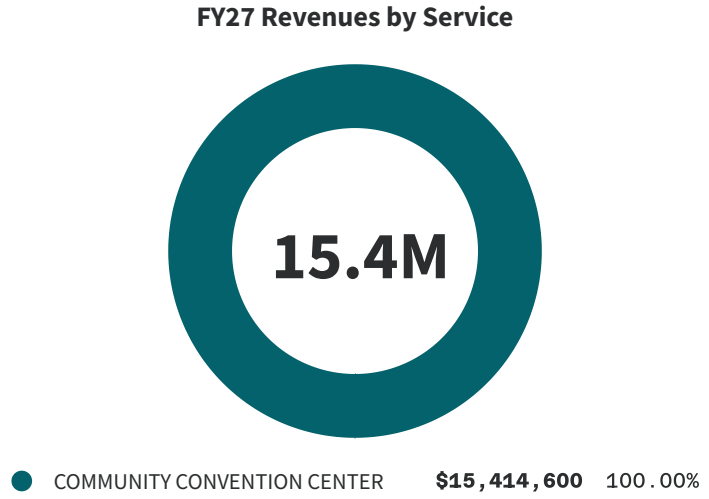
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COMMUNITY CONVENTION CENTER	$14,854,825	$15,262,272	$15,165,179	$15,542,109	$15,414,600
Total Expenditures	**$14,854,825**	**$15,262,272**	**$15,165,179**	**$15,542,109**	**$15,414,600**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COMMUNITY CONVENTION CENTER	$14,854,825	$15,262,272	$15,165,179	$15,542,109	$15,414,600
Total Revenues	**$14,854,825**	**$15,262,272**	**$15,165,179**	**$15,542,109**	**$15,414,600**

Service: Community Convention Center

Service Description

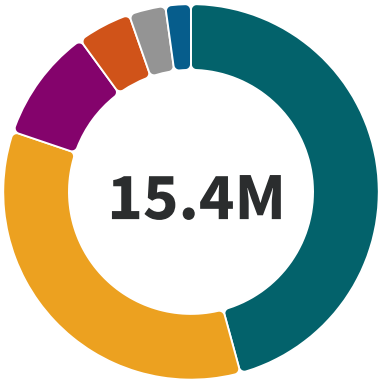
This service is responsible for operating the Monona Terrace Community and Convention Center. Specific activities provided by this service include maintenance, sales and marketing, and event services. The goal of this service is to host hundreds of events annually and function as an economic catalyst for downtown Madison, the City of Madison, Dane County, and the State of Wisconsin.

Activities Performed by this Service

- Community Center: Host community based events, including rooftop concerts and educational and health related events at Monona Terrace and within Madison schools.
- Conferences and Conventions: Host conventions, conferences, consumer shows, banquets, meetings, entertainment events, and community use events.
- Tourism: Operate a Frank Lloyd Wright facility, which includes promotion of the history of the building, providing tours, and operating a themed gift shop for clients, visitors, and event attendees.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



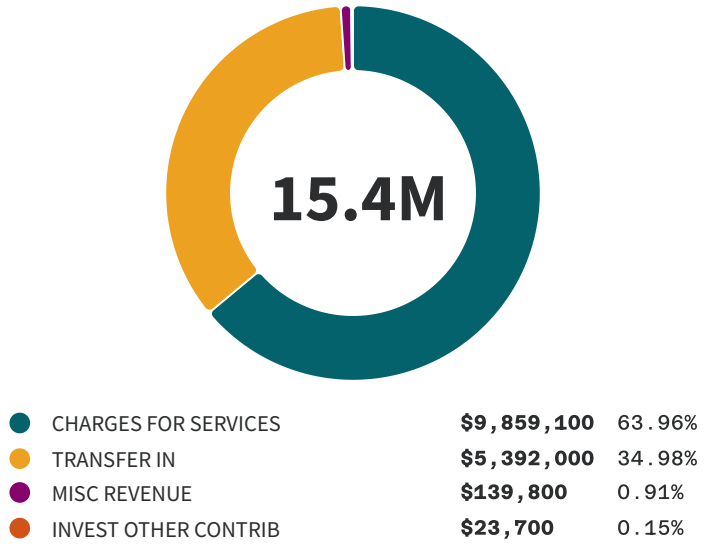
PURCHASED SERVICES	$7,051,654	45.75%
SALARIES	$5,309,796	34.45%
BENEFITS	$1,507,260	9.78%
INTER DEPART CHARGES	$721,594	4.68%
SUPPLIES	$486,096	3.15%
TRANSFER OUT	$338,200	2.19%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$4,902,981	$5,296,602	$5,113,842	$5,309,796	$5,309,796
BENEFITS	$1,540,212	$1,567,111	$1,493,422	$1,507,260	$1,507,260
SUPPLIES	$438,129	$486,014	$481,486	$506,000	$486,096
PURCHASED SERVICES	$7,041,269	$6,985,056	$7,041,009	$7,159,259	$7,051,654
INTER DEPART CHARGES	$594,034	$589,289	$697,220	$721,593	$721,594
TRANSFER OUT	$338,200	$338,200	$338,200	$338,200	$338,200
Total Expenditures	**$14,854,825**	**$15,262,272**	**$15,165,179**	**$15,542,109**	**$15,414,600**

Revenues by Major (All Funds)

FY27 Revenues by Major



Revenues by Major

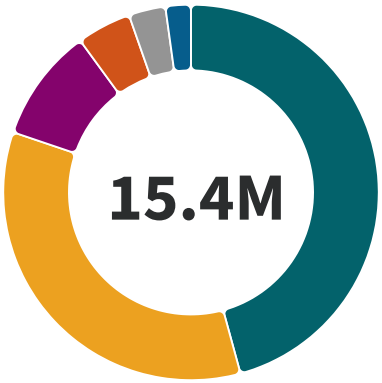
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$9,299,325	$9,687,444	$9,609,679	$9,986,609	$9,859,100
INVEST OTHER CONTRIB	$23,700	$5	$23,700	$23,700	$23,700
MISC REVENUE	$139,800	$93,882	$139,800	$139,800	$139,800
OTHER FINANCE SOURCE	-	$88,941	-	-	-
TRANSFER IN	$5,392,000	$5,392,000	$5,392,000	$5,392,000	$5,392,000
Total Revenues	**$14,854,825**	**$15,262,272**	**$15,165,179**	**$15,542,109**	**$15,414,600**

Monona Terrace: Convention Center Fund

The graphs and tables below provide a summary and line-item details of the agency's Convention Center Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



PURCHASED SERVICES	$7,051,654	45.75%
SALARIES	$5,309,796	34.45%
BENEFITS	$1,507,260	9.78%
INTER DEPART CHARGES	$721,594	4.68%
SUPPLIES	$486,096	3.15%
TRANSFER OUT	$338,200	2.19%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$5,079,871	$4,902,981	$5,296,602	$5,113,842	$5,309,796	$5,309,796
PERMANENT WAGES	$3,717,633	$4,351,782	$3,820,773	$4,319,728	$4,516,456	$4,516,456
SALARY SAVINGS	-	-$178,509	-	-$43,197	-$45,165	-$45,165
PENDING PERSONNEL	-	$58,866	-	$146,344	$126,809	$126,809
PREMIUM PAY	$79,794	$51,550	$91,017	$53,097	$54,690	$54,690
WORKERS COMPENSATION WAGES	-	-	$281	-	-	-
COMPENSATED ABSENCE	$49,458	$37,716	$57,242	$38,847	$40,012	$40,012
HOURLY WAGES	$1,031,031	$549,976	$1,087,953	$566,475	$583,469	$583,469
OVERTIME WAGES PERMANENT	$52,142	$31,600	$96,457	$32,548	$33,524	$33,524
OVERTIME WAGES HOURLY	$149,814	-	$142,880	-	-	-
BENEFITS	$1,672,955	$1,540,212	$1,567,111	$1,493,422	$1,507,260	$1,507,260
COMPENSATED ABSENCE ESCROW	$197,200	$54,531	$70,000	$54,531	$54,531	$54,531
UNEMPLOYMENT BENEFITS	$7,980	-	$19,350	-	-	-

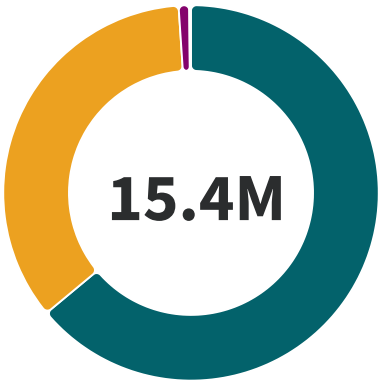
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HEALTH INSURANCE BENEFIT	$670,785	$801,573	$645,853	$746,990	$726,703	$726,703
WAGE INSURANCE BENEFIT	$11,598	$10,710	$10,393	$10,102	$11,466	$11,466
IATSE HEALTH BENEFIT	$89,553	$21,780	$87,653	$21,780	$21,780	$21,780
WI RETIREMENT SYSTEM	$290,780	$298,651	$308,212	$304,297	$320,709	$320,709
FICA MEDICARE BENEFITS	$376,476	$322,670	$392,568	$321,647	$336,965	$336,965
POST EMPLOYMENT HEALTH PLANS	$28,582	$30,297	$33,082	$34,075	$35,106	$35,106
SUPPLIES	$478,359	$438,129	$486,014	$481,486	$506,000	$486,096
OFFICE SUPPLIES	$12,854	$12,544	$13,095	$12,595	$12,595	$14,744
COPY PRINTING SUPPLIES	$2,877	$2,500	$2,873	$2,500	$2,500	$2,500
HARDWARE SUPPLIES	$10,588	$1,500	$13,964	$1,500	$1,500	$1,500
SOFTWARE LICENSES & SUPPLIES	$23,938	$11,720	$31,581	$13,760	$13,760	$14,120
POSTAGE	$5,976	$6,150	$6,425	$6,150	$6,150	$6,150
BOOKS AND SUBSCRIPTIONS	$1,301	$450	$174	$450	$450	$450
WORK SUPPLIES	$33,155	$34,858	$56,633	$77,224	$101,738	$77,625
JANITORIAL SUPPLIES	$77,909	$62,000	$64,073	$62,000	$62,000	$62,000
SAFETY SUPPLIES	$1,310	$2,000	$593	$2,000	$2,000	$2,000
UNIFORM CLOTHING SUPPLIES	$4,036	$6,400	$3,308	$6,400	$6,400	$6,800
FOOD AND BEVERAGE	$15,859	$25,875	$18,756	$24,875	$24,875	$26,275
BUILDING SUPPLIES	$28,009	$34,017	$21,071	$34,017	$34,017	$31,000
ELECTRICAL SUPPLIES	$22,496	$35,103	$33,347	$35,103	$35,103	$25,000
HVAC SUPPLIES	$23,798	$20,000	$8,224	$20,000	$20,000	$20,000
PLUMBING SUPPLIES	$21,878	$10,000	$11,801	$10,000	$10,000	$10,000
TREES SHRUBS PLANTS	$9,087	$10,000	$3,967	$10,000	$10,000	$10,000
EQUIPMENT SUPPLIES	$106,636	$76,112	$118,221	$76,112	$76,112	$89,232
INVENTORY	$76,653	$86,900	$77,906	$86,800	$86,800	$86,700
PURCHASED SERVICES	$7,196,001	$7,041,269	$6,985,056	$7,041,009	$7,159,259	$7,051,654
NATURAL GAS	$6,604	$9,000	$5,969	$9,000	$9,000	$9,000
FUEL OIL	-	$4,500	-	$4,500	$4,500	$4,500
ELECTRICITY	$422,249	$390,000	$359,711	$390,000	$390,000	$390,000
WATER	$65,259	$65,000	$56,639	$65,000	$65,000	$65,000
STEAM	$127,191	$200,000	$189,696	$200,000	$200,000	$200,000
TELEPHONE	$13,075	$10,000	$13,263	$10,000	$10,000	$10,000
CELLULAR TELEPHONE	$6,745	$5,000	$4,261	$5,000	$5,000	$5,000
SYSTEMS COMMUNICATION INTERNET	-	-	$525	-	-	-
BUILDING IMPROV REPAIR MAINT	$198,414	$90,000	$171,772	$90,000	$192,000	$90,000
WASTE DISPOSAL	$64,823	$55,000	$67,843	$55,000	$55,000	$55,000
PEST CONTROL	$2,040	$3,000	$2,260	$3,000	$3,000	$3,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ELEVATOR REPAIR	$73,980	$95,000	$74,636	$95,000	$95,000	$95,000
FACILITY RENTAL	$27,844	$30,000	$28,401	$30,000	$30,000	$30,000
LANDSCAPING	$15,370	$20,000	$32,787	$20,000	$20,000	$20,000
SNOW REMOVAL	-	-	$2,242	-	-	-
COMMUNICATION DEVICE RPR MAIN	$23,606	$60,000	$17,560	$60,000	$60,000	$60,000
EQUIP IMPROV REPAIR MAINT	$45,624	$37,208	$38,794	$37,208	$37,208	$37,208
SYSTEM AND SOFTWARE MAINTENANC	$102,968	$104,450	$100,757	$99,450	$115,700	$115,905
LEASE RENTAL OF EQUIPMENT	$156,624	$68,000	$105,602	$70,000	$70,000	$70,000
RECRUITMENT	$1,020	$1,000	$2,293	$1,000	$1,000	$500
MILEAGE	$72	$150	$8	-	-	-
CONFERENCES AND TRAINING	$18,128	$21,920	$20,750	$32,600	$32,600	$29,100
MEMBERSHIPS	$14,214	$9,005	$17,133	$10,005	$10,005	$9,955
UNIFORM LAUNDRY	$46,510	$80,000	$49,890	$78,000	$78,000	$78,000
AUDIT SERVICES	$4,000	$4,000	$4,000	$4,000	$4,000	$4,000
CREDIT CARD SERVICES	$87,402	$80,000	$92,209	$80,000	$80,000	$80,000
DELIVERY FREIGHT CHARGES	-	$400	$9	$400	$400	$400
STORAGE SERVICES	$300	$500	$305	$500	$500	$500
MANAGEMENT SERVICES	$115,130	$90,000	$112,137	$90,000	$90,000	$90,000
CONSULTING SERVICES	$83,769	$32,500	$119,738	$32,500	$32,500	$32,500
ADVERTISING SERVICES	$174,774	$238,726	$212,997	$232,496	$232,496	$231,726
PRINTING SERVICES	$6,623	$12,550	$7,650	$15,750	$15,750	$14,550
SECURITY SERVICES	$101,209	$75,000	$122,749	$75,000	$75,000	$75,000
CATERING VENDING SERVICES	$5,089,858	$5,000,000	$4,849,219	$5,000,000	$5,000,000	$5,000,000
OTHER SERVICES AND EXPENSES	$95,606	$144,860	$101,179	$141,100	$141,100	$141,310
PERMITS AND LICENSES	$4,965	$4,500	$75	$4,500	$4,500	$4,500
DEBT OTHR FINANCING	$488,527	-	-	-	-	-
INTEREST	$163,291	-	-	-	-	-
FUND BALANCE GENERATED	$325,235	-	-	-	-	-
INTER DEPART CHARGES	$515,551	$594,034	$589,289	$697,220	$721,593	$721,594
ID CHARGE FROM ATTORNEY	$33,147	$51,416	$51,416	$12,015	$2,683	$2,683
ID CHARGE FROM CIVIL RIGHTS	$19,573	$23,418	$23,418	$29,133	$31,980	$31,980
ID CHARGE FROM FINANCE	$51,555	$58,316	$58,316	$72,240	$128,283	$128,283
ID CHARGE FROM HUMAN RESOURCES	$52,981	$55,672	$55,672	$72,554	$82,553	$82,553

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID CHARGE FROM INFORMATION TEC	$153,582	$173,940	$173,940	$242,516	$227,194	$227,194
ID CHARGE FROM MAYOR	$34,371	$39,361	$39,361	$48,894	$48,966	$48,966
ID CHARGE FROM EAP	$11,491	$15,575	$15,575	$15,601	$16,048	$16,048
ID CHARGE FROM FLEET SERVICES	$1,757	$8,101	$3,356	$2,239	$2,786	$2,787
ID CHARGE FROM STREETS	$10,000	$10,000	$10,000	$10,000	$10,000	$10,000
ID CHARGE FROM INSURANCE	$109,672	$122,749	$122,749	$161,418	$147,000	$147,000
ID CHARGE FROM WORKERS COMP	$37,422	$35,486	$35,486	$30,610	$24,100	$24,100
TRANSFER OUT	$338,200	$338,200	$338,200	$338,200	$338,200	$338,200
TRANSFER OUT TO GENERAL	$338,200	$338,200	$338,200	$338,200	$338,200	$338,200
Total Expenditures	**$15,769,464**	**$14,854,825**	**$15,262,272**	**$15,165,179**	**$15,542,109**	**$15,414,600**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	**$9,859,100**	63.96%
TRANSFER IN	**$5,392,000**	34.98%
MISC REVENUE	**$139,800**	0.91%
INVEST OTHER CONTRIB	**$23,700**	0.15%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$10,307,298	$9,299,325	$9,687,444	$9,609,679	$9,986,609	$9,859,100
CATERING CONCESSIONS	$5,089,858	$5,000,000	$4,849,219	$5,000,000	$5,000,000	$5,000,000
FACILITY RENTAL	$5,080,667	$4,168,325	$4,724,996	$4,479,679	$4,856,609	$4,729,100
GIFT SHOP SALES	$128,295	$120,000	$104,232	$120,000	$120,000	$120,000
BUILDING TOURS	$8,478	$11,000	$8,998	$10,000	$10,000	$10,000
INVEST OTHER CONTRIB	$12,655	$23,700	$5	$23,700	$23,700	$23,700
INTEREST	$5	-	$5	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CONTRIBUTIONS AND DONATIONS	$12,650	$23,700	-	$23,700	$23,700	$23,700
MISC REVENUE	$55,484	$139,800	$93,882	$139,800	$139,800	$139,800
MISCELLANEOUS REVENUE	$55,484	$139,800	$93,882	$139,800	$139,800	$139,800
OTHER FINANCE SOURCE	$2,027	-	$88,941	-	-	-
SALE OF ASSETS	$2,027	-	$35	-	-	-
FUND BALANCE APPLIED	-	-	$88,906	-	-	-
TRANSFER IN	$5,392,000	$5,392,000	$5,392,000	$5,392,000	$5,392,000	$5,392,000
TRANSFER IN FROM OTHER RESTRIC	$5,392,000	$5,392,000	$5,392,000	$5,392,000	$5,392,000	$5,392,000
Total Revenues	**$15,769,464**	**$14,854,825**	**$15,262,272**	**$15,165,179**	**$15,542,109**	**$15,414,600**

Monona Terrace Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCT TECH 2-20	20	2.00	2.00
ADMIN ASST-20	20	1.00	1.00
ADMIN CLK 1-20	20	2.00	2.00
COMM EVENTS COORD-18	18	1.00	1.00
CUSTODIAL WKR 2-16	16	5.00	5.00
CUSTODIAL WKR 2-16 PT	16	0.50	0.50
FACILITY MAINT WKR-16	16	2.00	2.00
GARDENER-16	16	1.00	1.00
IT SPEC 2-18	18	1.00	1.00
IT SPEC 3-18	18	1.00	1.00
M.T. ASSOC DIRECTOR-18	18	1.00	1.00
M.T. ASST OPERATIONS MGR-18	18	1.00	1.00
M.T. BLDG MAINT SUPV-18	18	1.00	1.00
M.T. BOOKING COORD-20	20	1.00	1.00
M.T. BUSINESS MGR-18	18		1.00
M.T. COM.REL.SUPV-18	18	1.00	1.00
M.T. COMMAND CTR OPER-16	16	4.00	4.00
M.T. DIRECTOR-21	21	1.00	1.00
M.T. EVENT COORD-20	20	3.00	3.00
M.T. EVENT SERVS MGR-18	18	1.00	1.00
M.T. OPER LDWKR-16	16	4.00	4.00
M.T. OPERS WKR-16	16	6.00	6.00
M.T. SALES ASSOC-19	19	2.00	2.00
M.T. SALES MGR-19	19	1.00	1.00
M.T. TECH SERVS SPEC 1-16	16	1.00	1.00
M.T. TECH SERVS SPEC 2-16	16	1.00	1.00
M.T. VOL/TOUR COORD-18	18	1.00	1.00

		2026 Adopted	2026 Year to Date
MAINT MECH 1-16	16	2.00	2.00
MAINT MECH 1-16 PT	16	0.50	0.50
MAINT MECH 2-16	16	1.00	1.00
MKTG/COMMUN SPEC-18	18	1.00	1.00
QI & OPER MGR-18	18	3.00	2.00
SALES CLERK-20 PT	20	1.50	1.50
Grand Total		**55.50**	**55.50**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Monona Terrace 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges).

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
801 - COMMUNITY CONVENTION CENTER	Reduction in Advertising services	Could reduce ability to attract future events	0	100,000
801 - COMMUNITY CONVENTION CENTER	Reduction in Stagehand use	Level of customer service could be negatively impacted		80,000
801 - COMMUNITY CONVENTION CENTER	LEED (Green Building) recertification	Inability to maintain current level of certification; could effect future events		20,000
			Total	200,000



Public Safety & Health

Fire Department

Office of the Independent Police Monitor

Police Department

Public Health

Fire Department

Agency Mission

The mission of the Madison Fire Department is to protect life and property from the dangers of fire and major disaster through education, prevention, and emergency service delivery to all members of the community.

Agency Overview

The Agency is responsible for emergency responses to fires and other disasters, emergency medical services, fire safety education, fire and elevator inspection, and fire investigation. The goal of the Department is to ensure quality emergency response services across the City of Madison. The department will advance this goal by seeking to: (1) meet the standards established by the National Fire Protection Association Standard 1710, “For Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations”; (2) ensure buildings comply with local and state regulations to confine fires, reduce losses, ensure proper exiting, and provide early warning for occupants; and (3) change unsafe behaviors through education and providing individuals with the information to make safe decisions.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state “Technical correction for [reason].”

The request increases the grant fund budget to include annual revenue and expenses for State Hazmat program and EMS Funding Assistance Program. Adding budget for these programs is more of a technical correction than a reallocation. The State Hazmat program is annual funding paid to MFD from WI Emergency Management to provide regional and statewide hazmat response. The EMS Funding Assistance Program (FAP) provides supplemental funding to eligible Wisconsin ambulance services for improvements to their EMS systems and training EMS personnel. The state program increased funding dramatically in 2025 and is largely based on population. EMS FAP funding cannot displace regular budget, it must be used to increase EMS services, and it cannot be used for salary and benefits.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

N/A

Transmittal Memo

City of Madison Fire Department
314 W. Dayton St.
Madison, WI 53703
(608) 266-4420
fire@cityofmadison.com
cityofmadison.com/fire

TO: Mayor Satya Rhodes-Conway
FROM: Chris Carbon, Fire Chief

Goals of Agency's Operating Budget

The 2027 operating budget request for the Madison Fire Department (MFD) funds continued staffing and operational needs for fire protection, emergency medical services (EMS), and specialty rescue functions. Additionally, the request maintains the essential components of fire administration, fire prevention, elevator inspection, CARES, community paramedicine, and citywide emergency management. The MFD strives to enhance the quality of life for everyone in Madison by creating an environment in which the community can feel safe and thoughtfully cared for knowing that the Fire Department is fully staffed and ready to respond to any request for service at a moment's notice. Our membership takes great pride in the high level of professional excellence and compassionate service provided to this community. The success and wellbeing of our personnel in delivering this level of service is dependent upon the maintenance of sufficient staffing in order to respond with a full complement of necessary personnel and equipment.

We are already a lean organization, striving to maintain pace with growing call volumes and increasing requests for service. Our call volume has been growing by twice the rate of population growth. We have responded to an increased call volume of 6% since last year, and by 39% since 2019. This equates to almost 2,600 additional calls for service in the past year alone. At every step, we are evaluating our operations to ensure that we are as efficient as possible in delivering services. This, in fact, is the basis of dual-role personnel in providing both disciplines of Fire and EMS. We also co-locate our special team services within existing response companies, thus adding to the overall efficiency in usage of personnel to provide additional complex capacities to the foundation of our service lines. Furthermore, the ongoing services of both the CARES program and community paramedicine initiatives are designed by their nature to focus on both the prevention and most appropriate management of significant needs within the community.

99.25% Budget for General, Library, Fleet fund agencies

The largest step towards realizing permanent efficiencies is achieving and maintaining full staffing of our commissioned positions. I am happy to report that through the support of hosting several large recruit classes over the last few years, we have made significant progress towards this goal and are planning to both achieve and maintain full staffing in 2027.
Similarly, overtime has been both a recent and ongoing challenge first highlighted in the beginning of 2020. To ensure equitable, safe, and consistent service delivery, we strive to ensure the maintenance of daily minimum staffing across the city. The department currently averages approximately 10 unplanned absences per day, drawing staffing below the daily minimum levels and thereby creating the need for overtime. We have made consistent progress with incremental improvement each year. Our 2027 budget request will allow the MFD to continue on this pathway and to enter quarter three of 2027 with zero projected permanent vacancies, following annual retirements and the graduation of a recruit class. Full staffing will allow MFD and Local 311's creative staffing model to function consistently, resulting in any unfilled shifts being covered by straight time rather than overtime. MFD needs to enter 2028 with as few vacancies as possible in order to cover planned retirements, maintain critical minimum staffing, and reduce overtime exposure. As mentioned, we have made consistent progress and look to continue to see ongoing improvement and reduction in overtime costs.

We have increased our agency-generated revenue via increased ambulance transport volumes, increased Medicare reimbursement rates, and are evaluating further potential opportunities.

We are working diligently on the front-end and prevention aspect of EMS, with the services being provided by our CARES teams and the community paramedic division. These services provide critical access to resources and behavioral health needs among the most vulnerable and medically complex within our community. By proactively engaging with our patients, and by sending the most medically appropriate resources to their specific needs, we can assure the most cost-effective and appropriate services are reaching patients in the most important times they are needed. Simultaneously, we are helping patients to avoid the more expensive and often inappropriate transports to traditional locations such as emergency departments.

Reduction Scenarios

We have been asked, along with all other agencies, to present service reductions equal to at least 2% of our 2027 operating budget. We are a direct service agency, with 91% of our budget allocated towards the personnel who deliver these critical fire and EMS services. Therefore, when asked to present reductions of this magnitude, there are truly limited options that would equate to this significant budget number. We fully understand that the limitations placed upon local municipalities by the state levy limits and expenditure restraint programs make budgeting for comprehensive citywide services even more challenging. Furthermore, we recognize the valuable services provided by so many city agencies and we are grateful to be among some of the finest colleagues we could imagine. Understanding that all agencies are challenged to meet their service goals, we respect the needs of all who are similarly striving to provide the best services that they can within these external constraints.

Having acknowledged this, I cannot in good conscience, as the Fire Chief of this community, recommend any service cuts to an agency that is already experiencing high call volumes, and significant growth in service demands. We were relieved and grateful in the operating budget last year to be provided with the opportunity to add a desperately needed 10th ambulance to our fleet. This is going into service in the 4th quarter of this year and is ready to make a significant impact and improvement to our paramedic system and the associated ambulance service delivery to the community.

For reasons of safety and service delivery, our emergency services are provided by multi-person engine, ladder, and medic companies, and are not able to be performed on an individual basis. Therefore, we cannot reduce portions of a fire engine, ladder truck, or ambulance. It is an “all or nothing” approach, and the “all” is a significant impact to service delivery, safety, and community security. In order to identify the requested 2% reductions, we would need to eliminate one (1) ambulance, 24 hours per day, 365 days per year. This would represent the ambulance that we are just about to place into service. Additionally, we would need to eliminate one (1) of our CARES teams, thereby reducing our delivery from three (3) units to (2) units serving the behavioral healthcare needs of the city. Both ambulance call volume and CARES incidents are increasing year over year. Reducing these services would clearly add to increased response times, increased call volumes per unit, decreased unit availability, and increased stress upon our membership providing these services.

Additionally, by reducing personnel, we could potentially risk achieving the state-required maintenance of effort requirements in order to receive state shared revenue dollars. For the fire department, we are measured annually against our overall budget expenditures, number of FTE’s, response times, and training hours. By reducing the number of response apparatus and personnel, we may potentially fall short of all four of those requirements.

I would like to again acknowledge the challenges facing the city budget and our role in collaborating and partnering to address these challenges citywide. We will work to operate as efficiently as we possibly can and will continue to look for means to identify additional improvements. We plan to continue to make great strides and have significantly reduced the budgetary impact from overtime demands. Although I have been required to identify what a 2% reduction would mean, I unfortunately cannot support, endorse, or recommend them to be acted upon.

I look forward to discussing further and answering any questions you may have. On behalf of the membership of the Madison Fire Department, it is truly a privilege and an honor for all of us at the MFD to serve this City.

Sincerely,

Chris Carter

Chris Carbon

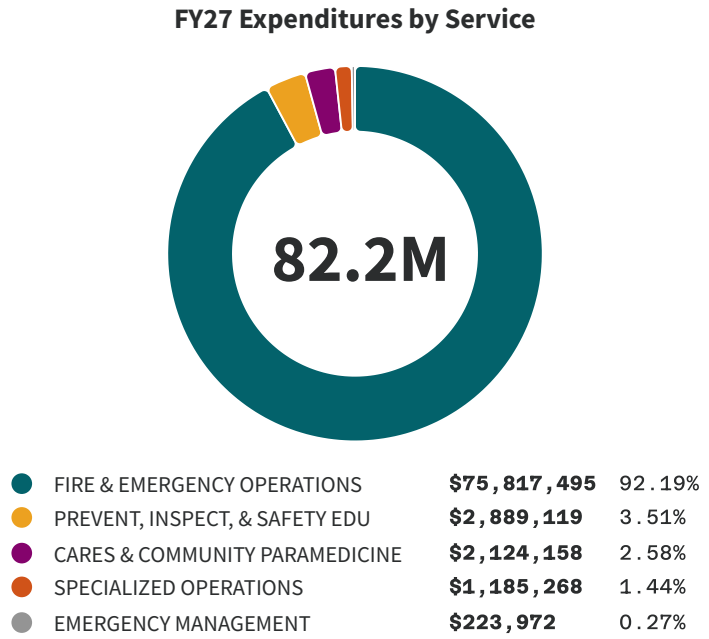
Fire Chief

Fire Department Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

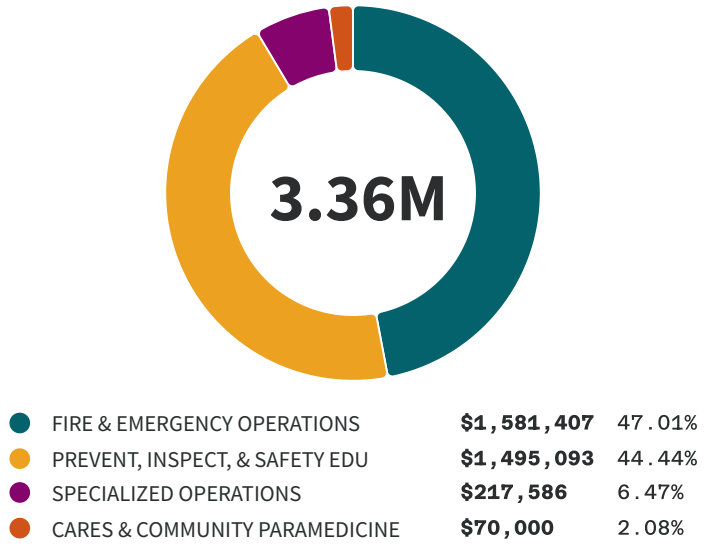


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FIRE & EMERGENCY OPERATIONS	$71,398,786	$72,411,076	$72,953,927	$74,881,036	$75,817,495
PREVENT, INSPECT, & SAFETY EDU	$2,718,214	$2,705,931	$2,811,746	$2,889,119	$2,889,119
SPECIALIZED OPERATIONS	$1,161,241	$1,252,362	$1,284,705	$1,025,183	$1,185,268
CARES & COMMUNITY PARAMEDICINE	$1,942,049	$1,910,918	$2,113,494	$2,205,811	$2,124,158
EMERGENCY MANAGEMENT	$197,088	$200,467	$211,649	$223,972	$223,972
Total Expenditures	**$77,417,378**	**$78,480,755**	**$79,375,520**	**$81,225,121**	**$82,240,012**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FIRE & EMERGENCY OPERATIONS	$703,046	$2,466,613	$788,678	$726,601	$1,581,407
PREVENT, INSPECT, & SAFETY EDU	$1,495,093	$1,449,218	$1,495,093	$1,495,093	$1,495,093
SPECIALIZED OPERATIONS	$217,586	$239,773	$262,599	$57,500	$217,586
CARES & COMMUNITY PARAMEDICINE	$70,000	$46,197	$70,000	$70,000	$70,000
Total Revenues	**$2,485,725**	**$4,201,801**	**$2,616,370**	**$2,349,194**	**$3,364,085**

Service: CARES & Community Paramedicine

Service Description

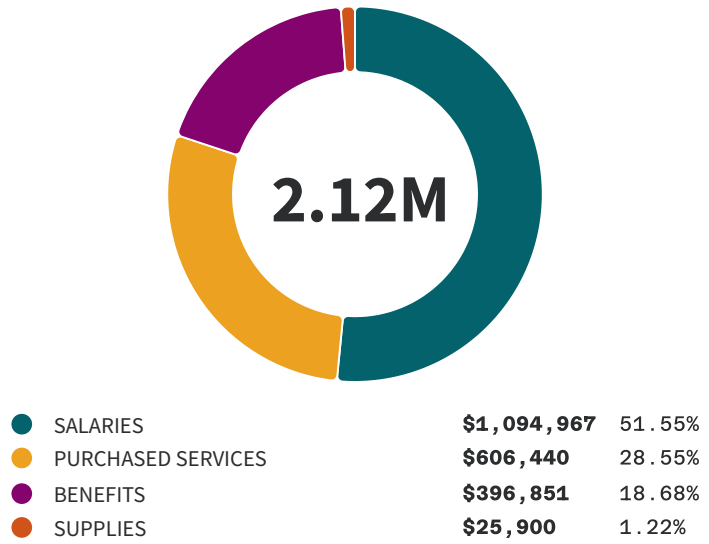
This service is responsible for patient-centered and human-focused pathways designed to improve the health and well-being of the Madison community. The CARES team works to de-escalate acute, non-violent behavioral health crises throughout the community. CARES and Community Paramedicine are invested in building strong collaborations with multiple community partners to strengthen the connection of our patients to local resources, improving their ownership of their healthcare, and improving health outcomes. This work further serves to reduce law enforcement responses to non-violent behavioral health incidents and proactively reduces the burden of ER visits and 911 calls.

Activities Performed by this Service

- Community Alternative Response Emergency Services (CARES) and Community Paramedicine: Provides an additional resource for behavioral health emergencies that occur in the community by ensuring that behavioral healthcare is addressed primarily as a medical situation, by medical personnel, increasing patient satisfaction, and diverting patients away from emergency rooms and jails.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

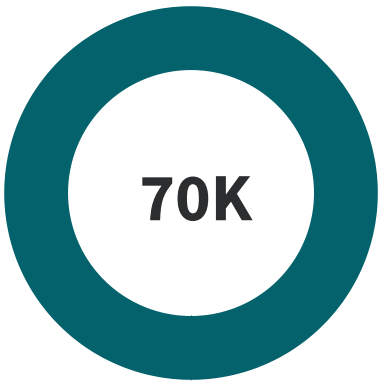


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$976,592	$941,800	$1,024,343	$1,094,967	$1,094,967
BENEFITS	$333,117	$345,353	$456,811	$478,504	$396,851
SUPPLIES	$25,900	$88,258	$25,900	$25,900	$25,900
PURCHASED SERVICES	$606,440	$535,508	$606,440	$606,440	$606,440
Total Expenditures	**$1,942,049**	**$1,910,918**	**$2,113,494**	**$2,205,811**	**$2,124,158**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES **$70,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$70,000	-	$70,000	$70,000	$70,000
CHARGES FOR SERVICES	-	$46,197	-	-	-
Total Revenues	**$70,000**	**$46,197**	**$70,000**	**$70,000**	**$70,000**

Service: Emergency Management

Service Description

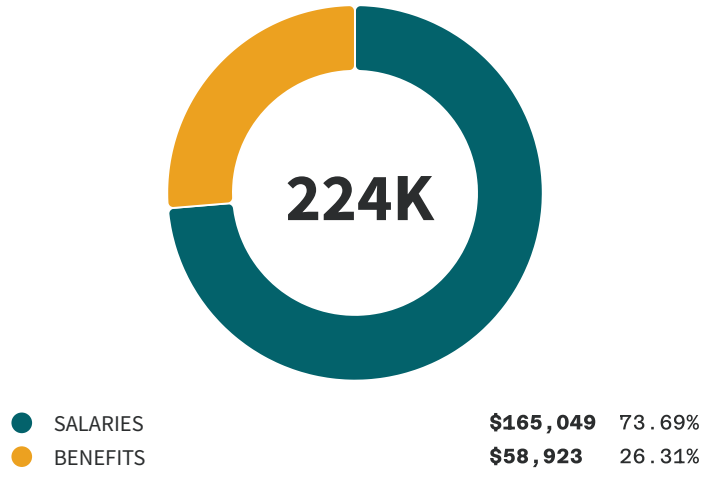
This service is responsible for the City's mitigation, preparation, response, and recovery of large-scale emergencies and disasters through training, planning, coordination, and managing the emergency operations center (EOC). During emergencies, the EOC identifies needs, sets strategies, coordinates resources, and ensures everyone, including the public, has updated information.

Activities Performed by this Service

- Emergency Management Coordination: Develop, oversee, and coordinate the City's comprehensive emergency management system. The work includes mitigation, preparedness, response, and recovery from natural and man-made emergencies and disasters consistent with Madison General Ordinance 3.20.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$144,983	$148,427	$154,521	$165,049	$165,049
BENEFITS	$52,105	$47,362	$57,128	$58,923	$58,923
SUPPLIES	-	$1,869	-	-	-
PURCHASED SERVICES	-	$2,810	-	-	-
Total Expenditures	**$197,088**	**$200,467**	**$211,649**	**$223,972**	**$223,972**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Fire and EMS Operations

Service Description

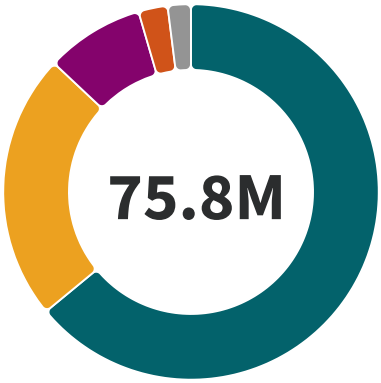
This service is primarily responsible for emergency 911 response to medical incidents, motor vehicle crashes, structural fires, automotive fires, and other disasters. Specific non-emergency functions also include semi-annual fire inspections of commercial properties, community education on fire safety and medical emergencies, community events and outreach, and departmental training. The goal of this service is to ensure equitable and high-quality emergency response services across the City of Madison.

Activities Performed by this Service

- Fire Suppression and Emergency Medical Service: Respond to emergency Fire and EMS incidents, including field operations for Fire and EMS service, 14 fire stations, and fire maintenance.
- Fire Administration: Provide overall leadership (Fire Chiefs) and manage budget and fiscal services, including payroll, purchasing, billing, receipts, information technology, and grant management.
- Public Information: Disseminate information through news releases, public reports, and social media; connect affected individuals with resources through the occupant services unit.
- Training and Recruitment: Provide ongoing fire and EMS education, drills, and competencies to ensure professional excellence and firefighter safety; recruit and hire new employees; oversee fitness and wellness of personnel; provide Fire and EMS training for recruits and personnel.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



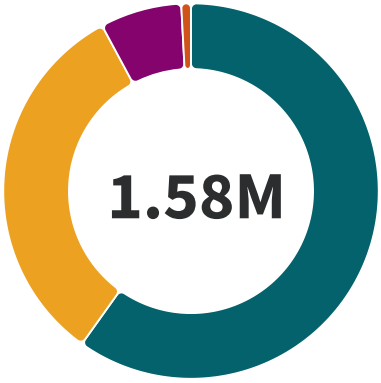
SALARIES	$48,539,114	64.02%
BENEFITS	$17,423,657	22.98%
INTER DEPART CHARGES	$6,439,275	8.49%
PURCHASED SERVICES	$1,896,490	2.50%
SUPPLIES	$1,518,961	2.00%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$46,258,674	$44,757,379	$47,652,632	$48,539,114	$48,539,114
BENEFITS	$17,486,405	$18,496,237	$16,910,223	$17,342,004	$17,423,657
SUPPLIES	$1,051,481	$1,121,946	$1,082,051	$1,047,051	$1,518,961
PURCHASED SERVICES	$1,596,607	$1,433,850	$1,548,489	$1,513,594	$1,896,490
DEBT OTHR FINANCING	-	$1,514,558	-	-	-
INTER DEPART CHARGES	$5,005,619	$5,087,107	$5,760,533	$6,439,275	$6,439,275
Total Expenditures	**$71,398,786**	**$72,411,076**	**$72,953,927**	**$74,881,036**	**$75,817,495**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$946,738**	59.87%
CHARGES FOR SERVICES	**$510,570**	32.29%
OTHER FINANCE SOURCE	**$110,998**	7.02%
MISC REVENUE	**$13,100**	0.83%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$151,376	$1,992,001	$91,933	$91,933	$946,738
CHARGES FOR SERVICES	$510,570	$406,753	$510,570	$510,570	$510,570
INVEST OTHER CONTRIB	-	$65,770	-	-	-
MISC REVENUE	$13,100	$2,089	$13,100	$13,100	$13,100
OTHER FINANCE SOURCE	$28,000	-	$173,075	$110,998	$110,998
Total Revenues	**$703,046**	**$2,466,613**	**$788,678**	**$726,601**	**$1,581,407**

Service: Prevent, Inspect, & Safety Education

Service Description

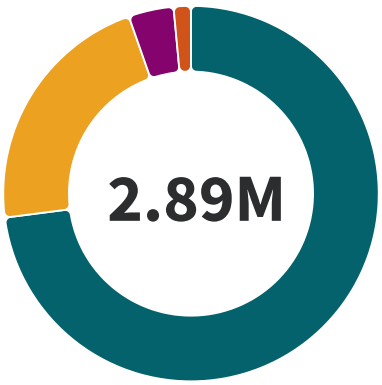
This service is responsible for fire prevention, community risk reduction, and community education. The fundamental goal is to proactively reduce overall risk and prevent emergencies through education, fire protection engineering, and code enforcement. Specific functions of the service include fire and safety inspections of public buildings and events, public education on fire and life safety measures, review and inspection of fire protection and life safety systems, and review and inspection of elevators.

Activities Performed by this Service

- Fire Safety and Community Education: Provide presentations, community events, scheduled programs, and information seminars focused on fire safety to reduce fires and related injuries through education.
- Fire Inspection: Verify all commercial buildings in the City are operated and maintained safely through fire safety inspections in all multi-residential and commercial properties.
- Code Enforcement: Mitigate code violations through the issuance of orders, referrals to the City Attorney, and citations.
- Fire Protection Engineering: Ensure site development, new construction, and alteration projects comply with building and fire codes and Madison General Ordinances; work with owners, developers, and contractors during design to review construction documents; and, inspect and test installation of site access, fire suppression, fire alarm, smoke control, and fire command centers.
- Elevator Inspections: Ensure safe installation, alteration, and operation of conveyances, including elevators, escalators, chair lifts, and dumbwaiters through timely plan review, annual inspections, and permitting.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



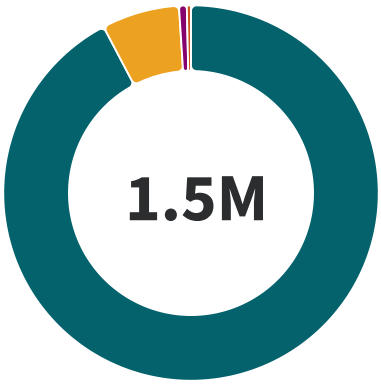
SALARIES	**$2,107,534**	72.95%
BENEFITS	**$626,580**	21.69%
PURCHASED SERVICES	**$112,005**	3.88%
SUPPLIES	**$43,000**	1.49%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,977,572	$1,955,117	$2,017,787	$2,107,534	$2,107,534
BENEFITS	$585,638	$606,814	$638,954	$626,580	$626,580
SUPPLIES	$43,000	$30,325	$43,000	$43,000	$43,000
PURCHASED SERVICES	$112,005	$113,675	$112,005	$112,005	$112,005
Total Expenditures	**$2,718,214**	**$2,705,931**	**$2,811,746**	**$2,889,119**	**$2,889,119**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



LICENSES AND PERMITS	**$1,379,843**	92.29%
MISC REVENUE	**$100,000**	6.69%
CHARGES FOR SERVICES	**$10,000**	0.67%
INVEST OTHER CONTRIB	**$5,250**	0.35%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$10,000	$20,708	$10,000	$10,000	$10,000
LICENSES AND PERMITS	$1,379,843	$1,357,250	$1,379,843	$1,379,843	$1,379,843
INVEST OTHER CONTRIB	$5,250	$2,635	$5,250	$5,250	$5,250
MISC REVENUE	$100,000	$68,625	$100,000	$100,000	$100,000
Total Revenues	**$1,495,093**	**$1,449,218**	**$1,495,093**	**$1,495,093**	**$1,495,093**

Service: Specialized Operations

Service Description

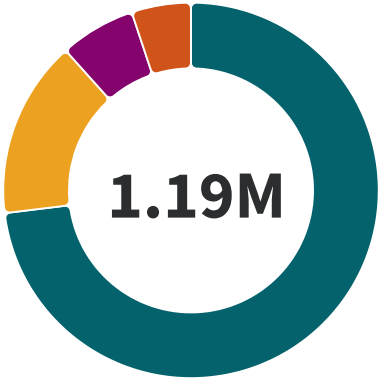
This service is responsible for unique response capabilities and capacities for the City of Madison and for the surrounding region. Services include our specialized teams of Lake Rescue, Hazardous Incident, Heavy Urban Rescue, Fire/Arson Investigation, and Tactical EMS.

Activities Performed by this Service

- Lake Rescue: Open water, ice, swift-water, dive rescues.
- Hazardous Incident: Hazardous materials response.
- Heavy Urban Rescue: High angle, technical, confined spaces rescues.
- Fire/Arson Investigation: Consults with crews in the field on investigative inquiries, working closely with the Fire Prevention Division and Madison Police, along with other investigative services to determine the cause and origin of fires.
- Tactical EMS: A group of 12 Paramedics who have been trained specifically to accompany the Madison Police Department Special Weapons and Tactics (SWAT) Team when they are deployed to high-level risk calls such as high-risk warrants, standoffs, etc.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



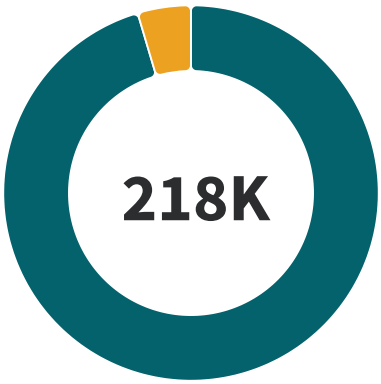
SALARIES	**$865,994**	73.06%
BENEFITS	**$181,500**	15.31%
SUPPLIES	**$77,070**	6.50%
PURCHASED SERVICES	**$60,705**	5.12%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$823,596	$837,923	$898,238	$754,882	$865,994
BENEFITS	$164,555	$279,935	$194,861	$141,696	$181,500
SUPPLIES	$82,384	$68,350	$100,900	$67,900	$77,070
PURCHASED SERVICES	$90,705	$66,153	$90,705	$60,705	$60,705
Total Expenditures	**$1,161,241**	**$1,252,362**	**$1,284,705**	**$1,025,183**	**$1,185,268**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$207,586**	95.40%
CHARGES FOR SERVICES	**$10,000**	4.60%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$207,586	$205,223	$207,586	$47,500	$207,586
CHARGES FOR SERVICES	$10,000	$29,879	$10,000	$10,000	$10,000
INVEST OTHER CONTRIB	-	$4,671	-	-	-
OTHER FINANCE SOURCE	-	-	$45,013	-	-
Total Revenues	**$217,586**	**$239,773**	**$262,599**	**$57,500**	**$217,586**

Fire Department Fund Summary

The graphs and tables below summarize expenditures and agency revenues by fund. This summary is included because the agency has two or more fund types within the operating budget. The pages following this summary show the line-item detail for each fund.

Expenditures by Fund

FY27 Expenditures by Fund



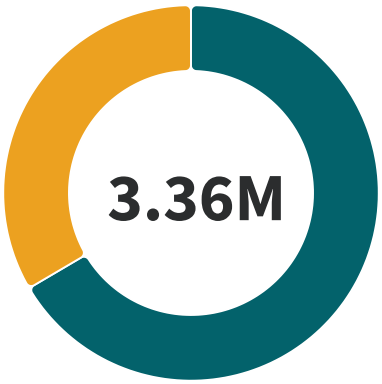
GENERAL	$81,114,123	98.63%
OTHER GRANTS	$1,125,890	1.37%

Expenditures by Fund

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$73,258,270	$77,185,252	$76,480,707	$78,997,346	$81,114,123	$81,114,123
OTHER GRANTS	$226,048	$232,126	$2,000,048	$378,174	$110,998	$1,125,890
Total Expenditures	**$73,484,318**	**$77,417,378**	**$78,480,755**	**$79,375,520**	**$81,225,121**	**$82,240,012**

Agency Revenues by Fund

FY27 Revenues by Fund



GENERAL	$2,238,196	66.53%
OTHER GRANTS	$1,125,890	33.47%

Agency Revenues by Fund

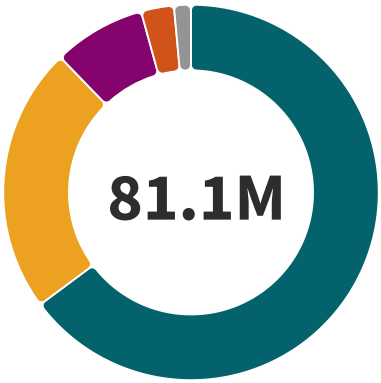
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$2,270,505	$2,253,599	$2,201,753	$2,238,196	$2,238,196	$2,238,196
OTHER GRANTS	$226,048	$232,126	$2,000,048	$378,174	$110,998	$1,125,890
Total Revenues	**$2,496,553**	**$2,485,725**	**$4,201,801**	**$2,616,370**	**$2,349,194**	**$3,364,085**

Fire Department: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$52,573,613**	64.81%
BENEFITS	**$18,624,640**	22.96%
INTER DEPART CHARGES	**$6,439,275**	7.94%
PURCHASED SERVICES	**$2,292,744**	2.83%
SUPPLIES	**$1,183,851**	1.46%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$46,393,047	$50,095,905	$48,406,041	$51,559,109	$52,573,613	$52,573,613
PERMANENT WAGES	$39,947,395	$44,015,644	$41,756,376	$44,231,861	$45,702,069	$45,702,069
SALARY SAVINGS	-	-$1,757,755	-	-$1,772,519	-$1,828,083	-$1,828,083
PENDING PERSONNEL	-	$2,383,680	-	$2,716,593	$2,420,346	$2,420,346
PREMIUM PAY	$1,604,223	$1,475,000	$1,597,987	$2,094,844	$1,864,934	$1,864,934
WORKERS COMPENSATION WAGES	$223,981	-	$161,321	-	-	-
COMPENSATED ABSENCE	$1,568,228	$1,469,940	$1,428,091	$1,513,807	$1,559,221	$1,559,221
HOURLY WAGES	$17,121	$3,010	$28,995	$3,100	$3,100	$3,100
OVERTIME WAGES PERMANENT	$3,032,029	$3,258,226	$3,432,881	$3,347,636	$3,448,065	$3,448,065
ELECTION OFFICIALS WAGES	$71	-	$389	-	-	-
BUDGET EFFICIENCIES	-	-$751,840	-	-$576,214	-$596,040	-$596,040
BENEFITS	$18,995,434	$18,591,730	$19,715,757	$18,201,109	$18,624,640	$18,624,640
COMPENSATED ABSENCE ESCROW	$1,207,066	-	$966,311	-	-	-
HEALTH INSURANCE BENEFIT	$6,929,505	$7,522,810	$7,532,739	$8,016,041	$8,170,060	$8,170,060

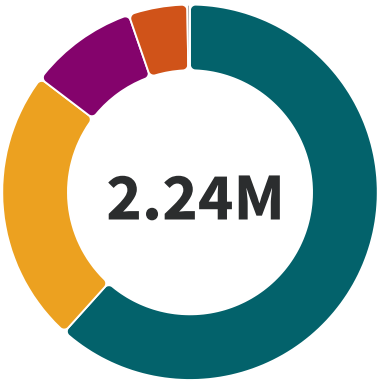
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WAGE INSURANCE BENEFIT	$142,527	$158,782	$127,807	$167,944	$176,802	$176,802
HEALTH INSURANCE RETIREE	$510,384	$499,046	$509,020	$500,542	$515,039	$515,039
HEALTH INS POLICE FIRE RETIREE	$269,233	$285,000	$294,690	$285,000	$285,000	$285,000
ACCIDENT DEATH DISMEMBER INSUR	$514,620	$560,000	$371,436	$224,000	$224,000	$224,000
WI RETIREMENT SYSTEM	$8,441,141	$8,569,900	$8,889,780	$8,030,917	$8,232,369	$8,232,369
WI RETIREMENT SYSTEM PRIOR SER	$10,976	$10,000	$8,969	$10,000	$10,000	$10,000
FICA MEDICARE BENEFITS	$847,978	$878,207	$897,025	$856,513	$900,719	$900,719
TUITION	$95,602	$80,000	$88,707	$80,000	$80,000	$80,000
POST EMPLOYMENT HEALTH PLANS	$26,401	$27,985	$29,274	$30,153	$30,651	$30,651
SUPPLIES	$1,047,004	$1,144,241	$1,165,402	$1,183,851	$1,183,851	$1,183,851
OFFICE SUPPLIES	$5,363	$8,477	$8,412	$8,477	$8,477	$8,477
COPY PRINTING SUPPLIES	$7,334	$9,950	$10,628	$9,950	$9,950	$9,950
FURNITURE	$37,406	$19,000	$45,431	$19,000	$19,000	$19,000
HARDWARE SUPPLIES	$16,789	$22,700	$28,752	$22,700	$22,700	$22,700
SOFTWARE LICENSES & SUPPLIES	$4,353	$9,700	$1,448	$9,700	$9,700	$9,700
POSTAGE	$14,955	$11,500	$13,396	$11,500	$11,500	$11,500
PROGRAM SUPPLIES	$45	-	$334	-	-	-
BOOKS AND SUBSCRIPTIONS	$20,578	$16,200	$19,727	$16,200	$16,200	$16,200
WORK SUPPLIES	$89,898	$147,764	$123,978	$147,764	$147,764	$147,764
JANITORIAL SUPPLIES	-	-	$33	-	-	-
MEDICAL SUPPLIES	$347,001	$400,500	$358,591	$400,500	$400,500	$400,500
SAFETY SUPPLIES	$63,571	$89,961	$39,039	$89,961	$89,961	$89,961
UNIFORM CLOTHING SUPPLIES	$338,452	$271,875	$324,779	$311,485	$311,485	$311,485
FOOD AND BEVERAGE	$18,971	$14,070	$16,388	$14,070	$14,070	$14,070
BUILDING SUPPLIES	$14,976	-	$43,202	-	-	-
LANDSCAPING SUPPLIES	$1,069	-	$4,607	-	-	-
MACHINERY AND EQUIPMENT	$14,987	-	$14,761	-	-	-
EQUIPMENT SUPPLIES	$51,256	$122,544	$111,894	$122,544	$122,544	$122,544
PURCHASED SERVICES	$1,909,936	$2,347,757	$2,106,401	$2,292,744	$2,292,744	$2,292,744
NATURAL GAS	$50,775	$101,899	$69,343	$101,899	$101,899	$101,899
ELECTRICITY	$180,638	$208,373	$197,795	$208,373	$208,373	$208,373
WATER	$76,825	$81,093	$82,376	$81,093	$81,093	$81,093
TELEPHONE	$10,892	$14,893	$8,670	$14,893	$14,893	$14,893
CELLULAR TELEPHONE	$52,977	$63,547	$57,037	$63,547	$63,547	$63,547
BUILDING IMPROV REPAIR MAINT	$54,200	$121,434	$177,026	$121,434	$121,434	$121,434

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WASTE DISPOSAL	$198	-	-	-	-	-
PEST CONTROL	-	-	$70	-	-	-
FACILITY RENTAL	$1,676	$18,200	-	$18,200	$18,200	$18,200
GROUNDS IMPROV REPAIR MAINT	$1,344	-	$300	-	-	-
SNOW REMOVAL	-	-	$1,341	-	-	-
OFFICE EQUIPMENT REPAIR	$877	-	-	-	-	-
COMMUNICATION DEVICE RPR MAIN	-	$60,000	$4,268	$60,000	$60,000	$60,000
EQUIP IMPROV REPAIR MAINT	$107,019	$101,000	$93,251	$101,000	$101,000	$101,000
SYSTEM AND SOFTWARE MAINTENANC	$134,926	$127,838	$194,812	$127,838	$127,838	$127,838
LEASE RENTAL OF EQUIPMENT	-	-	$105	-	-	-
RECRUITMENT	$650	-	$75	-	-	-
MILEAGE	$39,860	$32,260	$43,152	$32,260	$32,260	$32,260
CONFERENCES AND TRAINING	$46,789	$42,151	$58,205	$42,151	$42,151	$42,151
IN SERVICE TRAINING	$130,626	$175,340	$135,056	$154,255	$154,255	$154,255
MEMBERSHIPS	$8,095	$6,160	$18,489	$6,160	$6,160	$6,160
UNIFORM LAUNDRY	$87,310	$89,000	$86,752	$89,000	$89,000	$89,000
MEDICAL SERVICES	$92,399	$119,000	$92,140	$119,000	$119,000	$119,000
DELIVERY FREIGHT CHARGES	-	-	$5,697	-	-	-
STORAGE SERVICES	$2,597	$1,500	$2,553	$1,500	$1,500	$1,500
CONSULTING SERVICES	$243,200	$327,228	$210,440	$293,300	$293,300	$293,300
ADVERTISING SERVICES	$12,818	$3,102	-	$3,102	$3,102	$3,102
PRINTING SERVICES	$100	-	-	-	-	-
PARKING TOWING SERVICES	-$140	$5,200	$545	$5,200	$5,200	$5,200
INVESTIGATIVE SERVICES	$8,153	-	$13,791	-	-	-
OTHER SERVICES AND EXPENSES	$43,485	$45,540	$31,765	$45,540	$45,540	$45,540
COMMUNITY AGENCY CONTRACTS	$519,500	$601,500	$519,500	$601,500	$601,500	$601,500
PERMITS AND LICENSES	$2,150	$1,500	$1,845	$1,500	$1,500	$1,500
INTER DEPART CHARGES	$4,912,849	$5,005,619	$5,087,107	$5,760,533	$6,439,275	$6,439,275
ID CHARGE FROM ENGINEERING	$335,133	$368,646	$368,646	$368,646	$368,646	$368,646
ID CHARGE FROM FLEET SERVICES	$3,286,716	$3,438,104	$3,542,119	$4,384,065	$5,062,327	$5,062,327
ID CHARGE FROM TRAFFIC ENGINEE	$82,169	$101,552	$79,025	$101,552	$101,552	$101,552
ID CHARGE FROM INSURANCE	$205,995	$217,550	$217,550	$266,033	$266,500	$266,500

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID CHARGE FROM WORKERS COMP	$1,002,837	$879,767	$879,767	$640,237	$640,250	$640,250
Total Expenditures	**$73,258,270**	**$77,185,252**	**$76,480,707**	**$78,997,346**	**$81,114,123**	**$81,114,123**

Agency Revenues by Major

FY27 Revenues by Major



LICENSES AND PERMITS	**$1,379,843**	61.65%
CHARGES FOR SERVICES	**$530,570**	23.71%
INTERGOV REVENUES	**$209,433**	9.36%
MISC REVENUE	**$113,100**	5.05%
INVEST OTHER CONTRIB	**$5,250**	0.23%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$296,918	$224,836	$267,617	$209,433	$209,433	$209,433
FEDERAL REVENUES OPERATING	$82,573	$65,651	$70,462	$68,933	$68,933	$68,933
STATE REVENUES OPERATING	$166,845	$21,085	-	-	-	-
PAYMENT FOR MUNICIPAL SERVICE	-	$20,600	$44,200	$23,000	$23,000	$23,000
LOCAL REVENUES OPERATING	-	$70,000	$105,000	$70,000	$70,000	$70,000
OTHER UNIT OF GOV REVENUES OP	$47,500	$47,500	$47,955	$47,500	$47,500	$47,500
CHARGES FOR SERVICES	$534,184	$530,570	$503,537	$530,570	$530,570	$530,570
REPRODUCTION SERVICES	$48	$100	$5	$100	$100	$100
SPECIAL DUTY	$253,064	$244,000	$180,347	$244,000	$244,000	$244,000
INSPECT AND REINSPECT FEES	$29,475	$10,000	$20,700	$10,000	$10,000	$10,000
REIMBURSEMENT OF EXPENSE	$251,596	$276,470	$302,485	$276,470	$276,470	$276,470
LICENSES AND PERMITS	$1,365,456	$1,379,843	$1,357,250	$1,379,843	$1,379,843	$1,379,843
ELEVATOR PERMITS AND INSPECTS	$815,820	$869,828	$882,780	$869,828	$869,828	$869,828
FIRE PERMITS	$549,636	$510,015	$474,470	$510,015	$510,015	$510,015

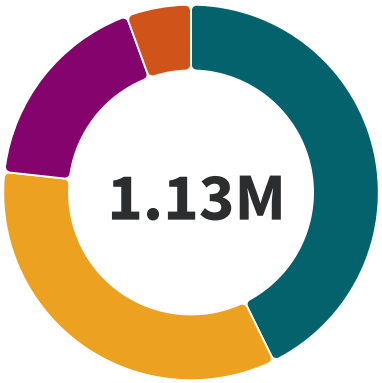
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INVEST OTHER CONTRIB	$1,800	$5,250	$2,635	$5,250	$5,250	$5,250
CONTRIBUTIONS AND DONATIONS	$1,800	$5,250	$2,635	$5,250	$5,250	$5,250
MISC REVENUE	$72,147	$113,100	$70,714	$113,100	$113,100	$113,100
MISCELLANEOUS REVENUE	$72,147	$113,100	$70,714	$113,100	$113,100	$113,100
Total Revenues	**$2,270,505**	**$2,253,599**	**$2,201,753**	**$2,238,196**	**$2,238,196**	**$2,238,196**

Fire Department: Other Grants Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Grants Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SUPPLIES	$481,080	42.73%
PURCHASED SERVICES	$382,896	34.01%
SALARIES	$199,045	17.68%
BENEFITS	$62,869	5.58%

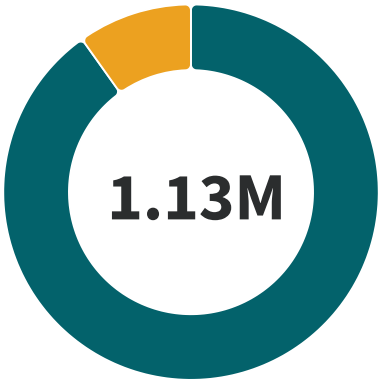
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$116,752	$85,512	$234,605	$188,412	$87,933	$199,045
PERMANENT WAGES	-	-	$44,467	$81,113	$86,914	$86,914
PENDING PERSONNEL	-	-	-	-	$1,019	$1,019
PREMIUM PAY	$79,915	$85,512	$85,305	$88,077	-	$90,719
COMPENSATED ABSENCE	-	-	$210	-	-	-
HOURLY WAGES	$17,316	-	$90,265	-	-	-
OVERTIME WAGES PERMANENT	$19,520	-	$14,357	$19,222	-	$20,393
BENEFITS	$37,177	$30,090	$59,944	$56,867	$23,065	$62,869
HEALTH INSURANCE BENEFIT	$13,817	$13,028	$18,995	$24,143	$10,143	$26,873
WAGE INSURANCE BENEFIT	$363	$353	$453	$400	$145	$527
WI RETIREMENT SYSTEM	$20,281	$15,568	$28,721	$24,840	$6,258	$27,393
FICA MEDICARE BENEFITS	$2,717	$1,141	$11,775	$7,483	$6,519	$8,076
SUPPLIES	$12,484	$58,524	$145,346	$68,000	-	$481,080
HARDWARE SUPPLIES	$850	-	$5,135	-	-	-
BOOKS AND SUBSCRIPTIONS	$716	-	$10,192	-	-	$20,385
WORK SUPPLIES	$2,404	$45,040	$1,569	$5,000	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MEDICAL SUPPLIES	-	-	$53,008	-	-	$311,361
SAFETY SUPPLIES	$3,489	$10,000	$30,965	$18,000	-	$9,170
MACHINERY AND EQUIPMENT	-	-	$40,251	-	-	$140,165
EQUIPMENT SUPPLIES	$5,025	$3,484	$4,225	$45,000	-	-
PURCHASED SERVICES	$59,635	$58,000	$45,596	$64,895	-	$382,896
CELLULAR TELEPHONE	$634	$1,200	$116	-	-	-
EQUIP IMPROV REPAIR MAINT	$2,320	$3,800	$1,795	$2,500	-	$180,852
SYSTEM AND SOFTWARE MAINTENANC	$26,795	$28,000	-	$34,895	-	-
MILEAGE	-	-	$321	-	-	-
CONFERENCES AND TRAINING	$2,636	$5,000	$6,847	$2,500	-	$75,000
IN SERVICE TRAINING	$2,311	-	$10,297	-	-	$2,198
MEDICAL SERVICES	$24,940	$20,000	$24,374	$25,000	-	$120,000
DELIVERY FREIGHT CHARGES	-	-	$1,846	-	-	$4,846
DEBT OTHR FINANCING	-	-	$1,514,558	-	-	-
FUND BALANCE GENERATED	-	-	$1,514,558	-	-	-
Total Expenditures	**$226,048**	**$232,126**	**$2,000,048**	**$378,174**	**$110,998**	**$1,125,890**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES	$1,014,892	90.14%
OTHER FINANCE SOURCE	$110,998	9.86%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$128,311	$204,126	$1,929,607	$160,086	-	$1,014,892
FEDERAL REVENUES OPERATING	-	-	-$1,308	-	-	-
STATE REVENUES OPERATING	$128,311	$204,126	$1,930,915	$160,086	-	$1,014,892

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INVEST OTHER CONTRIB	$15,414	-	$70,441	-	-	-
INTEREST	$9,139	-	$7,227	-	-	-
CONTRIBUTIONS AND DONATIONS	$6,275	-	$63,214	-	-	-
OTHER FINANCE SOURCE	$82,323	$28,000	-	$218,088	$110,998	$110,998
FUND BALANCE APPLIED	$82,323	$28,000	-	$218,088	$110,998	$110,998
Total Revenues	**$226,048**	**$232,126**	**$2,000,048**	**$378,174**	**$110,998**	**$1,125,890**

Fire Department Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
Civilian		**41.00**	**41.00**
ACCOUNTANT 3-18	18	1.00	1.00
ACCT TECH 3-20	20	1.00	1.00
ADMIN SUPV-18	18	1.00	1.00
CLERK-TYP 2-20	20	1.00	1.00
COMM PARA 2-16	16	8.00	8.00
DATA ANALYST 3	18	1.00	1.00
ELEVATOR CODE ENFC OFF 1-16	16	2.00	2.00
ELEVATOR CODE ENFC OFF 2-16	16	2.00	2.00
EMERGENCY MGMT COORD	18	1.00	1.00
FIRE ADM SERV MGR-18	18	1.00	1.00
FIRE CODE ENFORCE 3-16	16	8.00	8.00
FIRE CODE ENFORCE 4-16	16	2.00	2.00
FIRE ED/ENFC OFF 2-16	16	1.00	1.00
FIRE MARSHAL-18	18	1.00	1.00
FIRE PROTECTION ENGR-18	18	2.00	2.00
HRA 3-18	18	1.00	1.00
IT SPEC 3-18	18	1.00	1.00
PROGRAM ASST 1-20	20	3.00	3.00
PROGRAM ASST 2-20	20	1.00	1.00
PUBLIC INFORMATION OFF 2-18	18	1.00	1.00
SAFETY COORDINATOR 1-18	18	1.00	1.00
Sworn		**414.00**	**414.00**
DIVISION FIRE CHIEF-14	14	6.00	6.00
FIRE APPARATUS ENGR 2-13	13	3.00	3.00
FIRE APPARATUS ENGR-13	13	66.00	66.00
FIRE CAPT-13	13	6.00	6.00

		2026 Adopted	2026 Year to Date
FIRE CHIEF-21	21	1.00	1.00
FIRE CHIEF-ASST-14	14	5.00	5.00
FIRE LIEUTENANT-13	13	71.00	71.00
FIREFIGHTER PARAMEDIC-13	13	81.00	81.00
FIREFIGHTER/PARAMEDIC 2-13	13	34.00	34.00
FIREFIGHTER-13	13	141.00	141.00
Grand Total		**455.00**	**455.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Fire Department 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for the Fire Department is **$1,577,519**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated	FTE Impact (#)	Total Amount ($)
301 - FIRE & EMERGENCY OPERATIONS	Eliminate one ambulance	This would reduce the total number of ambulances from 10 to 9 and reduce MFD's total authorized strength from 402 to 393 (comp group 13). One vacant position and eight currently filled positions would be eliminated.	9	1,076,165
304 - CARES & COMMUNITY PARAMEDICINE	Eliminate one CARES team	This would reduce the total number of CARES teams from three to two. One vacant position and two currently filled positions would be eliminated and the current crisis worker contract would decrease by $164,000.	2	514,075
			Total	1,590,240

Office of the Independent Police Monitor Overview

Agency Mission

The mission of the Office of the Independent Police Monitor (OIM) is to provide oversight on behalf of the community to the Madison Police Department.

Agency Overview

This Office will work to ensure the Madison Police Department (MPD) is accountable and responsive to the needs and concerns of all segments of the community, thereby building and strengthening trust in the MPD throughout the community. This Office also includes the Police Civilian Oversight Board to serve as an independent body authorized to hire and supervise the Independent Police Monitor. The Board also works collaboratively with the OIM and the community to review and make recommendations regarding police discipline, use of force, and other policies and activities, including those related to rules, hiring, training, community relations, and complaint processes.

2027 Budget Request Description of Major Changes

The Office of the Independent Police Monitor did not submit a budget narrative form or transmittal memo by the request deadline of July 17, 2026. The office did submit a separate memo on July 27, 2026 explaining their budget request. This memo explains proposed changes to their base budget and is available in the following section.

Transmittal Memo

Office of the Independent Police Monitor
210 Martin Luther King, Jr., Blvd, Room 501
Madison, WI 53703
(608) 261-7161
oim@cityofmadison.com
cityofmadison.com/independent-police-monitor

DATE: July 27, 2026
TO: Mayor Satya Rhodes-Conway
FROM: Aeiramique Glass, Interim Independent Police Monitor

Mayor Rhodes-Conway,

This letter is formal notice that the Office of the Independent Police Monitor needs immediate action, not the routine budget process. Because of what has taken place in this community, the $1.63 million in unspent OIPM budget authority that reverted to the city's general fund between 2020 and 2025 is requested as emergency funding this office needs now. I am also requesting an annual funding floor of a minimum of 1 percent of MPD's budget going forward, so that this office is never again in a position where its basic operating capacity depends on politics every year.

I already submitted this office's FY2027 budget request in the city's Munis system, reflecting an increase to $771,000. I was in the process of preparing the narrative and explanation forms that accompany that submission when this community experienced the killing of a Black man by police, and my attention turned to this office's rapid response and to the community in the aftermath. What I submitted in Munis was an attempt to participate in a budget process that is not, in its current form, an equitable one. This letter is being submitted in place of the transmittal memo and narrative forms for this budget cycle.

I did not submit a reduction proposal alongside that request. This office was created to provide independent civilian oversight of a police department with an approx. $98 million budget, and this office currently operates on less than one half of one percent of that figure. This office has three staff members. One works part time. One is limited to office and board operations rather than case work. That leaves case related oversight, including independent investigations, falling to the Independent Police Monitor alone. The standard this office is requesting is a minimum of 1 percent of MPD's budget. The $771,000 already submitted is a pathway toward that standard, not the standard itself. Instead, this office was asked, in the same budget cycle that speaks of racial equity and social justice as citywide priorities, to identify cuts to a three person office that is already carrying the workload of significantly more staff. If this city was genuinely rooted in equity, this office would never have been asked to make those cuts in the first place. I made that position public before I submitted, and I am stating it again here in writing.

This office is responding to the recent killing of a Black man by police in this community. That killing has been followed by significant community protest, an outpouring of community response, and a clear increase in the cases and concerns now coming before this office on top of the . That reality does not wait for a budget calendar, and neither can this office's capacity to respond to it.

This office cannot wait for the regular budget process, or until a 2027 adopted budget takes effect, to get the resources it needs. The community's response to what is happening right now, and the cases that are and will continue to come to this office as a result, require action now, not on the normal budget calendar. That is why this letter is a formal request, not a routine line item submission.

The $771,000 already submitted for FY2027 includes:

Converting the office's part time Data Analyst position to a full time Data and Forensics Manager position, reflecting the incumbent's doctoral training and the forensic nature of the work, at a starting salary of $80,000.

A new Case Manager and Complaint Advocate position, so that residents moving through the complaint and trauma informed process, who are disproportionately residents this city has failed to earn the trust of, have a dedicated point of contact and advocate through each stage of the process.

A new Investigator position, one this office was always meant to have beyond the Police Monitor.

Part time administrative and Board support, to support our Office Manager and sustain both office operations and the Police Civilian Oversight Board's meetings and community engagement work.

A $50,000 independent counsel retainer, separate from the existing $50,000 Legal Fund reserved for complainant case costs, to fill a structural gap this office has never had funding despite ordinance authority under MGO 5.19(7)(l) to retain independent counsel.

An increase in Board stipends, community engagement, training, and event expenses from $14,000 to $25,000, a cost that will continue to grow each year, and this office's first dedicated case management system at approximately $19,000.

Funding for contractor and expert consultant services. This office relied this year on experts and consultants providing services at reduced or no cost, which is not something this office can continue to assume going forward.

Support for alternative resolution processes for complaints, so that residents and MPD have a functioning pathway to resolve complaints outside of the formal review and investigative process, where appropriate.

Beyond what was submitted through Munis, this office should not have to make its case for basic operating capacity through a political or request process every single budget cycle. An office built to operate independently of political influence should not be placed, year after year, in a position where its funding depends on demonstrating need or vulnerability to whoever holds power at the time. What this office is asking for, beyond the $771,000 already submitted, is an annual funding floor of a minimum of 1 percent of MPD's budget, so that this office's independence is not something it has to renegotiate every year. Any commitment from the Mayor's office and the Common Council to this office's budget and its independence going forward should be clear and solid, not something requested, revisited, or renegotiated each cycle.

Alongside this request, I am asking that the $1.63 million in unspent OIPM budget authority from 2020 through 2025 be restored to this office as emergency funding, at the request of the Police Civilian Oversight Board and the community. That money was appropriated for independent police oversight in this city and should be fully restored to OIPM immediately.

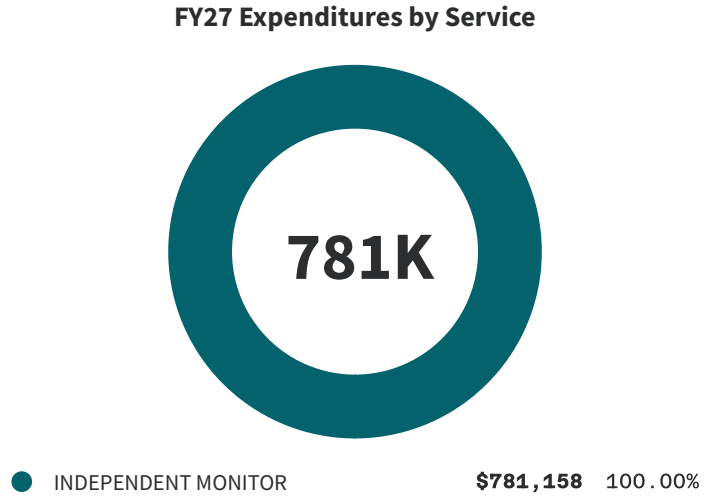
The city has asked that agency requests align with citywide priorities, including racial equity, social justice, and sustainability. This formal request centers and takes that racial and social equity approach, and ensures sustainability, as requested. I ask for a formal response by August 4, 2026.

Office of the Independent Monitor Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

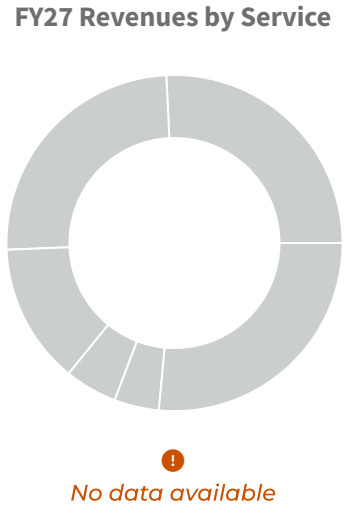
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INDEPENDENT MONITOR	$399,764	$353,329	$405,299	$421,931	$781,158
Total Expenditures	**$399,764**	**$353,329**	**$405,299**	**$421,931**	**$781,158**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

No data available

Service: Independent Monitor

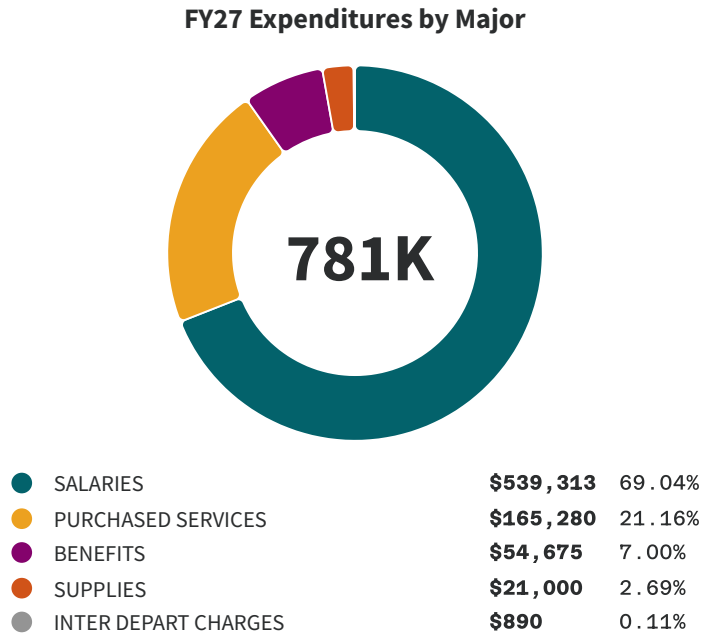
Service Description

This service is responsible for providing oversight of the Madison Police Department. Creation of this Office was approved by the Common Council in September 2020.

Activities Performed by this Service

- Office of the Independent Police Monitor: Provide civilian oversight of the Madison Police Department and provide support to the Civilian Oversight Board.
- Police Civilian Oversight Board: The mission of the Civilian Oversight Board is to provide support to the Office of the Independent Monitor, facilitate community input into the operations of the Madison Police Department, and provide oversight on behalf of the community.

Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$263,801	$255,820	$262,692	$285,086	$539,313
BENEFITS	$48,460	$63,832	$60,406	$54,675	$54,675
SUPPLIES	$2,000	$1,274	$2,000	$2,000	$21,000
PURCHASED SERVICES	$84,480	$31,380	$79,280	$79,280	$165,280
INTER DEPART CHARGES	$1,023	$1,023	$921	$890	$890
Total Expenditures	**$399,764**	**$353,329**	**$405,299**	**$421,931**	**$781,158**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

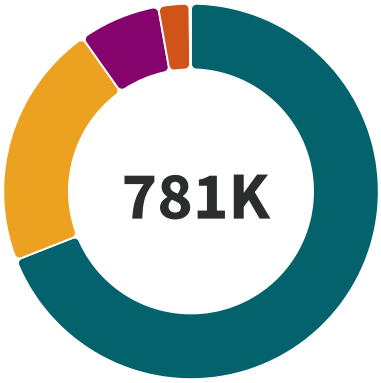
No data available

Office of the Independent Monitor: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$539,313	69.04%
PURCHASED SERVICES	$165,280	21.16%
BENEFITS	$54,675	7.00%
SUPPLIES	$21,000	2.69%
INTER DEPART CHARGES	$890	0.11%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$161,593	$263,801	$255,820	$262,692	$285,086	$539,313
PERMANENT WAGES	$134,116	$205,824	$254,251	$265,732	$288,275	$288,275
PENDING PERSONNEL	-	$60,730	-	-	-	$254,227
COMPENSATED ABSENCE	-	-	$1,569	-	-	-
HOURLY WAGES	$17,999	-	-	-	-	-
OVERTIME WAGES HOURLY	$9,478	-	-	-	-	-
BUDGET EFFICIENCIES	-	-$2,753	-	-$3,040	-$3,188	-$3,188
BENEFITS	$28,612	$48,460	$63,832	$60,406	$54,675	$54,675
HEALTH INSURANCE BENEFIT	$8,551	$18,577	$25,930	$21,142	$10,999	$10,999
WAGE INSURANCE BENEFIT	$385	-	$187	$109	$351	$351
WI RETIREMENT SYSTEM	$9,261	$14,305	$16,855	$19,133	$20,756	$20,756
FICA MEDICARE BENEFITS	$10,168	$15,317	$18,556	$19,687	$21,842	$21,842
MOVING EXPENSES	-	-	$1,980	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
POST EMPLOYMENT HEALTH PLANS	$247	$262	$324	$334	$728	$728
SUPPLIES	$6,116	$2,000	$1,274	$2,000	$2,000	$21,000
OFFICE SUPPLIES	-	$500	$628	$500	$500	$500
COPY PRINTING SUPPLIES	-	$500	$283	$500	$500	$500
HARDWARE SUPPLIES	$4,168	-	$713	-	-	-
SOFTWARE LICENSES & SUPPLIES	$253	$500	-	$500	$500	$19,500
POSTAGE	-	-	$22	-	-	-
PROGRAM SUPPLIES	$1,695	-	-$547	-	-	-
BOOKS AND SUBSCRIPTIONS	-	$500	$175	$500	$500	$500
PURCHASED SERVICES	$38,885	$84,480	$31,380	$79,280	$79,280	$165,280
CELLULAR TELEPHONE	$690	$1,000	$698	$1,000	$1,000	$1,000
CUSTODIAL BUILDING USE CHARGES	$8,885	$15,000	$10,307	$9,800	$9,800	$9,800
OFFICE EQUIPMENT REPAIR	-	$500	-	$500	$500	$500
COMMUNICATION DEVICE RPR MAIN	-	$500	-	$500	$500	$500
SYSTEM AND SOFTWARE MAINTENANC	-	$500	-	$500	$500	$500
CONFERENCES AND TRAINING	$18,620	$2,900	$5,738	$2,900	$2,900	$7,900
MEMBERSHIPS	-	$500	$500	$500	$500	$500
LEGAL SERVICES	-	$50,000	-	$50,000	$50,000	$100,000
CONSULTING SERVICES	-	-	$875	-	-	$20,000
ADVERTISING SERVICES	$280	-	$350	-	-	-
PROGRAM SERVICES	$10,273	$13,580	$12,748	$13,580	$13,580	$24,580
OTHER SERVICES AND EXPENSES	$137	-	$164	-	-	-
INTER DEPART CHARGES	$786	$1,023	$1,023	$921	$890	$890
ID CHARGE FROM INSURANCE	$784	$949	$949	$865	$800	$800
ID CHARGE FROM WORKERS COMP	$2	$74	$74	$56	$90	$90
Total Expenditures	**$235,992**	**$399,764**	**$353,329**	**$405,299**	**$421,931**	**$781,158**

Agency Revenues by Major

FY27 Revenues by Major

No data available

Line-Item Agency Revenues

No data available

Office of the Independent Monitor Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
DATA ANALYST 2 PT	18	0.60	0.60
INDEPENDENT POLICE AUDITOR	21	1.00	1.00
PROGRAM ASST 2-20	20	1.00	1.00
Grand Total		**2.60**	**2.60**

Office of the Independent Police Monitor 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for the Office of the Independent Police Monitor is **$8,439**

The Office of the Independent Police Monitor did not submit a reduction proposal, as noted in the memo submitted on July 27, 2026.

Police Department

Agency Mission

The mission of the Madison Police Department is to provide high-quality police services that are responsive to and accessible by 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. The department is committed to the core values of integrity, human dignity, service, community partnerships, proficiency and continuous improvement, diversity and leadership.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

No impact to services or activities. General Fund object code adjustments totaling $27,375 were made in consultation with Finance as a technical correction to reflect cost-to-continue commitments in the appropriate Supplies/Services categories. General Fund shifts between Majors and object codes are cost-neutral to the total operating budget and align budgeted levels with anticipated expenditures. They were primarily a result of net-neutral adjustments to Supplies (+$54,562), Services (+$72,132), and operating projects (RMS Consortium=+$51,693 in #42310; Mounted=+$75K in #46310) to align with anticipated revenue (+$75K in #46310) and expenditure plans. At the Service level, Administrative Services (+$20,500) and Patrol & Traffic (-$20,500) were adjusted based on recent trends, demand, lower office supply/copying expenses, higher uniform lifecycle replacements, higher radio and other equipment/supplies, and ongoing inflationary considerations. None of these adjustments will cause changes to MPD's current service levels.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

These shifts are unrelated to equity action plans.

Transmittal Memo

Madison Police Department
Mailing Address: City-County Building
211 S. Carrol St.
Madison, WI 53703
Public Building Entrance: City-County Building
210 Martin Luther King Jr. Blvd
Madison WI, 53703
Phone: (608) 266-4022
police@cityofmadison.com
cityofmadison.com/police

TO: Mayor Satya Rhodes-Conway
FROM: John Patterson, Chief of Police

To meet the City's fiscal restraints, the 2027 Operating Budget instructions direct departments to submit a reduction proposal equal to at least 2% of their base budget while preserving core service activities. Although the Madison Police Department (MPD) has several needs in response to a growing community that expects innovative policing, this budget is submitted in accordance with the budget instructions which do not allow for supplemental requests or adding personnel. The at least 2% reduction proposal will overlay the already imposed 99.25% cost to continue target and the 4% salary savings target that the police department is already challenged to achieve on an annual basis.

Maintenance of Effort:

Reductions to the police department's commissioned strength may result in the inability to certify the Maintenance of Effort (MOE) under 2023 Wisconsin Act 12.

Proposed Reductions:

A 2% reduction in MPD's base budget totals $2,005,318. Since roughly 90% of the department's operating budget is dedicated to personnel costs (salaries and benefits), a 2% reduction in the base budget will require cutting the police department's workforce by approximately 18 commissioned positions. Recognizing that emergency call response is the core service of the police department, a cut of this size would need to come from outside of the core patrol function and focus on other services that our community now expects from the police department each day. Moreover, elimination of these positions will inevitably increase the workload and demands faced by patrol officers, and negatively impact core emergency service delivery to our community.

A 2% reduction would force me to first consider the following service impacts:

Reduction or elimination of the Traffic Enforcement and Safety Team (TEST) – This spring, after completing six listening sessions throughout our city, it is apparent that traffic safety and hazardous driving is by far the top community concern. While we clearly should be investing in new and additional traffic enforcement resources in Madison, a 2% reduction could force me to look regressively and consider a reduction to or the complete elimination of TEST. The team is comprised of 5 officers and one sergeant. Years ago, the department was forced to eliminate the PM TEST unit and reassign those officers to patrol because of increasing patrol workload and insufficient patrol staffing. This elimination led to a significant decrease in our traffic enforcement efforts during the afternoon and evening commute hours and an overall reduction in the number of traffic citations issued. TEST plays a key role in MPD's traffic enforcement and safety efforts (e.g. the East Washington Avenue corridor) and is responsible for a significant portion of our annual traffic citations. TEST also engages in problem-solving efforts to address traffic safety concerns, manages traffic grants received by the department, works with other City agencies to further "Vision Zero" efforts, and plays a critical role in MPD support of special events in the city (Ironman, Crazylegs, Madison Marathon, etc.).

Reduction to Violent Crime Response and Investigations – A 2% budget cut could require a reduction or elimination of the police officer positions supporting all our major violent crime investigations. The Gang Neighborhood Crime Abatement Team (GNCAT) is comprised of five officers and one sergeant. This team is a city-wide resource that utilizes community-policing and intelligence driven problem-solving to reduce and prevent crime. GNCAT provides daily support to the Violent Crime Unit, Burglary Crime Unit

and Special Victims Unit by increasing our investigative service capacity and strengthening the response to acts of violence like homicides, attempted homicides and incidents of shots fired. In recent years, this group's efforts have greatly aided our department's response to violence and preventative work in Madison. Eliminating these positions and the services they provide will slow down investigations, create delays, and will likely reduce our investigative effectiveness. Opportunities to prevent these serious crimes will also be missed.

Elimination of MPD's Community Outreach Section and Programs – This could include the Community Outreach Captain, the Lieutenant, and the entire Community Outreach and Resource Education (CORE) Team which is comprised of 8 officers and 1 sergeant. Each district has a CORE officer assigned to enhance our community engagement, collaborate with critical prevention partners like the VPU, and help build greater relationships and trust with our youth. The Community Outreach Section works to enhance the department's efforts to reduce disproportionate arrests related to racial disparities and improve trust and perception of fairness through procedural justice, community outreach, education and problem solving. This section currently coordinates all our restorative justice efforts and most of our outreach programming (Black and Latino Youth Academies, Amigos en Azul, etc.). With the elimination of these positions, many of these important services would end and our capacity to coordinate diversion, deflection (MAARI), and restorative justice referrals – efforts directly related to reducing racial disparities in the criminal justice system – will all be greatly decreased or halted. Six of the eight Core officers were added in 2022 COPS grant.

The exact nature of any cuts will be determined by the final reduction amount established later this year in conjunction with consideration toward attrition trends, and public safety demands. In addition to potential workforce reductions, consideration would also be given to include leaving vacancies unfilled and reducing the size of the annual pre-service academy.

Part Time Officer Pilot Program Update:

This year the police department pursued a cost-neutral, experimental, part-time officer program. This experiment was proposed to address an emerging trend of officers resigning their positions due to life changes (new parents, caring for loved ones, etc.) which made working full-time difficult or impossible. To address this retention problem, the department reduced the pre-service academy to allow for the creation of six part-time assignments. Five of the six Part Time assignments have been voluntarily filled since early February 2026.

In July 2026, an anonymous, department-wide survey shows that the pilot program has received overwhelmingly positive feedback. 136 MPD employees completed the survey; 60% of respondents indicated that they were in patrol services, where the pilot is housed. 95% of respondents said the program had either a positive or a neutral effect on their work this year. Common sentiments expressed were: "I enjoyed seeing how others like it." And, "I was not personally affected, but I think this is a great opportunity for the future." Additionally, 30% of respondents said they would consider selecting a PTE beat in the future and 25% of respondents said the pilot increased the likelihood that they would stay with MPD. One respondent commented that the Part Time Officer Pilot program "will forever (positively) change the lives of officers who will use it." Another stated that they would have quit the department without the Part Time option.

Given the overwhelmingly positive feedback, I will be continuing the Part Time Officer program in 2027. I believe that the department must continue to create opportunities that meet the needs of a diverse workforce so they can continue to provide high quality police services to our community.

Cost Neutral Position Transfer with Human Resources:

For many years, MPD has collaborated with Human Resources (HR) to provide high quality human resource services to MPD personnel. Recently, HR has worked with agencies to transfer some agency specific Human Resource Analysts directly into the HR Department. Such arrangements have served to improve 1) cross-functional coordination, 2) access to human resource knowledge and oversight, and 3) growth opportunities for the Analyst. In 2025, MPD and HR entered into an experimental agreement to explore the transition of MPD's HR Analyst to HR. To date, this agreement has worked well and MPD supports the official transfer of MPD's HR Analyst to HR. This position transfer is cost neutral and does not have any impact on the overall 2027 operating budget.

Conclusion:

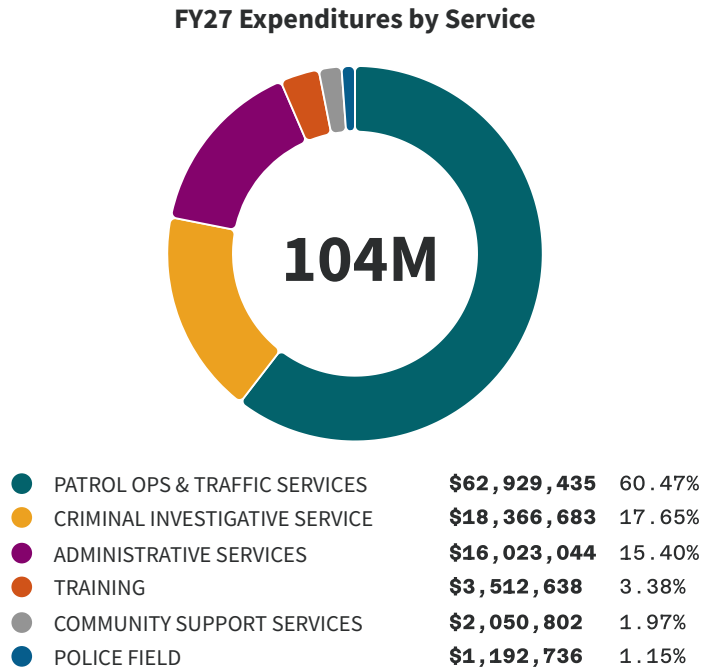
A 2% reduction in MPD's budget would significantly diminish our public safety service to the community. Such a cut would result in a police department with weakened capacity to respond to incidents of violent crime, less time for effective problem-solving, reduced traffic safety efforts, decreased community outreach and engagement, and without criminal justice diversion and deflection programs. Such reductions are inconsistent with the type of police service expected by our community.

Police Department Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)



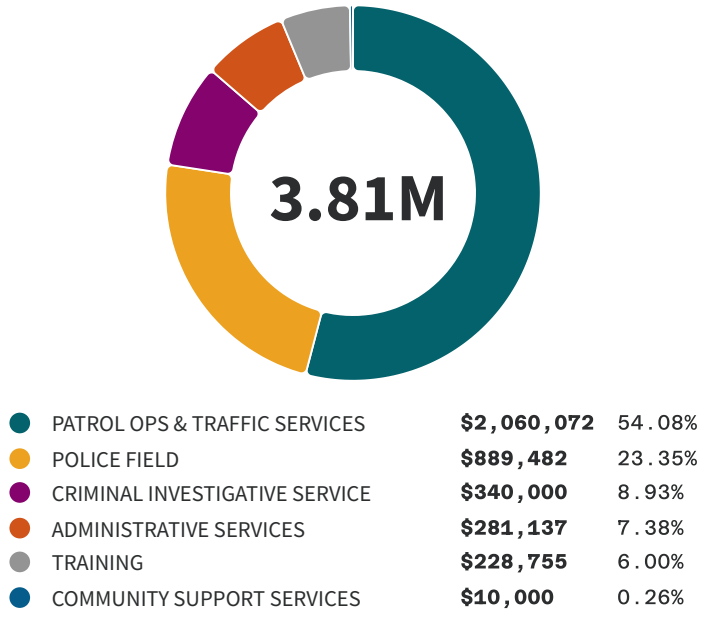
Police Field was a service prior to the Results Madison service structure update in 2025. Beginning with the 2025 budget, this service was replaced with five new services, and Police Field costs were allocated to the current services. However, some Police Grants and Restricted Fund budgets are still allocated to the Police Field service because they are multi-year funding sources. During future budget cycles, the Police Field service will be phased out and the new Grant and Restricted Fund budgets will be allocated to the current services.

Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
POLICE FIELD	$2,375,284	$3,597,635	$1,520,864	$676,191	$1,192,736
PATROL OPS & TRAFFIC SERVICES	$59,287,911	$58,794,184	$62,343,505	$62,414,285	$62,929,435
COMMUNITY SUPPORT SERVICES	$2,807,975	$2,683,573	$2,038,844	$2,050,802	$2,050,802
CRIMINAL INVESTIGATIVE SERVICE	$17,531,820	$18,808,784	$18,015,994	$18,026,683	$18,366,683
TRAINING	$3,187,202	$3,091,103	$3,346,283	$3,512,638	$3,512,638
ADMINISTRATIVE SERVICES	$14,836,647	$13,294,478	$15,281,041	$15,950,850	$16,023,044
Total Expenditures	**$100,026,838**	**$100,269,757**	**$102,546,532**	**$102,631,449**	**$104,075,338**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



Police Field was a service prior to the Results Madison service structure update in 2025. Beginning with the 2025 budget, this service was replaced with five new services, and Police Field costs were allocated to the current services. However, some Police Grants and Restricted Fund budgets are still allocated to the Police Field service because they are multi-year funding sources. During future budget cycles, the Police Field service will be phased out and the new Grant and Restricted Fund budgets will be allocated to the current services.

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
UNDEFINED	-	$4,629	-	-	-
POLICE FIELD	$2,375,284	$3,427,333	$1,520,864	$280,800	$889,482
PATROL OPS & TRAFFIC SERVICES	$1,066,801	$1,735,280	$1,801,817	$1,316,558	$2,060,072
COMMUNITY SUPPORT SERVICES	$10,000	-	$10,000	$10,000	$10,000
TRAINING	$228,755	$225,361	$253,755	$228,755	$228,755
ADMINISTRATIVE SERVICES	$214,959	$169,886	$229,444	$229,444	$281,137
POLICE SUPPORT	-	$147	-	-	-
CRIMINAL INVESTIGATIVE SERVICE	-	-	$240,000	-	$340,000
Total Revenues	**$3,895,800**	**$5,562,635**	**$4,055,880**	**$2,065,557**	**$3,809,446**

Service: Administrative Services

Service Description

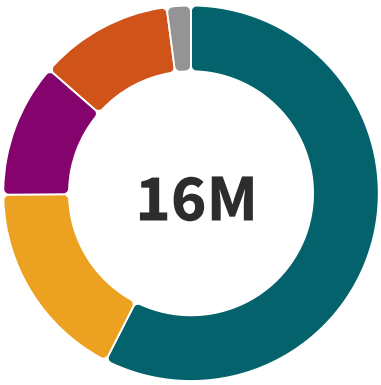
Administrative Services encompasses the broad range of support activities that enable the police department to function efficiently. These services include managing records, data entry and analysis, property and evidence storage, payroll, and guidance on policies and personnel matters, as well as direct services to the public. The goal is to deliver these services with professionalism, thoroughness, and efficiency, and to foster trust and confidence among both department personnel and the community.

Activities Performed by this Service

- Records & Public Records: Manage police records and respond to records requests.
- Technology: Oversee the maintenance, support, and operational readiness of policing-related systems and applications.
- Property: Ensure the secure, accurate, and efficient storage of police evidence and property for both internal and external stakeholders.
- Data and Crime Analysis: Analytical support for crime reduction and community engagement strategies, including Evidence-Based Policing, Problem-Oriented Policing, Stratified Policing, and Community-Oriented Policing.
- Executive Administration: Responsible for the strategic direction and mission of MPD operations.
- Court Services: Facilitate the processing of municipal court cases (e.g., traffic, parking, and municipal citations) in an orderly fashion.
- Professional Standards & Internal Affairs: Conduct objective, thorough, and ethical investigations into complaints related to employee conduct, policies, or procedures.
- Finance & Human Resources: Process and configure payroll, purchasing, grants, budgeting, accounting, and all human resources-related services.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$9,213,378	57.50%
BENEFITS	$2,785,762	17.39%
INTER DEPART CHARGES	$1,847,260	11.53%
PURCHASED SERVICES	$1,844,193	11.51%
SUPPLIES	$332,451	2.07%

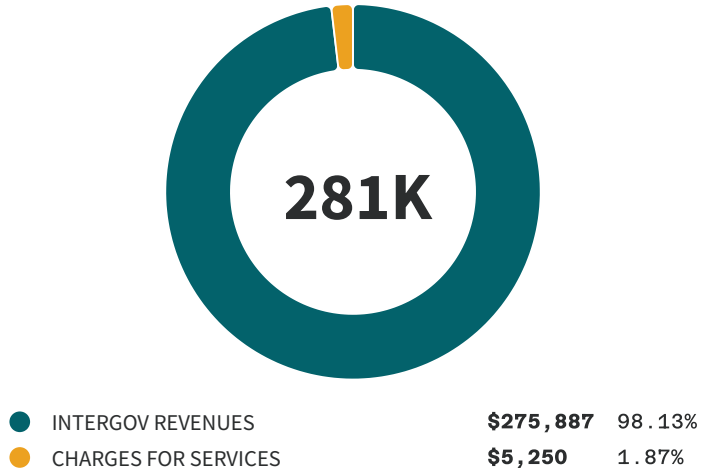
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$8,473,303	$7,498,200	$8,805,417	$9,213,378	$9,213,378
BENEFITS	$2,622,351	$2,382,719	$2,680,607	$2,785,762	$2,785,762
SUPPLIES	$290,495	$219,583	$305,890	$330,890	$332,451
PURCHASED SERVICES	$1,286,766	$1,030,243	$1,536,257	$1,773,562	$1,844,193
INTER DEPART CHARGES	$2,163,733	$2,163,733	$1,952,871	$1,847,260	$1,847,260

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$14,836,647**	**$13,294,478**	**$15,281,041**	**$15,950,850**	**$16,023,044**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$209,709	$169,886	$224,194	$224,194	$275,887
CHARGES FOR SERVICES	$5,250	-	$5,250	$5,250	$5,250
Total Revenues	**$214,959**	**$169,886**	**$229,444**	**$229,444**	**$281,137**

Service: Community Support Services

Service Description

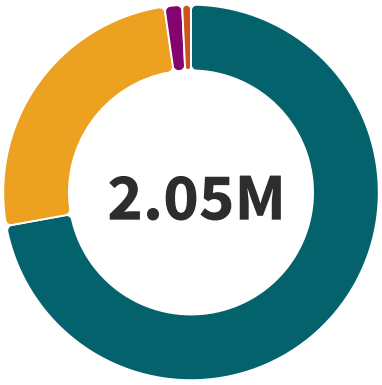
Community Support Services focuses on building community-police relationships in order to deliver specialized support resources in the areas of mental health response, neighborhood engagement, youth services, and trust-building initiatives. The goal is to foster resilient relationships within the community that serve to improve the overall quality of police service.

Activities Performed by this Service

- Community Policing Teams: Partner with community members to address local concerns, improve service accessibility, and engage in problem-solving initiatives.
- Neighborhood Officers: Work directly within assigned neighborhoods to foster long-term, positive change and community well-being.
- Neighborhood Resource Officers: Provide broader neighborhood support across multiple areas, emphasizing community collaboration and engagement.
- Mental Health Services: Collaborate with partner agencies to provide improved outcomes for individuals affected by mental illness or in crisis, aiming to divert them from the criminal justice system and toward supportive care.
- Emergency Preparedness: Manage MPD's planning and response efforts related to emergencies and disasters.
- Community Outreach, Research & Education (CORE): Promote procedural justice and reduce racial disparities through education, outreach, and collaborative problem-solving.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$1,479,364**	72.14%
BENEFITS	**$524,934**	25.60%
PURCHASED SERVICES	**$31,104**	1.52%
SUPPLIES	**$15,400**	0.75%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,024,817	$1,881,278	$1,465,243	$1,479,364	$1,479,364
BENEFITS	$739,510	$760,662	$528,667	$524,934	$524,934
SUPPLIES	$15,400	$13,706	$15,400	$15,400	$15,400
PURCHASED SERVICES	$28,248	$27,926	$29,535	$31,104	$31,104
Total Expenditures	**$2,807,975**	**$2,683,573**	**$2,038,844**	**$2,050,802**	**$2,050,802**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INVEST OTHER CONTRIB **$10,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INVEST OTHER CONTRIB	$10,000	-	$10,000	$10,000	$10,000
Total Revenues	**$10,000**	**-**	**$10,000**	**$10,000**	**$10,000**

Service: Criminal Investigative Service

Service Description

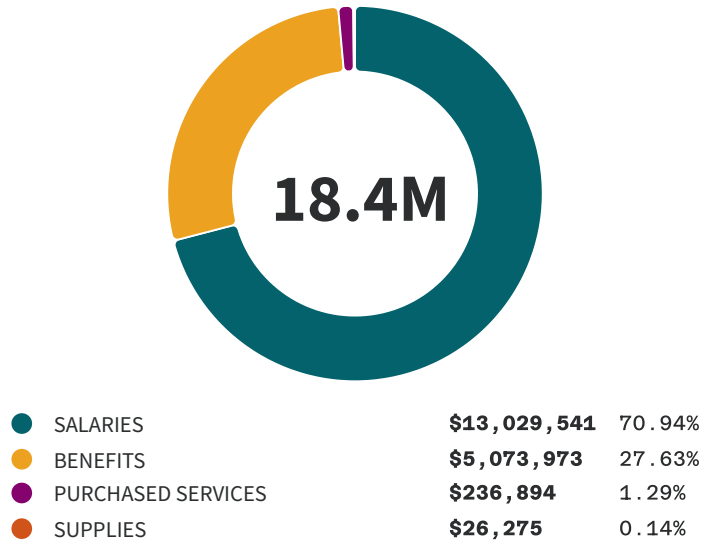
Criminal Investigative Services applies a broad range of professional investigative and analytical skills to investigate and solve crimes. The goal is to reduce victimization and promote public safety by identifying offenders and supporting victims as they engage with the criminal justice system.

Activities Performed by this Service

- Detectives: Investigate a broad range of offenses, including violent crimes, burglaries, sensitive crimes, and crimes involving children.
- Dane County Narcotics Task Force: A multi-jurisdictional team that targets illegal drug activity within the region.
- Forensics: Utilize scientific techniques to collect, analyze, and interpret evidence in support of criminal investigations.
- Pawn Tracking: Monitor transactions to support theft and property crime investigations.
- Criminal Intelligence: Provide department-wide investigative analysis and intelligence.
- Gang Neighborhood Crime Abatement Team (GNCAT): Focus on gang activity and crime trends through strategic enforcement and community-based policing.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

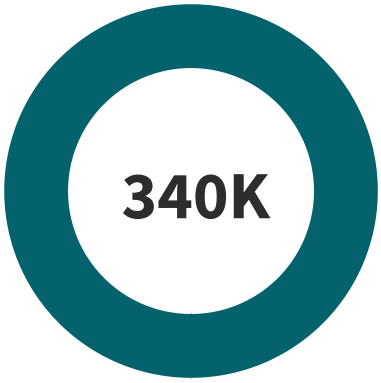


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$12,446,927	$13,079,361	$12,723,259	$12,689,541	$13,029,541
BENEFITS	$4,926,946	$5,319,297	$5,064,208	$5,073,973	$5,073,973
SUPPLIES	$26,275	$93,523	$26,275	$26,275	$26,275
PURCHASED SERVICES	$131,672	$316,604	$202,251	$236,894	$236,894
Total Expenditures	**$17,531,820**	**$18,808,784**	**$18,015,994**	**$18,026,683**	**$18,366,683**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES **$340,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	-	$240,000	-	$340,000
Total Revenues	**-**	**-**	**$240,000**	**-**	**$340,000**

Service: Patrol Operations and Traffic Services

Service Description

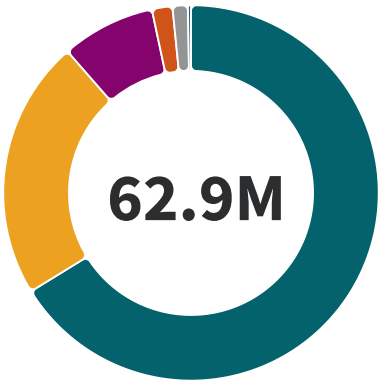
Patrol Operations and Traffic Services is responsible for providing the first police response to public safety concerns. The goal is to enhance public safety by utilizing proactive crime reduction strategies coupled with an effective response to emergencies.

Activities Performed by this Service

- Patrol Services: Respond to emergency calls, engage in problem-solving, and perform community policing duties.
- Traffic Enforcement: Promote road safety through education and enforcement targeting dangerous driving behaviors.
- Mounted Patrol: Serve as community ambassadors while deterring crime through high-visibility patrols on horseback.
- Canine Unit: Deploy dual-purpose dogs for narcotics detection, evidence recovery, suspect tracking, and public outreach.
- SWAT: Manage high-risk situations through tactical operations, specialized equipment, and negotiation.
- Special Events Team: Coordinate police services for planned and spontaneous events requiring additional support beyond routine patrol capacity.
- Honor Guard: Represent MPD at funerals, official ceremonies, and other special occasions.
- Unmanned Aircraft Systems (UAS): Provide aerial support for locating missing persons, monitoring suspects, and enhancing situational awareness.
- Dignitary Protection: Ensure the safety of visiting officials and dignitaries during their stay in Madison.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$41,674,281	66.22%
BENEFITS	$14,072,061	22.36%
INTER DEPART CHARGES	$5,076,944	8.07%
PURCHASED SERVICES	$1,108,514	1.76%
SUPPLIES	$830,425	1.32%
TRANSFER OUT	$167,210	0.27%

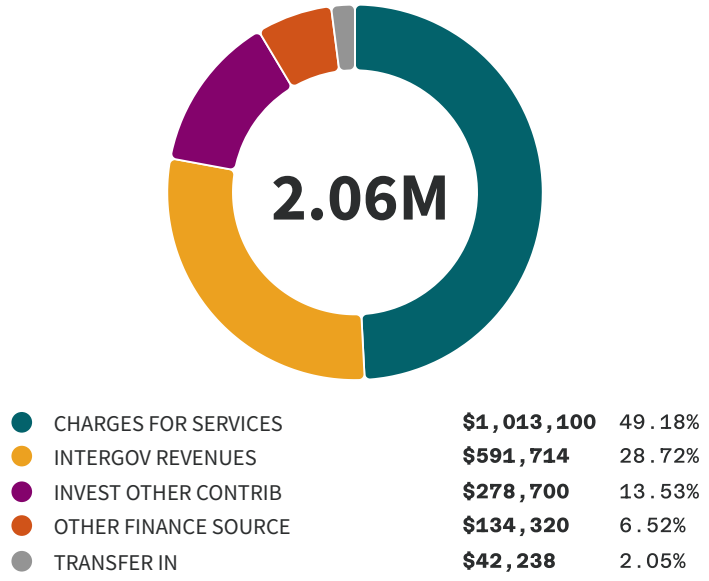
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$39,209,998	$37,172,983	$41,515,453	$41,248,631	$41,674,281
BENEFITS	$13,612,541	$15,262,903	$14,133,335	$14,072,061	$14,072,061
SUPPLIES	$805,425	$681,280	$877,425	$762,425	$830,425

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PURCHASED SERVICES	$1,033,064	$1,110,879	$1,070,144	$1,087,014	$1,108,514
INTER DEPART CHARGES	$4,075,788	$4,419,968	$4,423,194	$5,076,944	$5,076,944
TRANSFER OUT	$551,094	$146,171	$323,954	$167,210	$167,210
Total Expenditures	**$59,287,911**	**$58,794,184**	**$62,343,505**	**$62,414,285**	**$62,929,435**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

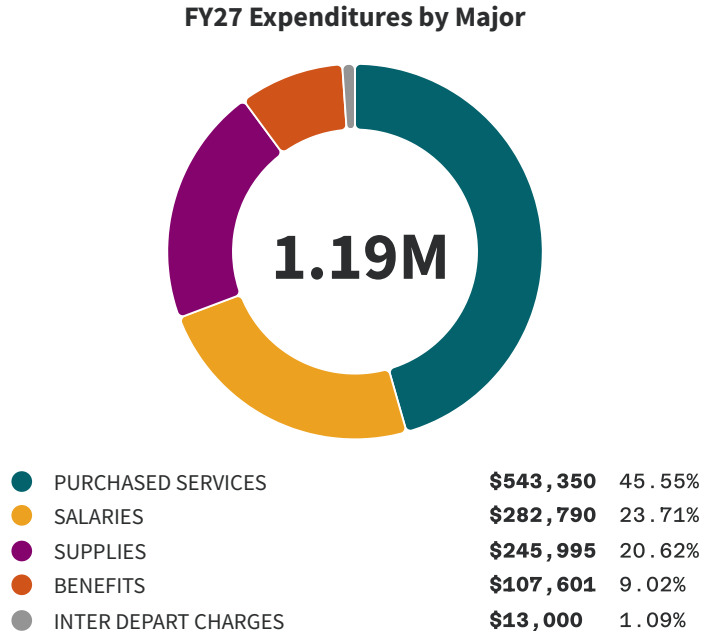
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	-	$560,598	-	$591,714
CHARGES FOR SERVICES	$863,100	$1,673,606	$863,100	$713,100	$1,013,100
INVEST OTHER CONTRIB	$203,701	$61,674	$203,700	$203,700	$278,700
OTHER FINANCE SOURCE	-	-	-	$399,758	$134,320
TRANSFER IN	-	-	$174,419	-	$42,238
Total Revenues	**$1,066,801**	**$1,735,280**	**$1,801,817**	**$1,316,558**	**$2,060,072**

Service: Police Field

Service Description

Police Field was a service prior to the Results Madison service structure update in 2025. Beginning with the 2025 budget, this service was replaced with five new services, and Police Field costs were allocated to the current services. However, some Police Grants and Restricted Fund budgets are still allocated to the Police Field service because they are multi-year funding sources. During future budget cycles, the Police Field service will be phased out and the new Grant and Restricted Fund budgets will be allocated to the current services.

Expenditures by Major (All Funds)

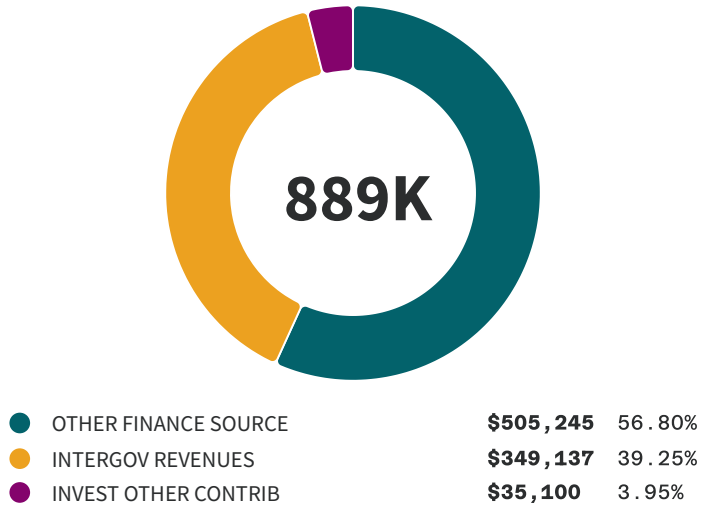


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,381,675	$1,167,631	$574,757	$282,790	$282,790
BENEFITS	$250,414	$413,466	$177,512	$107,601	$107,601
SUPPLIES	$223,995	$235,045	$216,745	$39,200	$245,995
PURCHASED SERVICES	$504,200	$903,555	$536,850	$236,600	$543,350
DEBT OTHR FINANCING	-	$690,279	-	-	-
INTER DEPART CHARGES	$15,000	$1,375	$15,000	$10,000	$13,000
TRANSFER OUT	-	$186,284	-	-	-
Total Expenditures	**$2,375,284**	**$3,597,635**	**$1,520,864**	**$676,191**	**$1,192,736**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$1,325,695	$2,772,624	$414,332	$188,700	$349,137
CHARGES FOR SERVICES	-	$51,570	-	-	-
FINE FORFEITURE ASMT	-	$205,877	-	-	-
INVEST OTHER CONTRIB	$25,100	$39,007	$35,100	$10,000	$35,100
MISC REVENUE	-	-$1,277	-	-	-
OTHER FINANCE SOURCE	$473,395	$27,077	$915,207	$82,100	$505,245
TRANSFER IN	$551,094	$332,455	$156,225	-	-
Total Revenues	**$2,375,284**	**$3,427,333**	**$1,520,864**	**$280,800**	**$889,482**

Service: Training

Service Description

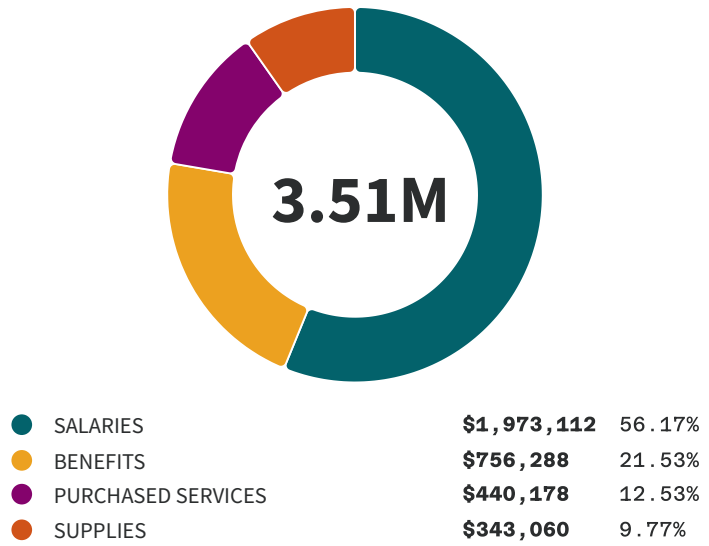
The Training Team ensures that all department personnel receive comprehensive, progressive, and community-centered law enforcement training. Additionally, they recruit a diverse officer pool, develop leadership skills at all levels, and maintain the MPD Forward Policing Training Center. The goal is to support the department's commitment to continuous improvement, innovation, and equity through education, leadership development, and skills training in topics such as de-escalation, problem-solving, and trust-based policing.

Activities Performed by this Service

- Pre-Service Academy: Prepare newly-recruited officers for independent patrol work through rigorous classroom and practical instruction.
- Mentoring & Instruction: Pair new officers with experienced mentors while delivering ongoing instruction in essential policing topics.
- Recruitment: Identify and attract qualified and diverse candidates for officer positions.
- Departmental In-Services: Provide continuous professional development and ensure compliance with state certification requirements.
- Specialized Training: Facilitate advanced training opportunities through external programs to maintain expertise across key areas of law enforcement.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

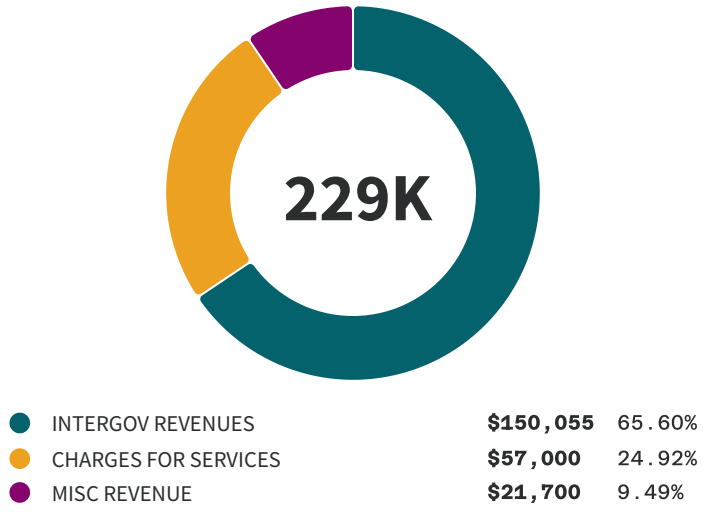


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,891,299	$1,869,598	$1,961,980	$1,973,112	$1,973,112
BENEFITS	$729,052	$772,077	$754,005	$756,288	$756,288
SUPPLIES	$318,060	$255,320	$343,060	$343,060	$343,060
PURCHASED SERVICES	$248,790	$194,109	$287,238	$440,178	$440,178
Total Expenditures	**$3,187,202**	**$3,091,103**	**$3,346,283**	**$3,512,638**	**$3,512,638**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

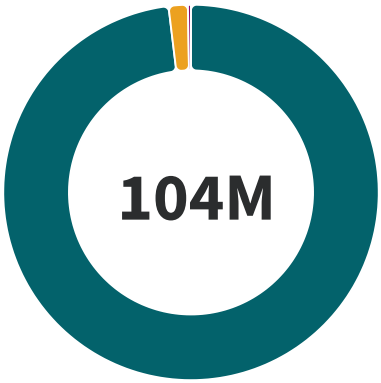
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$150,055	$150,055	$175,055	$150,055	$150,055
CHARGES FOR SERVICES	$57,000	$55,801	$57,000	$57,000	$57,000
MISC REVENUE	$21,700	$19,505	$21,700	$21,700	$21,700
Total Revenues	**$228,755**	**$225,361**	**$253,755**	**$228,755**	**$228,755**

Police Department Fund Summary

The graphs and tables below summarize expenditures and agency revenues by fund. This summary is included because the agency has two or more fund types within the operating budget. The pages following this summary show the line-item detail for each fund.

Expenditures by Fund

FY27 Expenditures by Fund



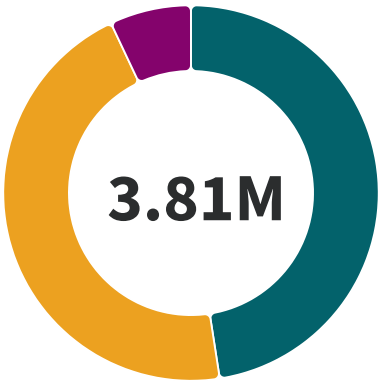
GENERAL	$102,077,584	98.08%
OTHER GRANTS	$1,730,653	1.66%
OTHER RESTRICTED	$267,100	0.26%

Expenditures by Fund

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$93,628,387	$97,651,554	$96,858,406	$100,025,650	$101,950,891	$102,077,584
OTHER GRANTS	$2,649,150	$2,147,484	$3,187,582	$2,240,082	$399,758	$1,730,653
OTHER RESTRICTED	$221,923	$227,800	$223,770	$280,800	$280,800	$267,100
Total Expenditures	**$96,499,461**	**$100,026,838**	**$100,269,757**	**$102,546,532**	**$102,631,449**	**$104,075,338**

Agency Revenues by Fund

FY27 Revenues by Fund



GENERAL	**$1,811,692**	47.56%
OTHER GRANTS	**$1,730,653**	45.43%
OTHER RESTRICTED	**$267,100**	7.01%

Agency Revenues by Fund

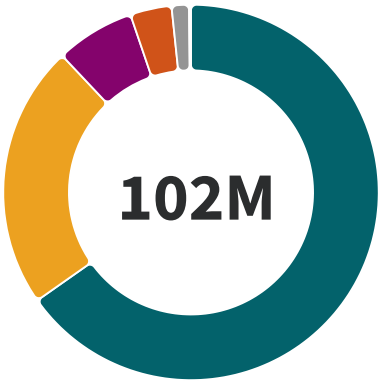
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$1,583,317	$1,520,515	$2,151,283	$1,534,999	$1,384,999	$1,811,692
OTHER GRANTS	$2,649,150	$2,147,484	$3,187,582	$2,240,082	$399,758	$1,730,653
OTHER RESTRICTED	$221,923	$227,800	$223,770	$280,800	$280,800	$267,100
Total Revenues	**$4,454,391**	**$3,895,800**	**$5,562,635**	**$4,055,880**	**$2,065,557**	**$3,809,446**

Police Department: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$66,599,663**	65.24%
BENEFITS	**$23,213,013**	22.74%
INTER DEPART CHARGES	**$6,924,204**	6.78%
PURCHASED SERVICES	**$3,640,883**	3.57%
SUPPLIES	**$1,532,611**	1.50%
TRANSFER OUT	**$167,210**	0.16%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$60,340,955	$64,046,343	$61,501,420	$65,568,293	$66,599,663	$66,599,663
PERMANENT WAGES	$51,494,596	$55,100,368	$52,646,645	$55,620,472	$56,578,432	$56,578,432
SALARY SAVINGS	-	-$2,203,625	-	-$2,224,819	-$2,263,137	-$2,263,137
PENDING PERSONNEL	-	$4,398,440	-	$5,213,875	$4,707,091	$4,707,091
PREMIUM PAY	$1,399,657	$1,350,000	$1,335,011	$1,390,512	$1,432,215	$1,432,215
WORKERS COMPENSATION WAGES	$215,716	-	$191,446	-	-	-
COMPENSATED ABSENCE	$2,067,228	$1,700,000	$2,258,113	$1,751,000	$1,803,530	$1,803,530
HOURLY WAGES	$38,431	$57,000	$20,571	$58,710	$60,471	$60,471
OVERTIME WAGES PERMANENT	$5,122,828	$4,606,000	$5,048,323	$4,744,180	$5,041,005	$5,041,005
ELECTION OFFICIALS WAGES	$2,499	-	$1,311	-	-	-
BUDGET EFFICIENCIES	-	-$961,840	-	-$985,637	-$759,944	-$759,944
BENEFITS	$23,462,110	$22,630,401	$24,497,658	$23,073,864	$23,213,013	$23,213,013
COMPENSATED ABSENCE ESCROW	$821,713	-	$838,295	-	-	-
HEALTH INSURANCE BENEFIT	$8,050,501	$8,738,339	$8,650,278	$9,466,848	$9,382,293	$9,382,293

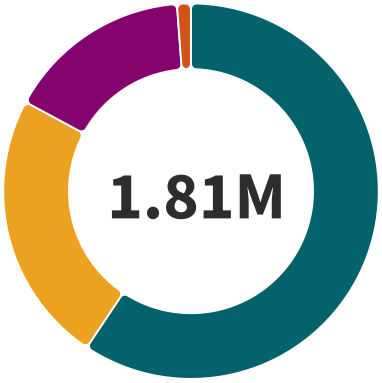
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WAGE INSURANCE BENEFIT	$180,995	$196,346	$177,699	$228,445	$237,444	$237,444
HEALTH INSURANCE RETIREE	$599,174	$603,762	$599,410	$601,162	$611,562	$611,562
HEALTH INS POLICE FIRE RETIREE	$309,931	$375,000	$316,918	$375,000	$375,000	$375,000
ACCIDENT DEATH DISMEMBER INSUR	$743,696	$750,000	$531,549	$300,000	$300,000	$300,000
WI RETIREMENT SYSTEM	$8,234,271	$7,765,876	$8,766,502	$7,808,708	$7,935,258	$7,935,258
WI RETIREMENT SYSTEM PRIOR SER	$13,415	$14,000	$10,962	$14,000	$14,000	$14,000
FICA MEDICARE BENEFITS	$4,433,811	$4,088,947	$4,511,972	$4,183,792	$4,259,894	$4,259,894
TUITION	$30,413	$51,290	$50,754	$51,290	$51,290	$51,290
POST EMPLOYMENT HEALTH PLANS	$44,190	$46,841	$43,319	$44,618	$46,271	$46,271
SUPPLIES	$1,210,127	$1,455,655	$1,263,412	$1,558,050	$1,478,050	$1,532,611
OFFICE SUPPLIES	$23,049	$36,768	$22,303	$31,768	$31,768	$26,768
COPY PRINTING SUPPLIES	$32,646	$50,000	$35,531	$47,000	$47,000	$42,000
HARDWARE SUPPLIES	$14,291	$26,000	$13,076	$25,000	$25,000	$21,000
SOFTWARE LICENSES & SUPPLIES	$525	-	-	-	-	-
POSTAGE	$80,220	$63,400	$94,128	$68,400	$93,400	$93,400
BOOKS AND SUBSCRIPTIONS	$249	$560	$1,238	$560	$560	$560
WORK SUPPLIES	$140,465	$264,492	$176,057	$313,887	$313,887	$330,448
GUN AMMUNITION SUPPLIES	$145,176	$168,050	$139,830	$168,050	$168,050	$168,050
LAB AND PHOTO SUPPLIES	$22,325	$24,775	$23,426	$24,775	$24,775	$24,775
MEDICAL SUPPLIES	$7,491	$8,000	-	$8,000	$8,000	$8,000
UNIFORM CLOTHING SUPPLIES	$528,642	$537,950	$518,797	$537,950	$537,950	$562,950
FOOD AND BEVERAGE	$7,306	$9,060	$8,760	$9,060	$9,060	$9,060
BUILDING SUPPLIES	$248	$800	$774	$800	$800	$800
TREES SHRUBS PLANTS	$234	$800	$356	$800	$800	$800
MACHINERY AND EQUIPMENT	$48,500	$44,000	$49,711	$44,000	$44,000	$44,000
EQUIPMENT SUPPLIES	$148,027	$214,000	$171,930	$269,000	$164,000	$189,000
GASOLINE	$10,734	$7,000	$7,495	$9,000	$9,000	$11,000
PURCHASED SERVICES	$2,504,798	$2,728,540	$2,679,761	$3,125,425	$3,568,752	$3,640,883
NATURAL GAS	$32,758	$46,790	$40,794	$46,790	$46,790	$46,790
ELECTRICITY	$139,383	$148,605	$145,180	$148,605	$148,605	$148,605
WATER	$37,689	$41,606	$40,916	$41,606	$41,606	$41,606
STORMWATER	$250	-	-	-	-	-
TELEPHONE	$23,934	$26,430	$25,962	$26,430	$26,430	$26,430
CELLULAR TELEPHONE	$193,928	$138,880	$170,552	$188,880	$188,880	$188,880

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SYSTEMS COMMUNICATION INTERNET	$86,555	$92,434	$88,334	$96,012	$96,012	$96,423
BUILDING IMPROV REPAIR MAINT	$78,893	$48,385	$66,006	$60,150	$72,090	$71,850
PEST CONTROL	$1,336	$1,125	$672	$1,125	$1,125	$1,125
FACILITY RENTAL	$137,151	$155,076	$138,818	$155,076	$155,076	$158,857
CUSTODIAL BUILDING USE CHARGES	$583,201	$586,844	$617,324	$586,844	$586,844	$586,844
EQUIP IMPROV REPAIR MAINT	$10,751	$17,605	$11,595	$17,605	$17,605	$19,105
SYSTEM AND SOFTWARE MAINTENANC	$434,575	$514,695	$548,384	$780,685	$1,054,202	$1,120,355
VEHICLE REPAIR AND MAINTENANCE	$14,978	$16,700	$28,215	$17,700	$34,570	$27,700
LEASE RENTAL OF EQUIPMENT	$62,301	$66,740	$67,999	$94,503	$235,503	$234,853
RECRUITMENT	$14	-	$257	-	-	-
CONFERENCES AND TRAINING	$82,093	$135,090	$68,643	$135,090	$135,090	$135,090
MEMBERSHIPS	$8,881	$9,375	$7,875	$9,375	$9,375	$9,245
MEDICAL SERVICES	$57,913	$71,215	$64,706	$72,009	$72,009	$72,009
LEGAL SERVICES	-	-	$11,200	-	-	-
DELIVERY FREIGHT CHARGES	$866	$500	$1,542	$500	$500	$500
STORAGE SERVICES	$2,236	$3,000	$2,251	$3,000	$3,000	$3,000
CONSULTING SERVICES	$5,306	$315	$285	$315	$315	$315
ADVERTISING SERVICES	$12,946	$13,000	$13,243	$13,000	$13,000	$13,000
PRINTING SERVICES	$11,566	$14,000	$13,320	$14,000	$14,000	$14,000
PRISONER HOLDING SERVICES	$25,503	$20,500	$26,066	$20,500	$20,500	$25,000
INVESTIGATIVE SERVICES	$7,816	$17,000	$15,157	$17,000	$17,000	$17,000
SECURITY SERVICES	$11,415	$25,000	$22,680	$25,000	$25,000	$25,000
TRANSCRIPTION SERVICES	-	$500	$160	$500	$500	$500
TRANSPORTATION SERVICES	$108,100	$115,000	$109,600	$150,000	$150,000	$150,000
OTHER SERVICES AND EXPENSES	$245,087	$315,130	$245,404	$316,125	$316,125	$316,552
COMMUNITY AGENCY CONTRACTS	$60,000	$60,000	$60,000	$60,000	$60,000	$60,000
TAXES AND SPECIAL ASSESSMENTS	$17,814	$19,500	$20,656	$19,500	$19,500	$21,000
PERMITS AND LICENSES	$9,560	$7,500	$5,962	$7,500	$7,500	$9,250
INTER DEPART CHARGES	$5,872,845	$6,239,521	$6,583,701	$6,376,065	$6,924,204	$6,924,204
ID CHARGE FROM ENGINEERING	$579,674	$637,641	$637,641	$637,641	$637,641	$637,641

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID CHARGE FROM FLEET SERVICES	$3,056,915	$3,153,147	$3,475,921	$3,500,553	$4,154,303	$4,154,303
ID CHARGE FROM TRAFFIC ENGINEE	$293,372	$285,000	$306,405	$285,000	$285,000	$285,000
ID CHARGE FROM INSURANCE	$1,062,497	$1,370,782	$1,370,782	$1,354,400	$1,220,800	$1,220,800
ID CHARGE FROM WORKERS COMP	$880,387	$792,951	$792,951	$598,471	$626,460	$626,460
TRANSFER OUT	$237,551	$551,094	$332,455	$323,954	$167,210	$167,210
TRANSFER OUT TO GRANTS	$237,551	$551,094	$332,455	$323,954	$167,210	$167,210
Total Expenditures	**$93,628,387**	**$97,651,554**	**$96,858,406**	**$100,025,650**	**$101,950,891**	**$102,077,584**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	**$1,075,350**	59.36%
INTERGOV REVENUES	**$425,942**	23.51%
INVEST OTHER CONTRIB	**$288,700**	15.94%
MISC REVENUE	**$21,700**	1.20%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$320,753	$359,764	$320,087	$374,249	$374,249	$425,942
STATE REVENUES OPERATING	$150,055	$150,055	$150,055	$150,055	$150,055	$150,055
LOCAL REVENUES OPERATING	$170,698	$209,709	$170,032	$224,194	$224,194	$275,887
CHARGES FOR SERVICES	$1,196,727	$925,350	$1,750,017	$925,350	$775,350	$1,075,350
POLICE SERVICES	$576,061	$321,100	$986,643	$321,100	$171,100	$471,100
SPECIAL DUTY	$558,870	$542,000	$705,450	$542,000	$542,000	$542,000
BACKGROUND CHECKS	-	$250	-	$250	$250	$250
FACILITY RENTAL	$47,114	$57,000	$41,748	$57,000	$57,000	$57,000
REIMBURSEMENT OF EXPENSE	$14,683	$5,000	$16,176	$5,000	$5,000	$5,000
INVEST OTHER CONTRIB	$55,850	$213,701	$61,674	$213,700	$213,700	$288,700

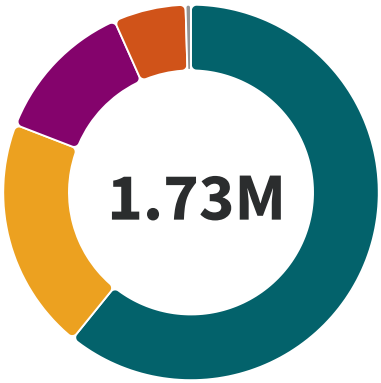
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CONTRIBUTIONS AND DONATIONS	$55,850	$213,701	$61,674	$213,700	$213,700	$288,700
MISC REVENUE	$9,987	$21,700	$19,505	$21,700	$21,700	$21,700
MISCELLANEOUS REVENUE	$9,987	$21,700	$19,505	$21,700	$21,700	$21,700
Total Revenues	**$1,583,317**	**$1,520,515**	**$2,151,283**	**$1,534,999**	**$1,384,999**	**$1,811,692**

Police Department: Other Grants Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Grants Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$1,052,802	60.83%
PURCHASED SERVICES	$346,750	20.04%
SUPPLIES	$215,495	12.45%
BENEFITS	$107,606	6.22%
INTER DEPART CHARGES	$8,000	0.46%

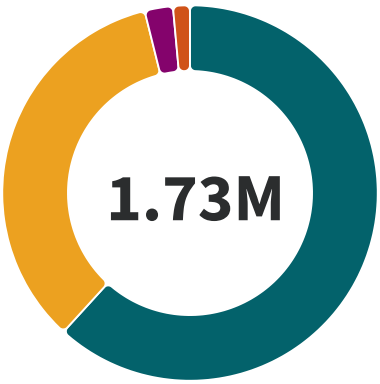
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,435,777	$1,381,675	$1,167,631	$1,477,816	$287,152	$1,052,802
PERMANENT WAGES	$711,163	$709,175	$658,678	$728,691	$282,802	$282,802
PENDING PERSONNEL	-	$107,905	-	$138,594	$4,350	$124,219
PREMIUM PAY	$17,799	-	-	-	-	-
WORKERS COMPENSATION WAGES	$6,561	-	-	-	-	-
HOURLY WAGES	$4,914	-	$3,277	-	-	-
OVERTIME WAGES PERMANENT	$695,341	$564,595	$505,675	$610,531	-	$645,781
BENEFITS	$462,412	$250,414	$413,466	$264,470	$107,606	$107,606
HEALTH INSURANCE BENEFIT	$131,936	$82,703	$146,397	$90,376	$45,188	$45,188
WAGE INSURANCE BENEFIT	$1,878	$1,424	$3,235	$3,738	$1,160	$1,160
HEALTH INSURANCE RETIREE	$15,789	$10,400	$12,586	$10,400	$2,600	$2,600
WI RETIREMENT SYSTEM	$206,217	$102,755	$165,796	$105,122	$37,423	$37,423
FICA MEDICARE BENEFITS	$106,593	$53,132	$85,453	$54,834	$21,236	$21,236
SUPPLIES	$175,753	$208,795	$191,976	$187,545	-	$215,495

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
OFFICE SUPPLIES	$316	$1,250	$312	$1,500	-	$750
COPY PRINTING SUPPLIES	$1,441	$2,000	$1,237	$2,000	-	$1,200
HARDWARE SUPPLIES	$464	$16,000	$2,610	$21,500	-	$17,500
POSTAGE	-	-	$11	-	-	-
WORK SUPPLIES	$118,409	$96,600	$36,523	$104,100	-	$155,100
FOOD AND BEVERAGE	$1,178	$6,945	$1,256	$6,945	-	$6,945
MACHINERY AND EQUIPMENT	$12,692	$60,000	$146,365	$24,000	-	$7,000
EQUIPMENT SUPPLIES	$41,253	$26,000	$3,662	$27,500	-	$27,000
PURCHASED SERVICES	$573,990	$296,600	$724,202	$300,250	-	$346,750
CELLULAR TELEPHONE	$9,658	$12,000	$5,972	$8,500	-	$6,000
SYSTEMS COMMUNICATION INTERNET	$5,638	$11,000	$2,863	$11,000	-	$4,000
FACILITY RENTAL	$89,369	$91,000	$91,033	$93,500	-	$94,500
COMMUNICATION DEVICE RPR MAIN	-	-	-	$2,250	-	-
EQUIP IMPROV REPAIR MAINT	$1,900	$2,250	$2,174	-	-	$2,500
SYSTEM AND SOFTWARE MAINTENANC	$10,709	$11,600	$11,871	$12,750	-	$42,750
VEHICLE REPAIR AND MAINTENANCE	$27,813	$35,000	$19,203	$35,000	-	$25,000
CONFERENCES AND TRAINING	$84,922	$47,000	$85,987	$61,500	-	$60,000
DELIVERY FREIGHT CHARGES	-	-	$74	-	-	-
CONSULTING SERVICES	$17,780	-	-	-	-	-
PARKING TOWING SERVICES	$271	$1,000	$143	$2,000	-	$750
INVESTIGATIVE SERVICES	$2,420	$5,000	$10,560	$7,500	-	$15,000
SECURITY SERVICES	$936	$500	$583	$500	-	$500
OTHER SERVICES AND EXPENSES	$322,226	$80,000	$492,044	$65,000	-	$95,000
PERMITS AND LICENSES	$349	$250	$1,697	$750	-	$750
DEBT OTHR FINANCING	-	-	$690,279	-	-	-
FUND BALANCE GENERATED	-	-	$690,279	-	-	-
INTER DEPART CHARGES	$1,218	$10,000	$27	$10,000	$5,000	$8,000
ID CHARGE FROM FLEET SERVICES	-	$5,000	-	$5,000	$5,000	$5,000
ID CHARGE FROM TRAFFIC ENGINEE	$1,218	$5,000	$27	$5,000	-	$3,000
Total Expenditures	**$2,649,150**	**$2,147,484**	**$3,187,582**	**$2,240,082**	**$399,758**	**$1,730,653**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES	**$1,068,851**	61.76%
OTHER FINANCE SOURCE	**$594,465**	34.35%
TRANSFER IN	**$42,238**	2.44%
INVEST OTHER CONTRIB	**$25,100**	1.45%

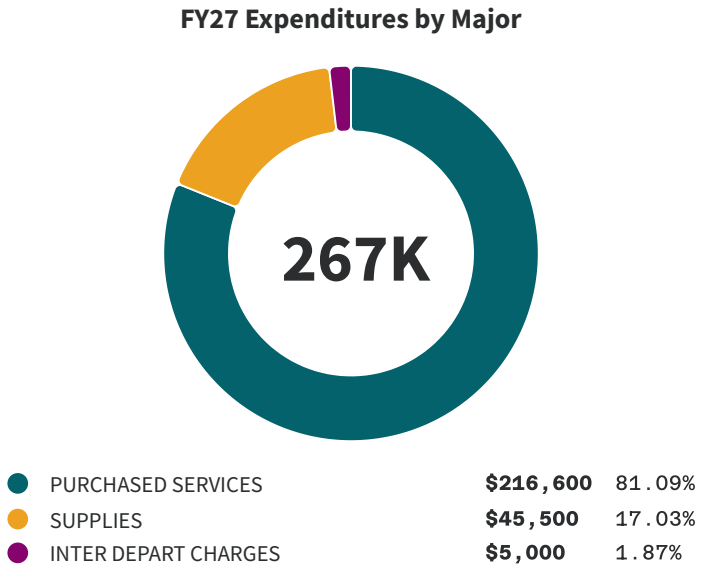
Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$1,142,959	$1,130,995	$2,602,362	$1,051,230	-	$1,068,851
FEDERAL REVENUES OPERATING	$361,054	$825,342	$1,924,571	$742,021	-	$740,000
STATE REVENUES OPERATING	$781,905	$305,653	$677,791	$309,209	-	$328,851
CHARGES FOR SERVICES	$6,587	-	$14,995	-	-	-
REIMBURSEMENT OF EXPENSE	$6,587	-	$14,995	-	-	-
FINE FORFEITURE ASMT	$163,925	-	$205,877	-	-	-
ASSET FORFEITURES	$163,925	-	$205,877	-	-	-
INVEST OTHER CONTRIB	$132,559	$20,100	$27,811	$25,100	-	$25,100
INTEREST	$31,059	$20,100	$27,811	$25,100	-	$25,100
CONTRIBUTIONS AND DONATIONS	$101,500	-	-	-	-	-
OTHER FINANCE SOURCE	$965,568	$445,295	$4,083	$833,107	$399,758	$594,465
SALE OF ASSETS	$2,585	$4,000	$4,083	$5,000	-	-
FUND BALANCE APPLIED	$962,983	$441,295	-	$828,107	$399,758	$594,465
TRANSFER IN	$237,551	$551,094	$332,455	$330,644	-	$42,238
TRANSFER IN FROM GENERAL	$237,551	$551,094	$332,455	$330,644	-	$42,238
Total Revenues	**$2,649,150**	**$2,147,484**	**$3,187,582**	**$2,240,082**	**$399,758**	**$1,730,653**

Police Department: Other Restricted Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Restricted Fund operating budget. The data reflect all services within the fund.

Expenditures by Major



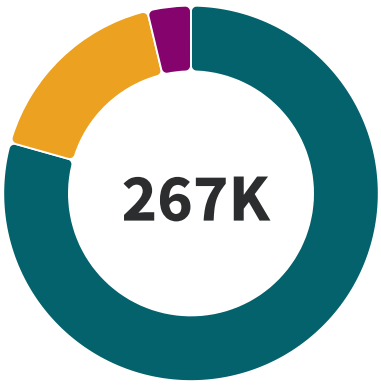
PURCHASED SERVICES	$216,600	81.09%
SUPPLIES	$45,500	17.03%
INTER DEPART CHARGES	$5,000	1.87%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
BENEFITS	$15	-	-	-	-	-
HEALTH INSURANCE RETIREE	$15	-	-	-	-	-
SUPPLIES	$41,282	$15,200	$43,069	$39,200	$39,200	$45,500
HARDWARE SUPPLIES	$3,005	-	$5,281	-	-	-
WORK SUPPLIES	$9,657	-	$769	-	-	$38,500
MACHINERY AND EQUIPMENT	$28,620	-	$21,000	$24,000	$24,000	$7,000
EQUIPMENT SUPPLIES	-	$15,200	$16,019	$15,200	$15,200	-
PURCHASED SERVICES	$178,786	$207,600	$179,353	$236,600	$236,600	$216,600
CONFERENCES AND TRAINING	$9,407	$12,500	$4,278	$6,500	$6,500	$6,500
MEMBERSHIPS	$75	$100	$75	$100	$100	$100
INVESTIGATIVE SERVICES	$67,477	$75,000	$70,350	$75,000	$75,000	$75,000
OTHER SERVICES AND EXPENSES	$101,827	$120,000	$104,141	$155,000	$155,000	$135,000
PERMITS AND LICENSES	-	-	$509	-	-	-
INTER DEPART CHARGES	$1,840	$5,000	$1,347	$5,000	$5,000	$5,000
ID CHARGE FROM FLEET SERVICES	$1,840	$5,000	$1,347	$5,000	$5,000	$5,000
Total Expenditures	**$221,923**	**$227,800**	**$223,770**	**$280,800**	**$280,800**	**$267,100**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES	$212,000	79.37%
OTHER FINANCE SOURCE	$45,100	16.89%
INVEST OTHER CONTRIB	$10,000	3.74%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$190,409	$194,700	$170,262	$188,700	$188,700	$212,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FEDERAL REVENUES OPERATING	$163,409	$15,000	$143,262	$188,700	$188,700	$212,000
OTHER UNIT OF GOV REVENUES OP	$27,000	$179,700	$27,000	-	-	-
CHARGES FOR SERVICES	-	-	$15,965	-	-	-
REIMBURSEMENT OF EXPENSE	-	-	$15,965	-	-	-
INVEST OTHER CONTRIB	$12,709	$5,000	$11,197	$10,000	$10,000	$10,000
INTEREST	$12,709	$5,000	$11,197	$10,000	$10,000	$10,000
MISC REVENUE	$1,277	-	-$1,277	-	-	-
INSURANCE RECOVERIES	$1,277	-	-$1,277	-	-	-
OTHER FINANCE SOURCE	$17,529	$28,100	$27,623	$82,100	$82,100	$45,100
SALE OF ASSETS	$8,270	-	$22,994	$25,000	$25,000	-
FUND BALANCE APPLIED	$9,259	$28,100	$4,629	$57,100	$57,100	$45,100
Total Revenues	**$221,923**	**$227,800**	**$223,770**	**$280,800**	**$280,800**	**$267,100**

Police Department Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
Civilian		**92.10**	**92.60**
ACCOUNTANT 2-18	18	1.00	1.00
ACCT TECH 2-20	20	1.00	1.00
ADMIN ASST-20	20	2.00	1.00
ADMIN CLK 1-20	20	3.00	3.00
ADMIN SUPV-18	18	2.00	2.00
COMM RELATIONS SPEC-18	18	1.00	1.00
CRIME ANALYST 2-18	18	2.00	2.00
DATA ANALYST 2	18	1.00	1.00
DATA ANALYST 4	18	1.00	1.00
FORENSIC LAB TECH-16	16	1.00	1.00
FORENSIC VIDEO ANALYST-18	18	1.00	1.00
GRANTS ADMIN 4-18	18	1.00	1.00
HRA 2-18	18	1.00	1.00
INFORMATION CLERK-20	20	5.00	5.00
IT SPEC 2-18	18	4.00	4.00
IT SPEC 3-18	18	1.00	1.00
PO RECORDS CUSTOD-18	18	1.00	1.00
POLICE ADMIN SERVS MGR-18	18	1.00	1.00
POLICE CASE PROCESS SUPV-18	18	1.00	1.00
POLICE CASE REPORT LEADWKR-20	20	2.00	2.00
POLICE COURT SERVS SUPV-18	18	1.00	1.00
POLICE INFO SYS COORD-18	18	1.00	1.00
POLICE PROPERTY CLK 2-16	16	5.00	5.00
POLICE PROPERTY SUPERVISOR-18	18	1.00	1.00
POLICE RCDS SVS CLK-20	20	15.00	15.00
POLICE RECORDS SEC MGR-18	18	2.00	2.00

		2026 Adopted	2026 Year to Date
POLICE RECORDS SVCS CLERK PT	20	0.60	0.60
POLICE RPT TYPIST 2-20	20	20.00	21.00
POLICE RPT TYPIST 2-20 PT	20	0.50	
PROGRAM ASST 1-20	20	9.00	9.00
PROGRAM ASST 2-20	20	2.00	2.00
PUBLIC INFORMATION OFF 2-18	18	1.00	1.00
TRAINING CTR COORD-18	18	1.00	1.00
IT SPEC 1-18	18		1.00
Sworn		**492.00**	**492.00**
ASST POLICE CHIEF-12	12	3.00	3.00
DETECTIVE 1-11	11	67.00	67.00
DETECTIVE SERGEANT	11	5.00	5.00
POLICE CAPT-12	12	11.00	11.00
POLICE CHIEF-21	21	1.00	1.00
POLICE INVESTIGATOR-11	11	13.00	13.00
POLICE LT.-12	12	23.00	23.00
POLICE OFFICER-11	11	321.00	315.00
POLICE SGT-11	11	48.00	54.00
Grand Total		**584.10**	**584.60**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

No impact. Only one change was submitted as a technical adjustment to a grant-funded org code (Beat Patrol grant coding).

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

N/A.

Police Department 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for the Police Department is **$2,005,318**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated	FTE Impact (#)	Total Amount ($)
314 - COMMUNITY SUPPORT SERVICES	Eliminate majority of Community Outreach section.	Reduced community engagement, diversion and deflection efforts, and proactive crime prevention.	Eliminate up to 2 Police Officers, 1 Sergeant, 1 Captain, 1 Lieutenant = 6 FTEs.	607,118
315 - CRIMINAL INVESTIGATIVE SERVICE	Eliminate/reduce officer positions assigned to investigative services.	Reduced capacity to respond to and investigate violent crimes.	Eliminate up to 5 Police Officers, 1 Sergeants = 6 FTEs.	699,100
313 - PATROL OPS & TRAFFIC SERVICES	Eliminate daytime Traffic Safety and Enforcement Team (TEST).	Reduced traffic enforcement capacity.	Eliminate up to 5 Police Officers in TEST, 1 Sergeant = 6 FTEs.	699,100
			Total	2,005,318

Public Health

Agency Mission

The mission of Public Health Madison and Dane County (PHMDC) 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 venture between the City of Madison and Dane County with funding divided between the City and County based on equalized value. The Agency is responsible for promoting wellness, preventing disease, and fostering a healthful environment. The goal of Public Health is to reduce the incidence and prevalence of death, injury, and disease. The Department advances this goal by providing services that focus on decreasing the transmission of disease and engaging with clients and the community to increase their capacity to achieve optimal health and well-being.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

Overall, Public Health was given a directive to reduce County Tax Levy spending by $1,008,824.

Majors:

42 - INTERGOV REVENUES – Reduction in federal revenue, but larger increase in state revenue

43 - CHARGES FOR SERVICES – reduced to better reflect actual trends.

44 - LICENSES AND PERMITS – increased due to fee increases in Licensed Establishments program.

46 - INVEST OTHER CONTRIB – increased gift application

48 - OTHER FINANCE SOURCE – increased due to fund balance application for hourly wages

51 – SALARIES – reduced due to vacant position eliminations

52 – BENEFITS – reduced due to vacant position eliminations

53 – SUPPLIES – increased grant funding resulted in overall supply spending increase

54 - PURCHASED SERVICES – reductions across budgets to meet County reduction directive

Healthy Beginnings: Changes in grant revenue resulting in an increase in grant funding. Adjusted 43320, Clinic Fees down given previous year's trends. Increase in 46310, Contributions and Donations utilization. Increase in Supplies due to increased grant revenue. Reductions in Purchased Services to meet the County reduction directive.

Administration: Increase in 42210 due to grant revenue. Increase in 48510, Fund Balance Applied, to support hourly wages. Salaries and Benefits decreased due to elimination of 2 vacant positions to meet County reduction directive. Additional decrease due to internal reorganization of work structure between Community Initiatives and Administration service areas. General small scale Supply reductions to meet County directive. Reductions in Purchased Services, most notably 54335, System and Software Maintenance as the result of anticipated roll-out of a state offered Electronic Health Record and reduction of 54820, Community Agency Contracts.

Animal Services: Adjusted 44110, Licenses and Permits income down given trend previous years actuals. Salaries and Benefits decreased due to administrative personnel allocation change moving to Licensing, Regulation & Enforcement. Cost to Continue process included adjustment for Humane Society contract actual cost. No change in service levels.

Disease Control & Prevention: Adjusted 43320, Clinic Fees down given previous year's trends. To support meeting County directive, four vacant positions in this service area were eliminated, which impacted Salaries and Benefits. We also made general reductions in Supplies and Purchased Services to meet the County directive. We have anticipate rescoping some area work given position elimination, while continuing clinic service delivery and mandated disease follow-up.

Environmental Protection: Increase in 42210 due to grant revenue. Salary and Benefit adjustments due to internal reallocation and increased hourly wages.

Emergency Response Planning: Entirely grant funded Service. Staff allocation changes made to reflect actual service work. No change in service delivery.

Licensing, Regulation & Enforcement: Increased revenue estimates due to fee increases. Increase Salary and Benefit costs due to change in administrative personnel allocation from Animal Services to this service area. Small increase in Purchased Services to support things like increased mileage and lab services. No change to service delivery.

Community Initiatives Admin: Increase in Salaries and Benefits due to internal reorganization of work structure between Community Initiatives and Administration service areas, despite elimination of one vacant position in this service area. General reductions in Supplies and Purchased Services to meet the County reduction directive. No service delivery changes.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

Budget reductions are aimed to limit any changes to programs that provide direct service to community members.

In anticipation of a County budget reduction directive we strategically held some Administration positions vacant and have already adjusted workloads and integrated core operations through reprioritization and program integration.

Transmittal Memo

Public Health
MADISON & DANE COUNTY
Healthy people. Healthy places.

TO: Mayor Satya Rhodes-Conway; County Executive Melissa Agard
FROM: Janel Heinrich, Executive Director/Health Officer

Goals of Agency's Operating Budget

Aligned with the mission and values of the City of Madison, the vision of Public Health is *'Healthy People. Healthy Places.'* and our mission is 'Working with the community to enhance, protect, and promote the health of the environment and the well-being of all people'.

Public Health is comprised of 8 major services representing more than 40 programs, initiatives and areas of public health practice. These services include Administration, Animal Services, Community Initiatives, Disease Control & Prevention, Emergency Response Planning, Environmental Protection, Healthy Beginnings, and Licensing, Regulations, and Enforcement.

Goals of these services are to:

- Support people with limited healthcare access
- Empower families and help babies thrive
- Ensure a healthy environment and
- Strengthen healthy communities for all.

Data we use to drive our actions and measure progress range from rates of overdose, low birth weight and prevention of onward communicable disease transmission to decreasing rates of injury from firearm violence, and rates of vaccine coverage, amongst others.

Most of our services are mandated within state statutes, in City of Madison or Dane County Ordinance and/or the result of contracts or policy decisions made by our legislative bodies.

The 2027 Public Health budget of $34M reflects equalized value contributions from the City (43.6% = $10.7M); the County (56.4% = $12.8M):

Revenue Source	Amount
Dane County	$12,812,807
City of Madison	$10,737,286
Fees, Licenses, & Services	$4,867,916
Contracts & Grants	$4,060,746
Fund Balance	$2,360,696
Total	**$34,839,451**

Our budget can be further broken down as follows:

- **83%** Personnel costs
- **11%** Services
- **4%** Supplies
- **2%** Other (Principal & Interest, Interdepartmental charges, overhead)

Budget Reduction Target

As a joint agency of the City and County, Public Health is a unique unit of local government, working to align our policies and practices according to the demands and expectations of two different units of government. Often this is done internally without much challenge. It becomes more challenging in years in which the financial situations and budget goals may differ between the units of government. For 2027, Public Health, alongside all City and County departments, was given the difficult directive of identifying ways to reduce expenses. For Public Health the reduction request was a $1,008,824 reduction of County levy contribution. Given our equalized value funding model, reducing

County levy contribution will also substantially reduce City levy contribution which will exceed the 2% target directed to City departments.

To meet this directive we reviewed our budget with the following mindset:

- Expense Reductions:
    - Where can costs be cut with minimal impact. For instance, conferences and training, consulting services and discretionary supplies. This included right sizing areas of underspending.
- Program scope and services review to identify savings in salaries and benefits, supplies, or purchased services:
    - Are services or activities mandated? (E.g., is our work in State or local statute or administrative code?)
    - Is a service or activity required of us as a Level III health department to provide to our community?
    - Is a service or activity contractually obligated?
    - Is the service or activity fee supported?
    - Do the services or activities represent local legislative priorities?
    - Is the service or activity provided elsewhere in the community?

Throughout this review, we used our agency values of health and racial equity, stewardship, science, relationships, and health as a human right, aiming to ensure that those in the community with the least resources are impacted the least.

Reduction Proposal Overview

Due to the Intragovernmental Agreement (IGA) that created Public Health Madison & Dane County and the equalized value nature of the majority of our funding, meeting the County budget reduction directive saves the City well over the 2% reduction scenario requested.

To achieve $1,008,824 in Dane County savings our budget includes $659,431 in City savings ($446,431 in excess of the 2% target), for a total reduction of $1,668,256. This is comprised of:

- Elimination of solely County-funded Narcan: $5,508
- Elimination of 7 vacant roster positions: $961,280
- General program budget reductions: $701,467

We recommended the County Narcan funding be eliminated since we anticipate that the Wisconsin Department of Health Services will continue to supply Narcan at no cost to local health departments and communities. The County funding originated before this State practice.

We worked hard to ensure that only vacant positions be proposed for elimination. In anticipation of a County budget reduction directive we strategically held some positions vacant and have already adjusted workloads and integrated core operations through reprioritization and program integration. To absorb the loss of other positions, we will have to rescope some service area work while prioritizing continued activities using the criteria listed earlier.

Additionally, we identified just over $700,000 savings in supplies and purchased services across the department. Some large contributing factors in this area include utilizing $300,000 of fund balance for LTE hourly wages instead of using tax levy dollars, the elimination of $150,000 to support electronic health record maintenance that we now anticipate is unnecessary given plans for the State to support this work, and reducing consulting services by $75,000. Other reductions were made across line items whenever possible to support meeting our budget directive.

The 2027 budget was the most challenging budget I have had to prepare in my tenure as Director. I am proud of the thoughtful approach our team took to look for ways to continue to demonstrate stewardship while not compromising the services we provide. I appreciate your consideration of our 2027 Operating Budget proposal and look forward to continued discussion over the coming months.

Regards,



Janel Heinrich, MPH, MA
Executive Director/Health Officer
Public Health Madison & Dane County

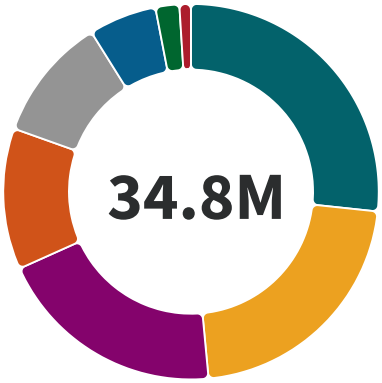
Public Health Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

FY27 Expenditures by Service



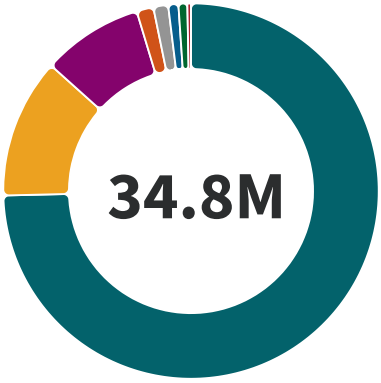
ADMINISTRATION	**$9,297,545**	26.69%
DISEASE CONTROL AND PREVENTION	**$7,602,855**	21.82%
HEALTHY BEGINNINGS	**$6,891,092**	19.78%
LICENSING REGULATION & ENFORCE	**$4,238,380**	12.17%
COMMUNITY INITIATIVES ADMIN	**$3,713,029**	10.66%
ANIMAL SERVICES	**$2,037,990**	5.85%
ENVIRONMENTAL PROTECTION	**$711,242**	2.04%
EMERGENCY RESPONSE PLANNING	**$347,317**	1.00%

Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HEALTHY BEGINNINGS	$5,969,072	$6,431,888	$6,566,913	$6,728,582	$6,891,092
ANIMAL SERVICES	$1,456,687	$1,539,257	$1,312,241	$2,099,151	$2,037,990
DISEASE CONTROL AND PREVENTION	$6,748,758	$6,902,875	$7,760,733	$7,767,378	$7,602,855
ENVIRONMENTAL PROTECTION	$1,163,417	$1,080,412	$709,685	$715,060	$711,242
EMERGENCY RESPONSE PLANNING	$1,768,964	$1,864,540	$295,712	$291,798	$347,317
LICENSING REGULATION & ENFORCE	$4,382,029	$3,694,640	$3,939,305	$4,039,780	$4,238,380
POLICY PLANNING AND EVALUATION	$672,471	$577,552	-	-	-
COMMUNITY INITIATIVES ADMIN	$3,559,573	$3,672,979	$3,475,263	$3,585,191	$3,713,029
ADMINISTRATION	$9,024,951	$10,675,281	$10,141,353	$10,543,947	$9,297,545
Total Expenditures	**$34,745,922**	**$36,439,424**	**$34,201,206**	**$35,770,887**	**$34,839,451**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



●	ADMINISTRATION	**$25,999,845**	74.63%
●	LICENSING REGULATION & ENFORCE	**$4,185,578**	12.01%
●	HEALTHY BEGINNINGS	**$3,026,336**	8.69%
●	ANIMAL SERVICES	**$504,178**	1.45%
●	DISEASE CONTROL AND PREVENTION	**$444,218**	1.28%
●	COMMUNITY INITIATIVES ADMIN	**$303,618**	0.87%
●	EMERGENCY RESPONSE PLANNING	**$269,975**	0.77%
●	ENVIRONMENTAL PROTECTION	**$105,703**	0.30%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HEALTHY BEGINNINGS	$2,766,978	$8,987,963	$2,553,586	$2,882,356	$3,026,336
ANIMAL SERVICES	$654,178	$1,254,501	$654,178	$654,178	$504,178
DISEASE CONTROL AND PREVENTION	$687,886	$9,650,102	$605,736	$528,824	$444,218
ENVIRONMENTAL PROTECTION	$177,085	$1,634,719	$114,203	$88,483	$105,703
EMERGENCY RESPONSE PLANNING	$748,733	$3,622,335	$251,751	$326,017	$269,975
LICENSING REGULATION & ENFORCE	$3,775,283	$5,946,212	$3,776,284	$3,755,725	$4,185,578
POLICY PLANNING AND EVALUATION	-	$1,013,498	-	-	-
COMMUNITY INITIATIVES ADMIN	$882,546	$4,974,073	$678,454	$223,759	$303,618
ADMINISTRATION	$25,053,233	-$643,978	$25,567,014	$27,311,545	$25,999,845
Total Revenues	**$34,745,922**	**$36,439,424**	**$34,201,206**	**$35,770,887**	**$34,839,451**

Service: Administration

Service Description

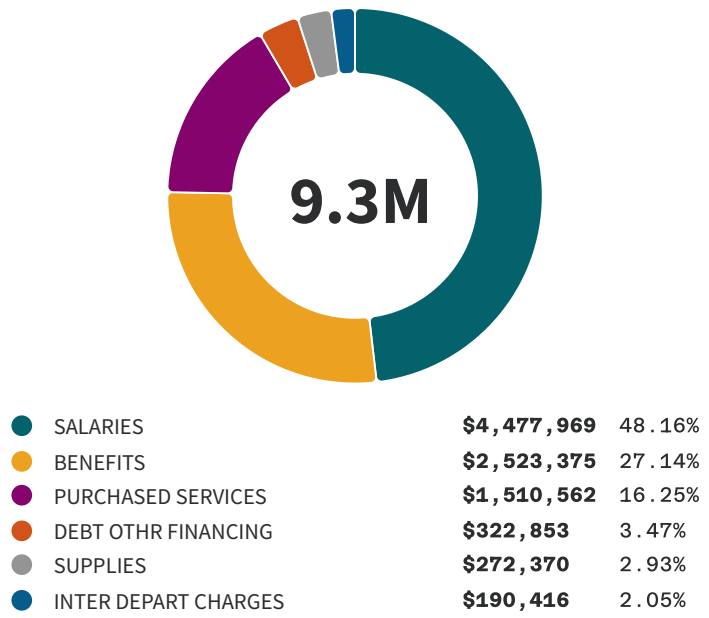
This service provides overall leadership and administrative support for Public Health. The goal of this service is clear, accessible, and efficient systems and well-documented processes for all administrative functions.

Activities Performed by this Service

- Budget and Finance: Manage all budgeting and accounting functions including development and monitoring of budgets, purchasing, payroll, billing, and contract monitoring.
- Administrative and Facilities Support: Manage operations, administrative support, and overhead expenses for all office locations.
- Communications: Develop and implement internal and external communications.
- Strategic Operations: Lead strategic planning, quality improvement, evaluation, and performance management activities to ensure statutory requirements are met and operations are efficient.
- Epidemiology and Data Science: Collect, analyze, and translate health-related data to assess community health status, track trends, prevent diseases, and inform policies and programs to improve health.
- Workforce Development: Manage all human resources and workforce development functions, including the hiring process, orientation, onboarding, professional development, and employee evaluation processes.
- Policy/Health Equity: Supports policy analysis, advocacy tools, and development of programs that operate with health and racial equity as guiding principle to support equitable health outcomes.
- Language Access: Develop policies and lead processes to provide access to Public Health services for people whose primary language is other than English.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



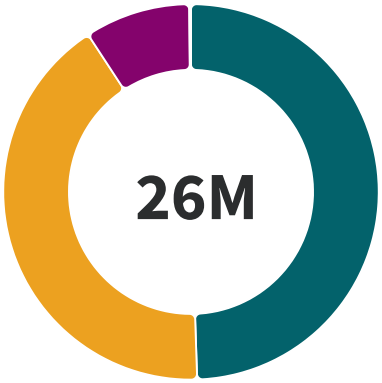
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$4,842,972	$4,344,547	$5,014,405	$5,210,874	$4,477,969
BENEFITS	$2,080,807	$2,303,488	$2,655,436	$2,797,375	$2,523,375

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SUPPLIES	$173,674	$200,838	$280,980	$280,980	$272,370
PURCHASED SERVICES	$1,545,005	$1,418,873	$1,719,813	$1,741,448	$1,510,562
DEBT OTHR FINANCING	$274,478	$2,289,089	$322,853	$322,853	$322,853
INTER DEPART CHARGES	$108,015	$118,445	$147,867	$190,416	$190,416
Total Expenditures	**$9,024,951**	**$10,675,281**	**$10,141,353**	**$10,543,947**	**$9,297,545**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$12,864,363**	49.48%
TRANSFER IN	**$10,737,286**	41.30%
OTHER FINANCE SOURCE	**$2,360,696**	9.08%
INVEST OTHER CONTRIB	**$28,000**	0.11%
CHARGES FOR SERVICES	**$9,000**	0.03%
MISC REVENUE	**$500**	0.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$13,534,934	$4,508,325	$12,863,755	$13,821,631	$12,864,363
CHARGES FOR SERVICES	$1,500	$2,887	$1,500	$1,500	$9,000
INVEST OTHER CONTRIB	$28,000	$78,465	$28,000	$28,000	$28,000
MISC REVENUE	$3,000	$104	$3,000	$3,000	$500
OTHER FINANCE SOURCE	$691,276	-	$2,018,148	$2,060,696	$2,360,696
TRANSFER IN	$10,794,523	-$5,233,759	$10,652,611	$11,396,718	$10,737,286
Total Revenues	**$25,053,233**	**-$643,978**	**$25,567,014**	**$27,311,545**	**$25,999,845**

Service: Animal Services

Service Description

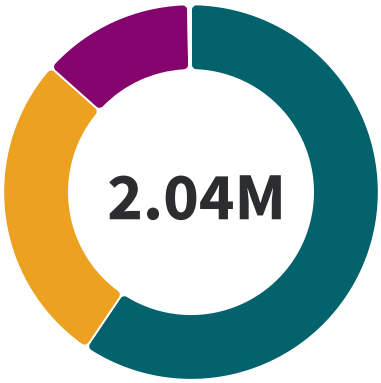
This service is responsible for enforcing animal-related laws and educating the public about responsible animal ownership. The goals of the service are immediate follow-up on all reported bites, mitigation and prevention of dangerous animal issues, and prevention of animal neglect and cruelty.

Activities Performed by this Service

- Domestic Animal Bite Investigation and Quarantine: Respond to reports of bites to people or other domestic animals to ensure proper rabies vaccination, quarantine, in-home observation, and enforcement of laws related to controlling animal behavior and licensing.
- Stray Animal Response: Enforce regulations on licensing and containing domestic animals as appropriate.
- Wild Animal Bites and Rabies Exposure: Respond to calls related to bites or potential exposure to potentially rabid wild animals. Advise victims and medical providers on rabies risk. Facilitate testing of wild animals for rabies.
- Animal Welfare Complaints: Respond to complaints of mistreatment of domestic and wild animals. Response includes investigation, education of persons involved, and enforcement of local and state laws as appropriate.
- Dangerous Animals: Act to eliminate the threat to public health and safety from dangerous animals by investigating potential dangerous animals and ordering restrictions or euthanasia of the animal as appropriate.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



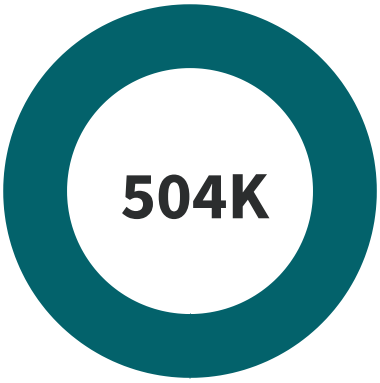
PURCHASED SERVICES	**$1,211,463**	59.44%
SALARIES	**$552,873**	27.13%
BENEFITS	**$268,518**	13.18%
SUPPLIES	**$3,550**	0.17%
INTER DEPART CHARGES	**$1,586**	0.08%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$771,305	$675,407	$633,613	$607,584	$552,873
BENEFITS	$272,287	$230,795	$272,312	$285,251	$268,518
SUPPLIES	$7,550	$1,637	$2,300	$2,300	$3,550
PURCHASED SERVICES	$403,958	$629,381	$402,430	$1,202,430	$1,211,463
INTER DEPART CHARGES	$1,586	$2,038	$1,586	$1,586	$1,586
Total Expenditures	**$1,456,687**	**$1,539,257**	**$1,312,241**	**$2,099,151**	**$2,037,990**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



LICENSES AND PERMITS **$504,178** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	$64,567	-	-	-
CHARGES FOR SERVICES	-	$9,496	-	-	-
LICENSES AND PERMITS	$654,178	$377,929	$654,178	$654,178	$504,178
TRANSFER IN	-	$802,509	-	-	-
Total Revenues	**$654,178**	**$1,254,501**	**$654,178**	**$654,178**	**$504,178**

Service: Community Initiatives Admin

Service Description

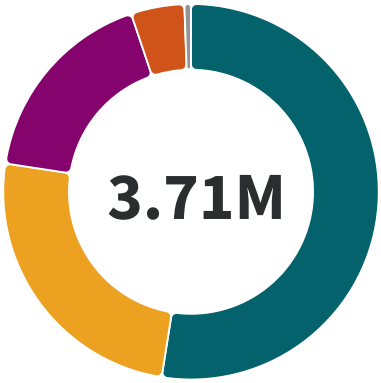
This service includes program areas that work to improve the conditions that support positive health outcomes by providing direct services, working in partnership with internal and community stakeholders, and leveraging our community assets and resources to address the emerging health concerns of the community.

Activities Performed by this Service

- Violence Prevention: Provide strategy, planning, and prevention services to reduce and prevent violence in our community.
- Community Health Assessment/Health Improvement Plan: Gather input from the community on health issues, analyze health data, and prioritize health issues to guide development of a Community Health Improvement Plan (CHIP).
- Access to Care: Assure an effective system that enables equitable access to individual services and care needed to promote health. PHMDC is not a provider of comprehensive health care services, but has a role in ensuring that people who live in Dane County have access to the care and services they need. Activities include assessing, developing, and improving systems that support the delivery of services to improve health outcomes.
- Substance Use Prevention and Harm Reduction: Provide harm reduction and overdose prevention/primary prevention strategies by working with partners on trainings and providing supplies to reduce infections and prevent overdose. Supplies include safer use equipment, fentanyl and xylazine test strip kits, injectable naloxone, nasal Narcan, sharps disposal boxes, and others.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$1,949,474	52.50%
BENEFITS	$924,547	24.90%
PURCHASED SERVICES	$647,546	17.44%
SUPPLIES	$170,272	4.59%
INTER DEPART CHARGES	$21,190	0.57%

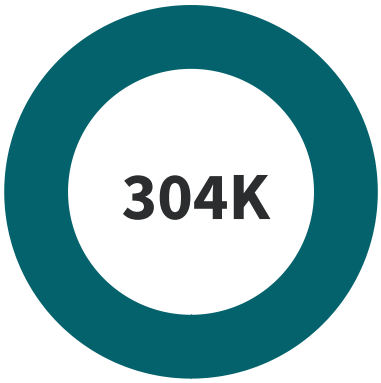
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,845,671	$1,717,259	$1,733,774	$1,772,361	$1,949,474
BENEFITS	$866,266	$734,530	$859,367	$904,008	$924,547
SUPPLIES	$136,316	$204,807	$190,751	$190,751	$170,272
PURCHASED SERVICES	$690,130	$995,193	$670,182	$696,882	$647,546
INTER DEPART CHARGES	$21,190	$21,190	$21,190	$21,190	$21,190

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$3,559,573**	**$3,672,979**	**$3,475,263**	**$3,585,191**	**$3,713,029**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES **$303,618** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$882,546	$1,692,351	$678,454	$223,759	$303,618
CHARGES FOR SERVICES	-	$1,326	-	-	-
TRANSFER IN	-	$3,280,396	-	-	-
Total Revenues	**$882,546**	**$4,974,073**	**$678,454**	**$223,759**	**$303,618**

Service: Disease Control and Prevention

Service Description

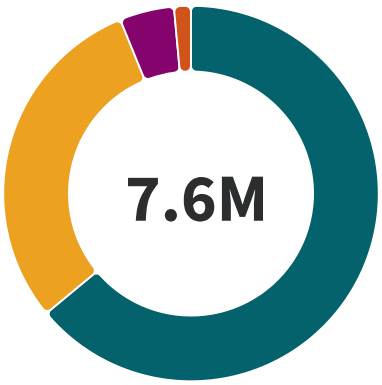
This service incorporates program areas which work collectively to minimize the impacts and incidence of infectious and communicable disease as well as work to reduce the prevalence of chronic disease.

Activities Performed by this Service

- Immunizations: Provide immunizations to reduce the spread of disease in our community and to protect the health of current and future generations.
- Sexual and Reproductive Health: Provide testing and treatment for sexually transmitted infections in an inclusive, stigma-free environment for people of all ages, gender identities, gender expressions, and sexual orientations.
- Communicable Disease: Monitor, treat, and prevent the spread of infectious diseases.
- Well Woman Program: Breast and cervical cancer screening and prevention program.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



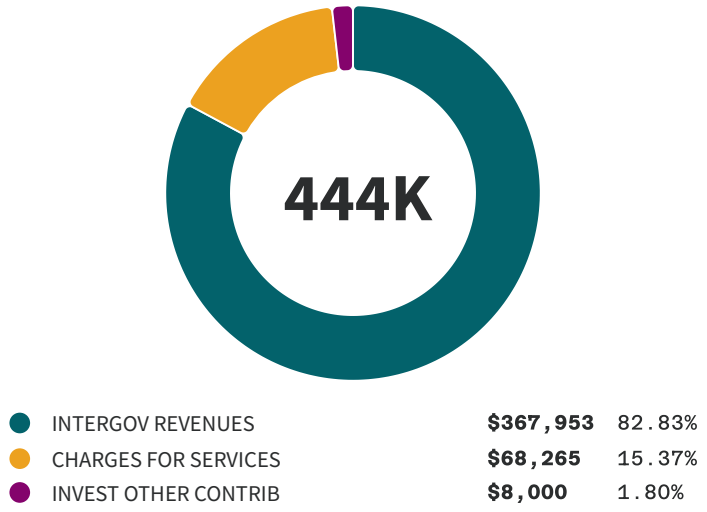
SALARIES	$4,865,704	64.00%
BENEFITS	$2,269,076	29.85%
SUPPLIES	$357,106	4.70%
PURCHASED SERVICES	$110,969	1.46%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$4,360,845	$4,642,340	$4,869,599	$4,760,868	$4,865,704
BENEFITS	$1,789,807	$1,805,868	$2,258,865	$2,373,642	$2,269,076
SUPPLIES	$380,497	$351,223	$489,819	$490,419	$357,106
PURCHASED SERVICES	$217,609	$103,444	$142,449	$142,449	$110,969
Total Expenditures	**$6,748,758**	**$6,902,875**	**$7,760,733**	**$7,767,378**	**$7,602,855**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$494,386	$3,543,524	$443,236	$366,324	$367,953
CHARGES FOR SERVICES	$182,500	$41,580	$151,500	$151,500	$68,265
INVEST OTHER CONTRIB	$11,000	$4,126	$11,000	$11,000	$8,000
TRANSFER IN	-	$6,060,872	-	-	-
Total Revenues	**$687,886**	**$9,650,102**	**$605,736**	**$528,824**	**$444,218**

Service: Emergency Response Planning

Service Description

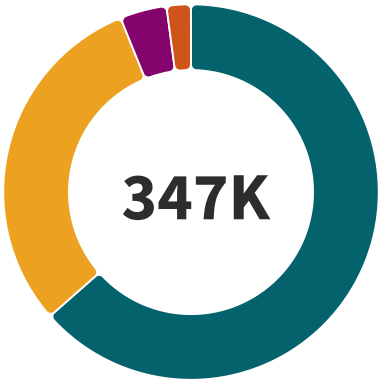
This service plans for and implements response activities during an emergency or disaster using existing emergency operations, plans, procedures, guidelines, resources, assets, and incident management systems. The service coordinates trainings and exercises and disseminates information to the public and incident management responders in the case of a public health emergency using a whole community approach.

Activities Performed by this Service

- Emergency Plan and Policy Creation: Create and update mass care, medical counter-measure dispensing and administration, medical material management and distribution, and medical surge plans.
- Emergency Response Training and Exercises: Participate in exercises and trainings with community partners and hold exercises for Public Health staff to test response plans.
- Risk Communications Planning and Response: Coordinate and disseminate information to the public regarding emergency response.
- Coordinate with Community Agencies/Businesses: Work with businesses and community partners to leverage their resources in an emergency response to improve overall response to the entire community and to ensure the businesses and critical infrastructure agencies are prepared for public health emergencies.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$220,622	63.52%
BENEFITS	$105,434	30.36%
SUPPLIES	$14,010	4.03%
PURCHASED SERVICES	$7,250	2.09%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,076,836	$1,139,552	$170,532	$162,656	$220,622
BENEFITS	$469,394	$414,956	$76,228	$80,191	$105,434
SUPPLIES	$74,524	$73,731	$6,295	$6,295	$14,010
PURCHASED SERVICES	$148,209	$236,301	$42,656	$42,656	$7,250
Total Expenditures	**$1,768,964**	**$1,864,540**	**$295,712**	**$291,798**	**$347,317**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES **$269,975** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$251,751	$2,602,104	$251,751	$326,017	$269,975
OTHER FINANCE SOURCE	$496,982	-	-	-	-
TRANSFER IN	-	$1,020,231	-	-	-
Total Revenues	**$748,733**	**$3,622,335**	**$251,751**	**$326,017**	**$269,975**

Service: Environmental Protection

Service Description

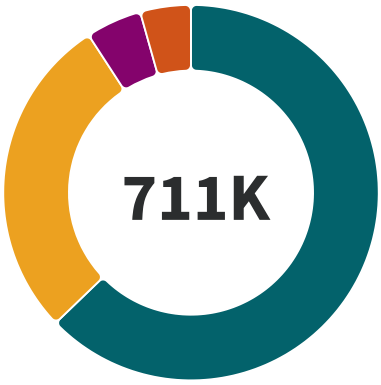
This service protects environmental health by identifying, preventing, and mitigating environmental health hazards within our community. The goals of the service are to reduce human exposure to environmental risks and support healthier environments through: (1) outreach and education; (2) monitoring and surveillance; (3) inspections and investigations; and, (4) regulation and enforcement.

Activities Performed by this Service

- Environmental Nuisance and Hazardous Materials Investigation: Investigate childhood lead poisoning, household hygiene, mold, air quality, Legionella, etc.
- PFAS Education and Outreach: Engage and inform communities about PFAS contamination, health risks, fish advisories, and steps to reduce exposure through targeted outreach and collaborative partnerships.
- Mosquito Monitoring and Surveillance: Testing water sources for mosquito larvae, monitoring and controlling the mosquito larvae that are carriers for West Nile Virus, tracking trends in West Nile Virus, and providing prevention education.
- Tick Monitoring and Surveillance: Perform checks in wooded areas to monitor for Lyme disease. Alert health providers and the public of areas where we are tracking illnesses from ticks and provide prevention education.
- Rat Investigation: Investigate rat complaints and write orders to eliminate rat harborage.
- Water Sampling: Perform regular sampling of lakes, outfalls, and beaches to monitor water quality to protect swimmers and other recreational water users. Alert the public of beach closures due to high levels of E. coli bacteria or blue-green algae. Share lake and outfall test results with partners for evaluating the impact of road salt usage on waterways.
- Illicit Discharge Detection and Elimination Program: Monitor lake and outfalls, respond to complaints of illicit discharges into stormwater systems, identify source, and write orders for the elimination of illicit discharges.
- Hazardous Spills/Application Follow up: Respond to complaints of hazardous spills, PAH applications, and sales/use of phosphorus-containing materials, ensuring compliance with regulations.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$446,654	62.80%
BENEFITS	$199,347	28.03%
SUPPLIES	$34,205	4.81%
PURCHASED SERVICES	$31,036	4.36%

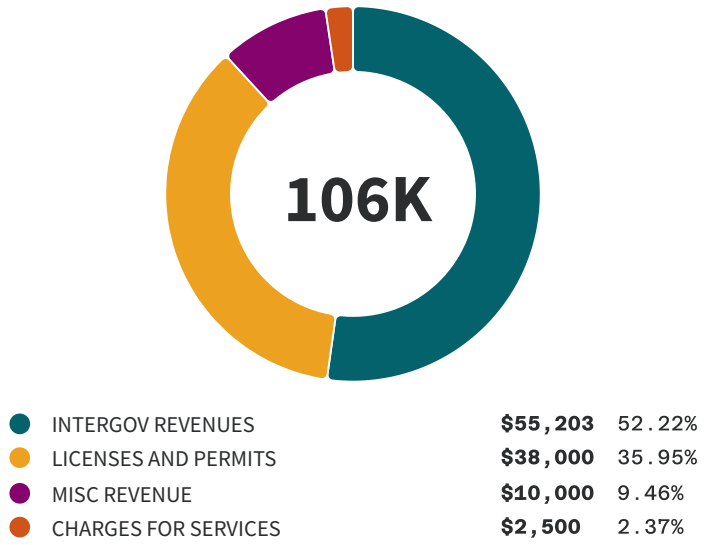
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$708,357	$722,053	$431,845	$425,867	$446,654

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
BENEFITS	$289,739	$243,717	$215,148	$226,500	$199,347
SUPPLIES	$73,107	$63,914	$33,336	$33,336	$34,205
PURCHASED SERVICES	$92,214	$50,337	$29,357	$29,357	$31,036
INTER DEPART CHARGES	-	$391	-	-	-
Total Expenditures	**$1,163,417**	**$1,080,412**	**$709,685**	**$715,060**	**$711,242**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$55,185	$491,315	$55,203	$29,483	$55,203
CHARGES FOR SERVICES	$72,900	$60,910	$10,000	$10,000	$2,500
LICENSES AND PERMITS	$38,000	$26,970	$38,000	$38,000	$38,000
MISC REVENUE	$11,000	$10,995	$11,000	$11,000	$10,000
TRANSFER IN	-	$1,044,529	-	-	-
Total Revenues	**$177,085**	**$1,634,719**	**$114,203**	**$88,483**	**$105,703**

Service: Healthy Beginnings

Service Description

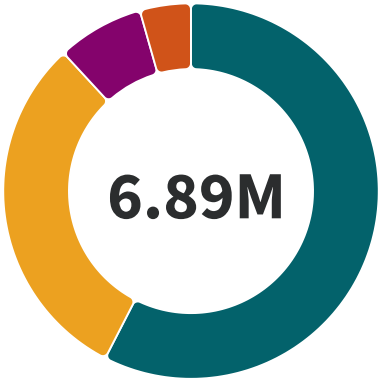
This service incorporates a variety of program areas which work collectively to improve birth outcomes by supporting pregnant people and their families. This includes providing nurse home visiting services, administering the county's WIC program, and working with partners to reduce birth outcome disparities.

Activities Performed by this Service

- Women Infants and Children (WIC) Supplemental Nutrition Program: Improve the health of women, infants, and children who may be nutritionally at risk by providing nutrition education, access to healthy foods, and referrals to health care.
- Perinatal: Provide home visiting programs for people who are pregnant that give support and information needed to have a healthy pregnancy, birth outcome, and successful start to early childhood development.
- Fetal and Infant Mortality: Coordinate a Fetal and Infant Mortality Review (FIMR) process to improve understanding of the conditions that contribute to stillbirth and infant death. Work with community partners to implement strategies to disrupt inequities.
- Maternal and Child Health: Address barriers and inequities the population may face by specifically implementing strategies to advance equity and racial justice, assure access to quality health services, cultivate supportive social connections and community environments, improve perinatal outcomes, and foster positive mental health and associated factors.
- Community Based Public Health Nursing Team: Work in partnership with community-based service providers. Build connections and relationships with community organizations and partners to assist in the assessment, policy development, and assurance in identifying and linking neighborhoods and community members with needed resources to improve health outcomes.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



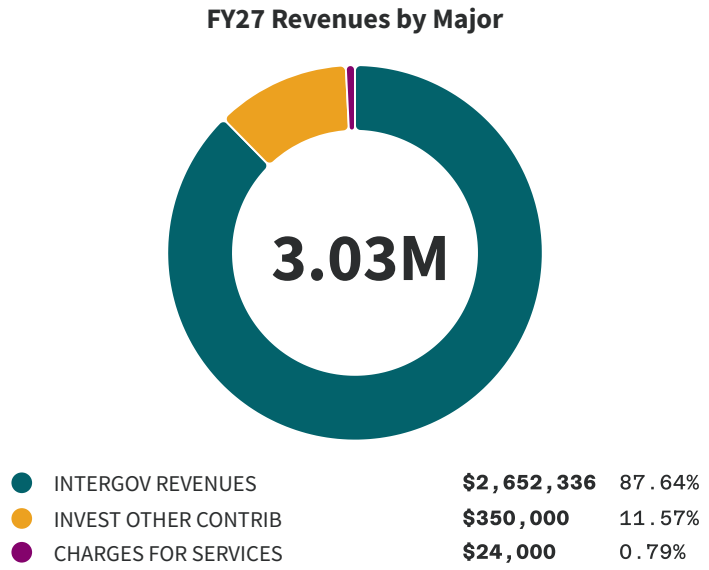
SALARIES	$3,965,741	57.55%
BENEFITS	$2,107,988	30.59%
SUPPLIES	$514,296	7.46%
PURCHASED SERVICES	$303,067	4.40%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$3,550,083	$3,833,766	$3,806,866	$3,857,872	$3,965,741
BENEFITS	$1,661,791	$1,787,237	$2,008,361	$2,119,024	$2,107,988
SUPPLIES	$197,041	$129,399	$274,781	$274,781	$514,296
PURCHASED SERVICES	$560,157	$681,487	$476,905	$476,905	$303,067

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$5,969,072**	**$6,431,888**	**$6,566,913**	**$6,728,582**	**$6,891,092**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$2,407,978	$5,136,625	$2,247,328	$2,576,098	$2,652,336
CHARGES FOR SERVICES	$109,000	$19,000	$109,000	$109,000	$24,000
INVEST OTHER CONTRIB	$250,000	$630,243	$197,258	$197,258	$350,000
TRANSFER IN	-	$3,202,094	-	-	-
Total Revenues	**$2,766,978**	**$8,987,963**	**$2,553,586**	**$2,882,356**	**$3,026,336**

Service: Licensing Regulation & Enforcement

Service Description

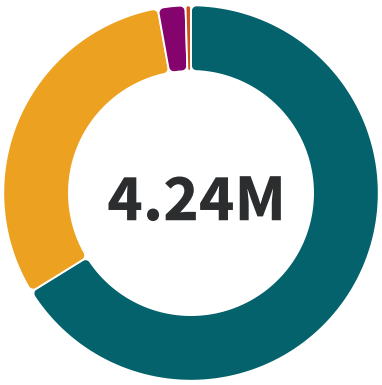
This service licenses, educates, consults, regulates, and inspects all restaurants, retail food stores, school food programs, public pools, hotels, motels, bed and breakfasts, short-term rentals, recreational-educational camps, campgrounds, body art establishments, beaches, and mobile home parks in Madison and Dane County. The goal of this service is prevention of foodborne and other communicable disease outbreaks.

Activities Performed by this Service

- Food Program: License, regulate, and enforce all restaurant and retail food establishments; promote health and racial equity within the program, with operators, and within the community; administer support for licensing, complaints, and operator inquiries.
- Pool Program: License, regulate, and enforce all public pools, including sampling and testing of pool water; promote health and racial equity within program, with operators, and within community; administer support for licensing, complaints, and operator inquiries.
- Lodging Program: License, regulate, and enforce hotels, motels, bed and breakfast, and tourist rooming houses; promote health and racial equity within program, with operators, and within community; administer support for licensing, complaints, and operator inquiries.
- Tattoo and Body Piercing: License, regulate, and enforce tattoo and body piercing establishments; promote health and racial equity within program, with operators, and within community; administer support for licensing, complaints, and operator inquiries.
- Other Licensed Establishments: License and regulate campgrounds, recreational and educational camps, manufactured home communities and beaches; promote health and racial equity within program, with operators, and within community; administer support for licensing, complaints, and operator inquiries.
- Sanitary Permit Review and Inspection: Review permits and perform onsite inspections to ensure systems are built to comply with state laws.
- Onsite Soil Test: Perform onsite evaluation and review of soil test reports to confirm proper wastewater disposal for the site.
- Well Location Permitting and Inspection: Review permits and perform onsite inspections to ensure wells are constructed in appropriate locations and follow up on complaints of unused or contaminated wells that require abandonment.
- Transient Non-community Well Regulation: Inspect wells and monitor private wells that serve the community through churches, commercial establishments, and other public facilities.
- Tobacco Compliance: Implement the statewide WI Wins campaign using a science-based strategy to decrease youth access to tobacco products and help retailers avoid fines.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



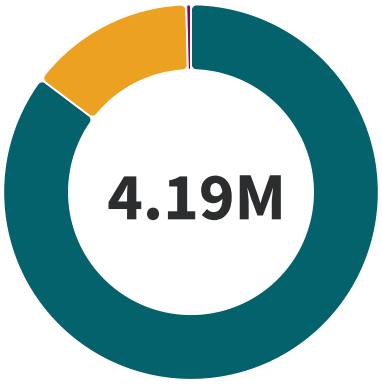
SALARIES	**$2,805,513**	66.19%
BENEFITS	**$1,312,595**	30.97%
PURCHASED SERVICES	**$100,600**	2.37%
SUPPLIES	**$19,672**	0.46%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$3,020,189	$2,561,069	$2,631,309	$2,670,822	$2,805,513
BENEFITS	$1,228,789	$1,055,699	$1,202,841	$1,263,803	$1,312,595
SUPPLIES	$20,801	$14,912	$21,605	$21,605	$19,672
PURCHASED SERVICES	$112,250	$62,959	$83,550	$83,550	$100,600
Total Expenditures	**$4,382,029**	**$3,694,640**	**$3,939,305**	**$4,039,780**	**$4,238,380**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



LICENSES AND PERMITS	**$3,569,213**	85.27%
CHARGES FOR SERVICES	**$599,760**	14.33%
INTERGOV REVENUES	**$16,605**	0.40%

Agency Revenues by Major

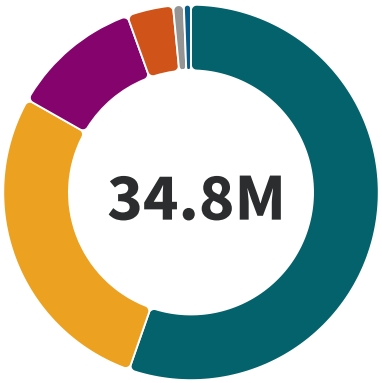
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$19,558	$1,771,872	$20,559	-	$16,605
CHARGES FOR SERVICES	$752,109	$287,780	$752,109	$752,109	$599,760
LICENSES AND PERMITS	$3,003,616	$3,257,244	$3,003,616	$3,003,616	$3,569,213
INVEST OTHER CONTRIB	-	$22,569	-	-	-
TRANSFER IN	-	$606,746	-	-	-
Total Revenues	**$3,775,283**	**$5,946,212**	**$3,776,284**	**$3,755,725**	**$4,185,578**

Public Health: Public Health Fund

The graphs and tables below provide a summary and line-item details of the agency's Public Health Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$19,284,551**	55.35%
BENEFITS	**$9,710,880**	27.87%
PURCHASED SERVICES	**$3,922,493**	11.26%
SUPPLIES	**$1,385,481**	3.98%
DEBT OTHR FINANCING	**$322,853**	0.93%
INTER DEPART CHARGES	**$213,192**	0.61%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$19,878,152	$20,607,693	$20,048,990	$19,291,943	$19,468,904	$19,284,551
PERMANENT WAGES	$18,671,209	$19,261,443	$18,991,467	$19,314,390	$19,864,220	$19,199,989
SALARY SAVINGS	-	-$390,190	-	-$382,422	-$395,316	-$382,081
PENDING PERSONNEL	-	$1,073,613	-	-	-	-
PREMIUM PAY	$1	-	$241	-	-	$400
HOURLY WAGES	$1,123,454	$659,828	$968,624	$309,675	-	$454,863
OVERTIME WAGES PERMANENT	$83,489	$3,000	$88,658	$50,300	-	$11,379
BENEFITS	$8,096,298	$8,821,994	$8,729,267	$9,548,559	$10,049,794	$9,710,880
UNEMPLOYMENT BENEFITS	$7,144	$500	$4,513	$500	$500	$500
HEALTH INSURANCE BENEFIT	$4,379,335	$5,328,521	$4,998,818	$5,959,374	$6,376,630	$6,150,257
DENTAL INSURANCE BENEFIT	$228,185	$270,396	$262,960	$300,558	$300,551	$286,822
LIFE INSURANCE BENEFIT	$3,730	$4,279	$4,451	$4,341	$5,082	$5,019
WAGE INSURANCE BENEFIT	$8,972	$75,069	$8,247	$9,086	$7,366	$7,272
HEALTH INSURANCE RETIREE	$401,922	$288,200	$357,583	$288,200	$288,200	$288,200

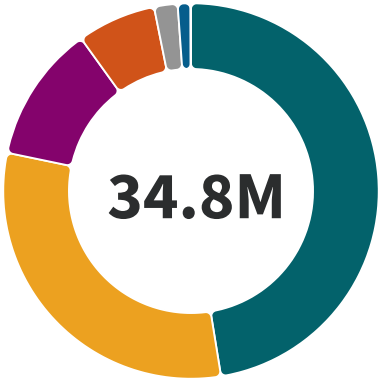
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WI RETIREMENT SYSTEM	$1,440,502	$1,304,768	$1,452,587	$1,366,443	$1,430,241	$1,382,399
FICA MEDICARE BENEFITS	$1,501,624	$1,418,060	$1,507,908	$1,497,057	$1,518,224	$1,467,411
TUITION	$51	-	-	-	-	-
LICENSES AND CERTIFICATIONS	$1,134	-	-	$1,800	$1,800	$1,800
WORKERS COMPENSATION	$123,700	$132,200	$132,200	$121,200	$121,200	$121,200
SUPPLIES	$1,334,186	$1,075,687	$1,043,435	$1,299,867	$1,300,467	$1,385,481
OFFICE SUPPLIES	$20,581	$29,092	$13,803	$20,850	$20,850	$16,129
COPY PRINTING SUPPLIES	$12,467	$21,887	$13,300	$26,604	$26,604	$16,400
FURNITURE	$8,215	$8,000	$2,010	$5,000	$5,000	$400
HARDWARE SUPPLIES	$83,541	$52,672	$106,070	$95,466	$95,466	$127,200
SOFTWARE LICENSES & SUPPLIES	$120,036	$140,320	$114,039	$110,360	$110,360	$115,760
POSTAGE	$41,840	$44,228	$36,893	$71,505	$71,505	$102,605
PROGRAM SUPPLIES	$378,755	$248,636	$405,496	$400,952	$400,952	$579,099
BOOKS AND SUBSCRIPTIONS	$6,963	$7,135	$9,979	$2,145	$2,145	$2,480
WORK SUPPLIES	$31,015	$72,887	$35,507	$85,186	$85,186	$84,082
JANITORIAL SUPPLIES	$1,667	$2,840	$1,110	$2,250	$2,250	$650
LAB AND PHOTO SUPPLIES	$53,481	$35,000	$29,461	$19,000	$19,000	$19,000
MEDICAL SUPPLIES	$519,596	$322,389	$259,845	$397,125	$397,725	$295,211
UNIFORM CLOTHING SUPPLIES	$983	$1,000	-	$700	$700	$3,400
FOOD AND BEVERAGE	$33,453	$30,251	$13,407	$15,650	$15,650	$9,940
BUILDING SUPPLIES	-	-	$2,100	-	-	-
MACHINERY AND EQUIPMENT	$14,606	$11,000	-	$3,700	$3,700	$3,000
EQUIPMENT SUPPLIES	$6,986	$48,350	$416	$43,375	$43,375	$10,125
PURCHASED SERVICES	$4,665,523	$3,835,279	$4,186,580	$3,567,341	$4,415,676	$3,922,493
NATURAL GAS	$4,141	$7,324	$4,822	$7,500	$7,500	$7,500
ELECTRICITY	$38,708	$44,257	$39,671	$44,257	$44,257	$42,087
WATER	$852	$881	$702	$900	$900	$900
SEWER	$965	$965	$1,187	$980	$980	$1,200
TELEPHONE	$20,348	$12,872	$9,014	$36,740	$36,740	$9,285
CELLULAR TELEPHONE	$96,312	$91,423	$87,957	$105,767	$105,767	$99,823
SYSTEMS COMMUNICATION INTERNET	$185	-	$147	-	-	-
BUILDING IMPROV REPAIR MAINT	$4,540	$12,485	$6,146	$10,000	$10,000	$6,000
WASTE DISPOSAL	$5,427	$7,502	$3,686	$8,910	$8,910	$7,327
FIRE PROTECTION	$584	$555	$758	$585	$585	$750
FACILITY RENTAL	$386,777	$459,110	$463,053	$461,455	$474,275	$474,752
CUSTODIAL BUILDING USE CHARGES	$206,623	$225,338	$233,402	$250,200	$250,715	$239,561

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COMMUNICATION DEVICE RPR MAIN	$1,216	-	$1,635	$1,200	$1,200	$6,760
EQUIP IMPROV REPAIR MAINT	$9,014	$7,281	$16,716	$3,552	$3,552	$2,000
SYSTEM AND SOFTWARE MAINTENANC	$40,417	$246,070	$51,809	$228,115	$254,815	$95,677
VEHICLE REPAIR AND MAINTENANCE	$641	$500	-	$500	$500	-
RECRUITMENT	$237	$500	$269	$200	$200	$140
MILEAGE	$98,815	$136,113	$94,594	$106,854	$106,854	$123,521
CONFERENCES AND TRAINING	$382,996	$255,999	$166,585	$195,016	$195,016	$157,444
IN SERVICE TRAINING	$2,500	$3,500	-	$3,500	$3,500	$3,000
MEMBERSHIPS	$20,323	$25,020	$16,142	$13,863	$13,863	$14,908
MEDICAL SERVICES	$15,502	$40,200	$12,777	$26,400	$26,400	$26,400
AUDIT SERVICES	$13,100	$7,800	$13,000	$13,100	$13,100	$13,100
CREDIT CARD SERVICES	$85	$200	$48	$225	$225	-
STORAGE SERVICES	$1,451	$1,675	$1,490	$2,100	$2,100	$1,600
CONSULTING SERVICES	$454,649	$370,831	$520,232	$309,161	$309,161	$231,380
ADVERTISING SERVICES	$31,469	$26,021	$19,692	$21,175	$21,175	$2,850
PRINTING SERVICES	$21,958	$15,220	$25,242	$16,091	$16,091	$17,854
INSPECTION SERVICES	$651	-	-	$400	$400	-
LAB SERVICES	$88,863	$20,500	$53,716	$17,775	$17,775	$26,500
PARKING TOWING SERVICES	$1,417	-	$1,890	$1,075	$1,075	$1,425
INTERPRETERS SIGNING SERVICES	$131,839	$175,623	$134,134	$175,800	$175,800	$123,850
TRANSCRIPTION SERVICES	$10,930	$17,650	$7,884	$12,000	$12,000	$32,000
TRANSPORTATION SERVICES	$21,752	$16,900	$10,218	$7,700	$7,700	$7,700
CATERING VENDING SERVICES	$8,375	$500	$10,218	-	-	-
PROGRAM SERVICES	$120,704	$120,857	$150,100	$99,240	$99,240	$142,000
OTHER SERVICES AND EXPENSES	$1,827	$113,226	$1,715	$500	$500	$1,000
COMMUNITY AGENCY CONTRACTS	$2,368,316	$1,344,100	$1,852,402	$1,287,276	$2,095,576	$1,942,689
HOUSING ASSISTANCE PAYMENTS	$30,084	$5,000	$123,494	$43,000	$43,000	$5,000
GENERAL LIABILITY INSURANCE	$20,500	$20,500	$49,237	$53,200	$53,200	$53,200
PERMITS AND LICENSES	$429	$780	$798	$1,030	$1,030	$1,310
DEBT OTHR FINANCING	$662,232	$274,478	$2,289,089	$322,853	$322,853	$322,853
PRINCIPAL	$247,031	$244,626	$244,626	$280,661	$280,661	$280,661
INTEREST	$36,171	$29,852	$29,852	$42,192	$42,192	$42,192
FUND BALANCE GENERATED	$379,029	-	$2,014,611	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTER DEPART CHARGES	$113,118	$130,791	$142,063	$170,643	$213,192	$213,192
ID CHARGE FROM ENGINEERING	$34,320	$37,752	$37,752	$37,752	$37,752	$37,752
ID CHARGE FROM FLEET SERVICES	$76,797	$91,453	$101,883	$131,305	$173,854	$173,854
ID CHARGE FROM TRAFFIC ENGINEE	$2,001	$1,586	$2,428	$1,586	$1,586	$1,586
Total Expenditures	**$34,749,510**	**$34,745,922**	**$36,439,424**	**$34,201,206**	**$35,770,887**	**$34,839,451**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES	**$16,530,053**	47.45%
TRANSFER IN	**$10,737,286**	30.82%
LICENSES AND PERMITS	**$4,111,391**	11.80%
OTHER FINANCE SOURCE	**$2,360,696**	6.78%
CHARGES FOR SERVICES	**$703,525**	2.02%
INVEST OTHER CONTRIB	**$386,000**	1.11%
MISC REVENUE	**$10,500**	0.03%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$20,289,892	$17,646,338	$20,151,710	$16,560,286	$17,343,312	$16,530,053
FEDERAL REVENUES OPERATING	$6,812,915	$2,652,681	$5,711,181	$2,708,252	$3,507,181	$3,205,054
STATE REVENUES OPERATING	$641,638	$884,285	$781,138	$748,722	-	$497,692
PAYMENT FOR MUNICIPAL SERVICE	$1,294	$14,500	$12,492	$14,500	$14,500	$14,500
LOCAL REVENUES OPERATING	$36,175	-	$36,175	-	-	-
OTHER UNIT OF GOV REVENUES OP	$12,797,870	$14,094,872	$13,610,723	$13,088,812	$13,821,631	$12,812,807
CHARGES FOR SERVICES	$472,369	$1,118,009	$422,979	$1,024,109	$1,024,109	$703,525
MISCELLANEOUS CHRGS FOR SERVIC	-	-	$9,496	-	-	-
LAB FEES	$170,292	$132,150	$108,824	$69,250	$69,250	$69,250
CLINIC FEES	$43,593	$261,000	$39,806	$249,000	$249,000	$81,265

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INSPECT AND REINSPECT FEES	$82,177	$287,349	$116,598	$287,349	$287,349	$135,000
REIMBURSEMENT OF EXPENSE	$31,082	$22,000	$16,628	$3,000	$3,000	$2,500
APPLICATION SERVICE FEES	$145,226	$415,510	$131,628	$415,510	$415,510	$415,510
LICENSES AND PERMITS	$3,292,039	$3,695,794	$3,662,143	$3,695,794	$3,695,794	$4,111,391
ANIMAL LICENSES	$377,929	$654,178	$377,929	$654,178	$654,178	$504,178
CLERKS LICENSES	$2,371,662	$2,630,840	$2,601,421	$2,630,840	$2,630,840	$3,196,437
OTHER LICENSES	$21,325	$21,000	$19,400	$21,000	$21,000	$21,000
OTHER PERMITS	$521,123	$389,776	$663,393	$389,776	$389,776	$389,776
INVEST OTHER CONTRIB	$343,888	$289,000	$735,403	$236,258	$236,258	$386,000
CONTRIBUTIONS AND DONATIONS	$343,888	$289,000	$735,403	$236,258	$236,258	$386,000
MISC REVENUE	$14,467	$14,000	$11,099	$14,000	$14,000	$10,500
MISCELLANEOUS REVENUE	$14,467	$14,000	$11,099	$14,000	$14,000	$10,500
OTHER FINANCE SOURCE	$19,961	$1,188,258	-	$2,018,148	$2,060,696	$2,360,696
SALE OF ASSETS	$19,961	-	-	-	-	-
FUND BALANCE APPLIED	-	$1,188,258	-	$2,018,148	$2,060,696	$2,360,696
TRANSFER IN	$10,316,892	$10,794,523	$11,456,090	$10,652,611	$11,396,718	$10,737,286
TRANSFER IN FROM GENERAL	$10,316,892	$10,794,523	$10,794,523	$10,652,611	$11,396,718	$10,737,286
TRANSFER IN FROM GRANTS	-	-	$661,567	-	-	-
Total Revenues	**$34,749,510**	**$34,745,922**	**$36,439,424**	**$34,201,206**	**$35,770,887**	**$34,839,451**

Public Health Position Summary

Note: Public Health staff are employees of Dane County. Updated details on classifications and FTEs will be provided in the Executive Operating budget.

	2026 Adopted
Classification	**FTEs**
CHRONIC DISEASE SPECIALIST	1.00
CLERK	11.00
COMMUNICABLE DISEASE COORDINATOR	2.00
COMMUNICABLE DISEASE OUTREACH SPECIALIS	1.00
COMMUNICATIONS MANAGER	1.00
DATA ANALYST	1.00
DATA COMMUNICATIONS COORDINATOR	1.00
DEPUTY DIRECTOR	1.00
DIETETIC SPECIALIST	6.80
DIRECTOR OF COMMUNITY HEALTH	1.00
DIRECTOR OF ENVIRONMENTAL HEALTH	1.00
DIRECTOR OF OPERATIONS	1.00
DIRECTOR OF POLICY, PLANNING & EVALUATI	1.00
DISEASE INTERVENTION SPECIALIST	10.00
ENVIRONMENTAL HEALTH PROGRAM MANAGER	1.00
ENVIRONMENTAL HEALTH SCIENTIST	1.00
ENVIRONMENTAL HEALTH SERVICES SUPERVISOR	2.00
ENVIRONMENTAL HEALTH SPECIALIST	2.00
ENVIRONMENTAL HEALTH TECHNICIAN	1.00
GRANTS & BILLING SPECIALIST	3.00
GRANTS MANAGER	1.00
HEALTH EDUCATION COORDINATOR	3.85

	2026 Adopted
Classification	**FTEs**
HEALTH EQUITY COORDINATOR	2.00
HUMANE OFFICER	5.00
HUMANE OFFICER LEAD WORKER	1.00
IMMUNIZATION COORDINATOR	1.00
MEDICAL INTERPRETER	4.00
NURSE FAMILY PARTNERSHIP COORDINATOR	2.00
NURSE PRACTITIONER	1.00
OUTREACH AND RESPONSE SPECIALIST	3.00
PUBLIC HEALTH AIDE	9.00
PUBLIC HEALTH BUDGET & FINANCE MANAGER	1.00
PUBLIC HEALTH COMMUNICATIONS COORDINATO	1.00
PUBLIC HEALTH DIRECTOR	1.00
PUBLIC HEALTH EPIDEMIOLOGIST	6.00
PUBLIC HEALTH INFECTION PREVENTIONIST	2.00
PUBLIC HEALTH NURSE	37.75
PUBLIC HEALTH PLANNER	6.00
PUBLIC HEALTH PREPAREDNESS COORDINATOR	3.00
PUBLIC HEALTH PROGRAM COORDINATOR	2.00
PUBLIC HEALTH SPECIALIST	7.00
PUBLIC HEALTH SUPERVISOR	14.00
SANITARIAN	21.00
SENIOR ACCOUNTANT	1.00
SEXUAL AND REPRODUCTIVE HEALTH COORDINA	1.00
STRATEGIC PROJECTS COORDINATOR	1.00
TUBERCULOSIS COORDINATOR	1.00
VIOLENCE INTERVENTION AND OUTREACH COORD	1.00

	2026 Adopted
Classification	**FTEs**
VIOLENCE PREVENTION GRANT PROGRAM SPECI	1.00
VIOLENCE PREVENTION SUPERVISOR	2.00
WELL WOMAN PROGRAM COORDINATOR	1.00
WELL WOMAN PROGRAM SPECIALIST	1.00
WIC LEAD WORKER	1.00
WIC PROGRAM MANAGER	1.00
WORKFORCE DEVELOPMENT COORDINATOR	1.00
Grand Total	**197.40**

Public Health 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Public Health is **$227,934**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
321 - ADMINISTRATION	Eliminate vacant Public Health Evaluator position	Position have been vacant for 6+ months. Essential work has been maintained, but elimination limits program evaluation, performance analysis, and continuous improvement capacity.	1	61,990
321 - ADMINISTRATION	Eliminate vacant Health Equity Coordinator position	Position has been vacant for 6+ months. Core operations continued through reprioritization and program integration. Elimination reduces capacity for planning, coordination, and initiative development.	1	61,990
323 - DISEASE CONTROL AND PREVENTION	Eliminate 2 vacant Preparedness Coordinator positions	Covid era positions. Core operations continued through communicable disease and emergency preparedness programs. Elimination reduces proactive planning ability and response coordination.	2	116,730
323 - DISEASE CONTROL AND PREVENTION	Eliminate Public Health Nurse position	Nurse position in Sexual and Reproductive Health program may be eliminated with outreach program scope changes.	1	57,650
323 - DISEASE CONTROL AND PREVENTION	Eliminate Disease Intervention Specialist position	With filling current vacancy and pursuing an internal recruitment we anticipate a vacancy identified for elimination by 9/1/26.	1	55,230
			Total	$353,590



Public Works

Engineering Division

Engineering — Landfill

Engineering — Sewer Utility

Engineering — Stormwater Utility

Fleet Service

Parks Division

Parks Division — Golf

Streets Division

Water Utility

Engineering Overview

Agency Mission

The mission of the Engineering Division is to provide Public Works services to the City's residents and visitors in a fair and consistent manner that encourages public input.

Agency Overview

The Agency is responsible for: (1) design, supervision, inspection, and construction of the City's transportation system infrastructure; (2) construction, maintenance, repair, and energy efficient retrofits to City-owned facilities; and (3) City surveying and mapping operations. The goal of the Engineering Division is to ensure the effective delivery of Public Works services to the City. The Engineering Division will advance this goal by investing in critical transportation infrastructure, public buildings, and records management to ensure consistent provision of Public Works services to City residents and visitors.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

- Salaries: CTC had budget for Premium Pay, Comp Absence, Hourly & Overtime all in Service 1 so moved appropriate amounts to other services
- Purchased Services: Reallocated funding for Conferences/Training amongst the services
- Inter-D Charges: Added $50,000 across all services to Inter-D from Sewer reflective of actual equipment rental amounts from prior year
- Revenues: Increased Private Development Revenues to reflect addition of marker balls and surveying services in 53s/54s.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

The proposed changes are primarily technical edits for alignment of budget with services.

Transmittal Memo

Engineering Division
210 Martin Luther King, Jr., Blvd, Room 115
Madison, WI 53703
(608) 266-4751
engineering@cityofmadison.com
www.cityofmadison.com/engineering

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer

Goals of Agency's Operating Budget (All Agencies)

The General Fund portion of the Engineering Division's budget covers the Engineering & Admin service (core activities primarily being transportation project management, design and construction, environmental services not related to landfills, land mapping and management, and Engineering technology & GIS), the Private Development contract administration and design service, Facilities Management service (primarily project management, design, and consultation for City facilities), and the Facilities Operations and Maintenance service.

Our Engineering & Admin service goals are:

- Work in coordination with other City agencies to design and construct an equitable and sustainable transportation system that provides integrated, safe options for pedestrians, bicyclists, transit, and motorists.
- Reduce our impact on climate change.
- Engage and involve the community in the project design process.
- Use an equity lens to identify and prioritize projects that incorporate safety and efficiently use public funds to address multiple infrastructure needs within projects (e.g. sewer, stormwater, water, private utilities, etc.).
- Protect taxpayers' investment in infrastructure by maximizing its useful life.
- Maintain accurate records for use by other City agencies and residents

The goals of our Facilities Management and Operations & Maintenance services are:

- Provide a safe and healthy work environment.
- Engage building occupants and users in design process.
- Protect taxpayers' investment in public buildings by maximizing each building's useful life.
- Reduce energy consumption and increase on-site generation of renewable energy.
- Help meet the City's goal of 100% renewable energy by 2030.

The goals of our Private Development service are:

- Ensure all relevant private development projects comply with City Ordinances, including entering into Developer Agreement contracts
- Ensure public infrastructure constructed to serve those developments meets City design and construction standards
- Efficiently and transparently work to obtain necessary City approvals and related permits for agreements and infrastructure plans
- Maintain accurate records for land and new infrastructure completed in association with developments

Our proposed Operating Budget would support our 2027 work plan, which involves work on a number of significant Capital projects and major initiatives. Within our Transportation design section, this includes continued work on the John Nolen Drive reconstruction,

reconstruction of Mineral Point Road from the Beltline to High Point Rd., final design of reconstruction of Regent St., design and reconstruction of a portion of Milwaukee St., reconstruction of streets within the Lake Forest neighborhood, along with several other transportation projects within our Reconstruction Streets and Pavement Management programs. We continue a focus on improvements to bicycle and pedestrian facilities and safety with several federally funded projects within our Bicycle and Pedestrian Capital Budget and consistent efforts to provide quality pedestrian access throughout the City. We also will partner with our colleagues in the City Department of Transportation to continue work on Bus Rapid Transit, the Safe Streets Madison program, among other projects and initiatives. With the City's development of our Complete Green Streets design guide, each of our transportation-related projects now comes with even greater focus on providing safe and well-connected active transportation options to help reduce our dependence on motor vehicles. In addition to project work, this service also conducts ratings of the City's pavement conditions on streets and inspections of bridges.

Within our Facilities section, this operating budget will help support completion of construction on a number of valuable projects in the City, proceeding with construction of a new west side Public Works Facility, proceeding with design of a new South District Police Station and Evidence Storage Facility, coordinating plans and buildouts of public facilities within the South Madison redevelopment, along with scheduled improvements of various Police, Fire, and Public Works facilities, and the Long Range Facilities Plan. Our proposed Operating Budget also aims to help meet the City's ambitious goal of 100% renewable energy and net zero carbon emissions for city operations by 2030. Engineering's GreenPower program will continue to expand the amount of solar on City facilities in 2027, focusing on our largest solar build-out to date at the Metro Satellite Facility on Hanson Rd., and our Facilities Maintenance group helps to improve the energy efficiency of City facilities and also support the expansion of the City's electric vehicle fleet by installing electric vehicle charging infrastructure, and providing preventative maintenance services a number of critical building components throughout the City to ensure these continue to work properly and efficiently for users, and to protect City investments through proper preventative maintenance measures.

As the City continues to grow, the proposed Operating Budget supports Engineering's Private Development service as we work to ensure compliance with City ordinances and that the public infrastructure installed with these developments is meeting standards. To date in 2026, this group has worked on 64 active Developer Agreements, and this work is anticipated to continue well into the future with the expected population growth within the City. In 2026, we are beginning to utilize our build-out of Autodesk Forma (formerly Autodesk Construction Cloud or ACC), and anticipate expanding this to more development projects throughout 2026 and 2027. The goal of implementing this program is to assist with transparency, organization of agreement documents, and better coordination between Engineering staff and development teams.

Engineering continues to expand our use of GIS and data as we work to refine our project selection criteria, which includes a holistic view of public infrastructure needs within the public right-of-way. This includes data such as pavement condition, transportation safety, and condition and capacity of underground utilities, and, as more pertinent data becomes available through efforts within Engineering or agency partners, they can be incorporated into this tool. In 2026, Engineering continued expanding the use Forma in our public works construction processes to include both front-end and contract finalization processes as well as tracking construction activities in the field and documenting information for payments. Forma has allowed us to eliminate redundant efforts, automate tedious tasks, and streamline processes, while also providing opportunities for more accessible data and reporting. With our 2027 Operating Budget, we plan to continue to improve these processes and integrate our public works design process within Forma.

Across all Engineering services, individual and aggregate project cost and schedule data remain key indicators of our performance and are monitored to assure we are meeting our goals.

99.25% Budget for General, Library, and Fleet Funds

Engineering will be primarily utilizing salary savings to manage to the 99.25% budget target. Additionally, we will need to closely monitor our overtime costs, especially related to the General Fund.

The continued implementation of Forma is expected to streamline our contract administration processes and eliminate redundant efforts. Once fully implemented, this should enable current inspection staff to spend more time in the field inspecting construction activities and communicating with residents, instead of doing paperwork. It will also assist Project Managers and Administrative staff to process contract documents, payments and change orders more efficiently. As we expand Forma to our Private Development service, we're beginning to find additional innovative ways to improve coordination through those processes and improve workflows to ensure clearer communication with development teams, more efficient transfers of documents and data, and to ensure revenues associated with this service sufficiently account

for all work performed. Ultimately, fully implementing Forma should eliminate redundant, tedious administrative tasks through automation, and minimize manual documentation of records, improving accuracy, and help improve collaboration amongst office and field staff, as well as any external project partners. Through these efficiency gains, we anticipate being able to slow growth in staffing costs, while being able to maintain service levels.

Beyond continuing to implement Forma and expand use of the system within Engineering, we will also be exploring training opportunities for staff, not only for professional development, but also to potentially reduce the need for contracting some services, which could reduce costs by being able to perform more of that work with our own staff. We will also continue to work with the Public Works team to identify opportunities to coordinate and share resources.

Reduction Scenarios

To reach 2% reduction target within the Engineering Operating Budget, we have put together 4 potential reductions that collectively make up approximately 2% of this budget. When considering opportunities for reductions, we reviewed our core services and activities that we absolutely must continue to perform, considered options that were realistic and achievable, while trying to limit impacts on existing permanent staff.

1. Elimination of the Madison Infrastructure Training Program, which would also allow for elimination of a currently vacant Deputy City Engineer position. This training program includes seasonal trainees, that are trained and learn on the job while performing capital sidewalk replacement work and some maintenance activities for sanitary sewer and stormwater. The program has had success in completing work at a cost-effective rate; however, a primary goal of the program was to create a pipeline to entry-level, full-time employment, and the program has been less successful in this regard primarily due to a lack of openings. The supervisor overseeing this program could be reassigned to focus on stormwater & sanitary sewer operations, allowing a vacant Deputy City Engineer position to be eliminated, which had previously overseen Engineering Operations. Given that the vacant position and the training program have an impact on all Engineering budgets, this cost reduction option applies to all funds. Eliminating the program and the position would reduce overall management and planning efforts within the section, and work previously performed under the training program would be reassigned to other permanent staff and/or contracted out through public works contracts funded by the capital budget.
2. Another cost reduction opportunity involves reducing service levels on multi-use path snow removal on paths under Engineering's responsibility, which includes portions of the Southwest Path and Capital City Trail. In order to reduce overtime costs, snow removal by Engineering would only be completed during normal business hours. If snow were to fall over nights or on weekends, paths would remain snow covered until the next business day, impacting commuters who choose active transportation modes during the season.
3. Within Engineering's Private Development service, staff are frequently contacted by developers to answer questions regarding project requirements, processes, etc. A new policy could be implemented within this service to reduce those contacts on projects without formal applications or agreements in place, allowing staff to focus on projects with those items already submitted or in place, and ultimately reducing the need to utilize overtime to maintain project schedules. This could lead to premature applications being submitted, resulting in higher-effort reviews or delay implementation of some private development projects as they work through a more formal process and need more assistance along the way.
4. Reduce the private development services within Engineering's Mapping/Land Information section. With the adopted 2026 Operating Budget, a new Public Works Development Manager 1 (PWDM1) position was created within this section of the Engineering Division to support land division reviews necessary for development projects to proceed. The first attempt to fill this position resulted in a failed recruitment, but the subsequent recruitment was filled via internal promotion. Other vacancies within the Division have created additional openings and opportunities for staff within areas of priority, core functions for the Division, which will result in the new PWDM1 position being vacant once again. Elimination of this position would reduce this service to pre-2026 levels; however, the full utilization of this position has not been realized since its very recent creation. The goal with adding this position with the 2026 Operating Budget was to relieve the existing bottleneck in the development review and advancement processes of the City, so eliminating this position would result in that limitation continuing to exist in perpetuity. Elimination of this position would result in some allocation changes of other positions to ensure all critical work is adequately supported, so this reduction scenario is also noted within the other Engineering Division budgets.

Reallocations and Other Changes

Engineering has a few potential personnel changes for 2027, some of which also impact other budgets for the Division, and are noted as such below. All personnel changes would need to fit within budget targets for the year and would require close monitoring of salary savings, coordination with Finance Department and Human Resources, and likely require any promotions to be considered for later in the year.

- Recreate Engineer 3 (18/10) as Engineer 4 (18/12) – this position is involved in advanced professional engineering work and design, in particular for design, permitting, and construction of solar projects. This recreation will allow more design work to be completed in-house, reducing need to contract for higher cost professional design services.
- Recreate Architect 2 (18/08) as Architect 3 (18/10) – while typically part of a career ladder advancement, the position does not exist in Engineering's budget at this level. This recreation will allow for that advancement once experience, work, and responsibilities with assignments are appropriate to do so.
- Recreate GIS Specialist 3 (18/10) as GIS Specialist 4 (18/12) – implementation of upgrades to ArcGIS and CityWorks platforms provide increased functionality that was not available in earlier versions. Fully utilizing the upgrades and allowing for the related efficiency and accuracy improvements for our Operations groups, and will require more advanced-level work. This position has an allocation that extends across all Engineering budgets.

Additionally, Engineering is in discussions with Community Development Division (CDD), Human Resources, and Finance Department regarding two positions. One involves transferring an existing, filled Custodian 2 (16/07) position from CDD to Engineering. This will allow for more effective management and utilization of the position as Engineering has 10 custodians on staff, and this is the only custodian within CDD. Moving the position to Engineering would allow for the same work under this position to be performed and funded through transfer from CDD, but with more alignment with other positions performing similar work, allowing for potential efficiencies and improved resource allocation.

The other position would be a new Plumber (71/04) position within Engineering. Starting in 2026 and 2027, Engineering will be taking on additional maintenance responsibilities for CDD facilities, most notably the new Bartillon Men's Shelter. As such, a new position will be needed in order to properly service these facilities.

Last, we are also proposing to eliminate a 0.5 FTE Custodial Worker 1 position. This position has remained vacant and unfilled for some time due to an inability to recruit for this type of position.

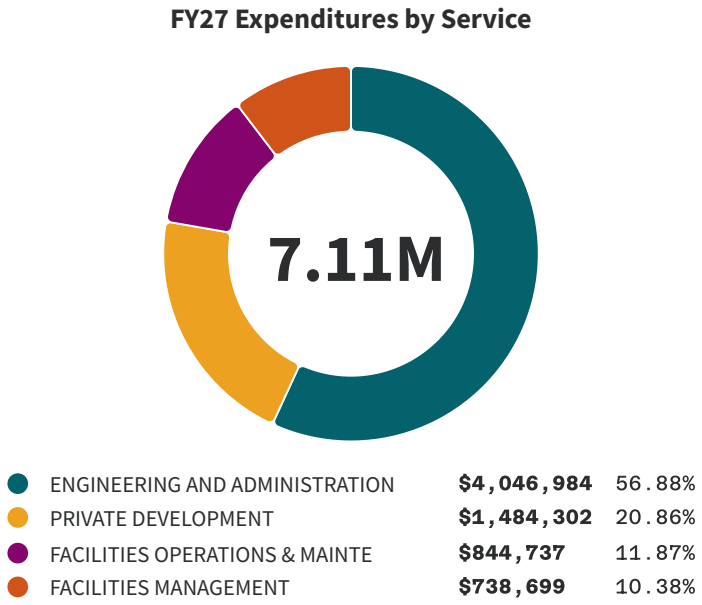
James M. Wolfe, P.E., City Engineer

Engineering Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

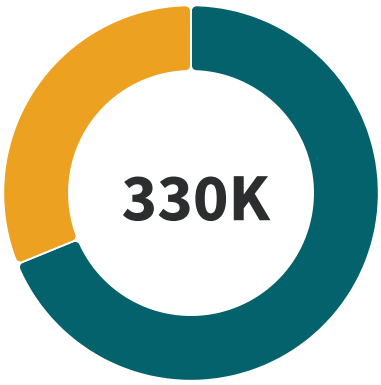


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ENGINEERING AND ADMINISTRATION	$3,735,731	$3,418,735	$3,928,380	$4,246,707	$4,046,984
FACILITIES MANAGEMENT	$694,762	$672,805	$719,590	$700,687	$738,699
FACILITIES OPERATIONS & MAINTE	$546,749	$730,762	$670,254	$755,897	$844,737
PRIVATE DEVELOPMENT	$1,352,419	$1,635,678	$1,376,623	$1,395,932	$1,484,302
Total Expenditures	**$6,329,661**	**$6,457,981**	**$6,694,847**	**$7,099,223**	**$7,114,723**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



PRIVATE DEVELOPMENT	**$227,300**	68.82%
FACILITIES OPERATIONS & MAINTE	**$103,000**	31.18%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ENGINEERING AND ADMINISTRATION	-	$6,788	-	-	-
FACILITIES OPERATIONS & MAINTE	$58,000	$164,693	$103,000	$103,000	$103,000
PRIVATE DEVELOPMENT	$210,000	$195,362	$210,000	$211,800	$227,300
Total Revenues	**$268,000**	**$366,843**	**$313,000**	**$314,800**	**$330,300**

Service: Engineering and Administration

Service Description

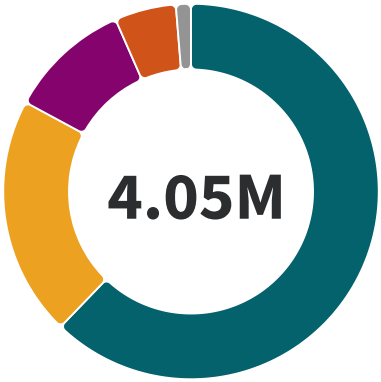
This service is responsible for design, management, contract administration, and administrative support to the Engineering Division's transportation infrastructure projects. This service oversees projects pertaining to: 1) streets and bridges, 2) sidewalks, 3) multi-use paths, 4) on and off-street bike facilities, 5) environmental improvements for remediating soil and groundwater contamination, 6) land records management and official map, and 7) engineering technology.

Activities Performed by this Service

- Division Management & Administration: Plan, direct, and implement the City public works design, construction, operations, and maintenance.
- Public Works Design, Project Management & Construction Inspection: Plan, design, and manage new and reconstructed transportation infrastructure, including public engagement. Oversee the annual process to inspect and rate infrastructure. Coordinate and manage projects including on-site construction inspection activities.
- Operations and Maintenance: Support the Streets Division in snow and ice control during winter weather events, and site work and construction for in-house facilities projects.
- Madison Infrastructure Training Engineering (MI-TE): Training program that completes sidewalk work, casting adjustments, and other minor street repairs while also providing an opportunity for trainees to gain valuable public works related experience.
- Environmental Remediation: Perform site inspections, provide technical assistance in clean-up negotiations, and apply for and manage Environmental Protection Agency and Department of Natural Resources grants.
- Land Management: Provide land management support services to City agencies and private developers including plan review, address validation, and Public Land Survey System.
- GIS: Create and maintain the City's map data, including land base, parcels, easements, and assets, and fulfill requests for data, analysis, and maps.
- Official Map: Maintain the official City map per requirements of Madison General Ordinance 16.25.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

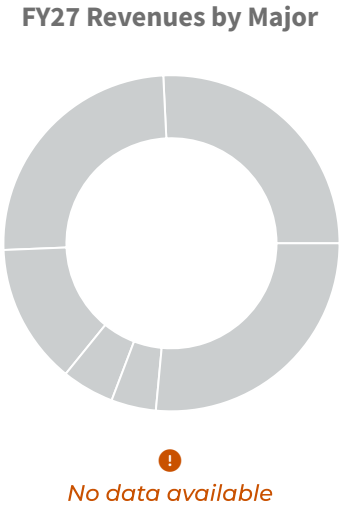


SALARIES	$2,531,854	62.56%
BENEFITS	$840,537	20.77%
INTER DEPART CHARGES	$429,426	10.61%
PURCHASED SERVICES	$215,187	5.32%
SUPPLIES	$52,780	1.30%
INTER DEPART BILLING	-$22,800	-0.56%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,228,561	$2,034,144	$2,420,853	$2,692,436	$2,531,854
BENEFITS	$806,230	$706,429	$775,514	$884,262	$840,537
SUPPLIES	$60,180	$40,394	$55,680	$55,680	$52,780
PURCHASED SERVICES	$257,338	$177,750	$244,576	$226,718	$215,187
INTER DEPART CHARGES	$461,647	$465,032	$464,637	$407,910	$429,426
INTER DEPART BILLING	-$78,226	-$5,014	-$32,880	-$20,300	-$22,800
Total Expenditures	**$3,735,731**	**$3,418,735**	**$3,928,380**	**$4,246,707**	**$4,046,984**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	-	$62	-	-	-
OTHER FINANCE SOURCE	-	$6,726	-	-	-
Total Revenues	**-**	**$6,788**	**-**	**-**	**-**

Service: Facilities Management

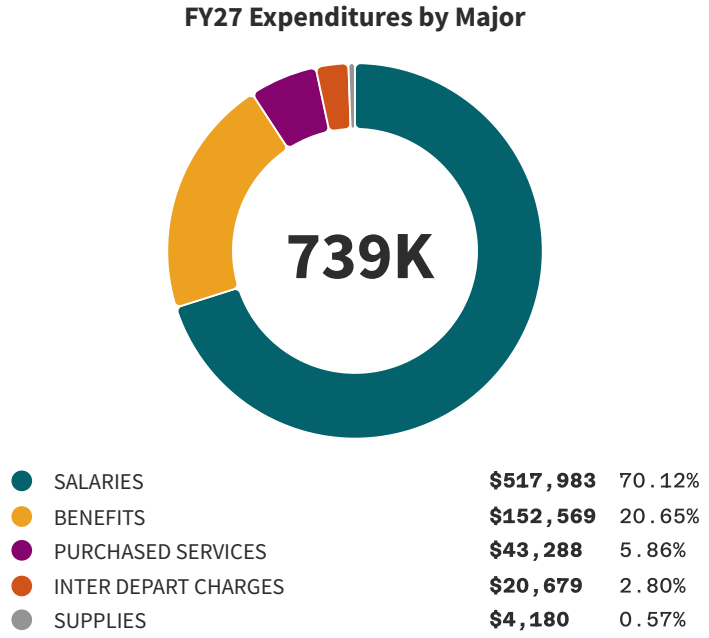
Service Description

This service is responsible for the design and project management of City-owned facilities, including supervision of remodeling and construction projects. The goal of this service is to implement projects that decrease energy use, conserve water, use renewable sources of energy, and provide high quality facilities to ensure effective and efficient services.

Activities Performed by this Service

- Project Management and Design: Project planning, site selection, design, budget, and procurement, including oversite of design consultants, project management, and directing projects through City approval processes.
- Construction Management: Manage the construction portion of the projects to ensure they are constructed per plans and specifications.
- Energy Analysis: Identify opportunities for energy savings and renewable energy utilization, perform site assessments and design for energy efficiency projects, and oversee energy efficiency activities for new and existing buildings.

Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$469,982	$421,960	$495,767	$490,933	$517,983
BENEFITS	$144,074	$181,496	$143,086	$152,375	$152,569
SUPPLIES	$3,600	$4,503	$3,900	$3,900	$4,180
PURCHASED SERVICES	$66,158	$44,473	$65,889	$42,530	$43,288
INTER DEPART CHARGES	$10,949	$20,374	$10,949	$10,949	$20,679
Total Expenditures	**$694,762**	**$672,805**	**$719,590**	**$700,687**	**$738,699**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Facilities Operations & Maintenance

Service Description

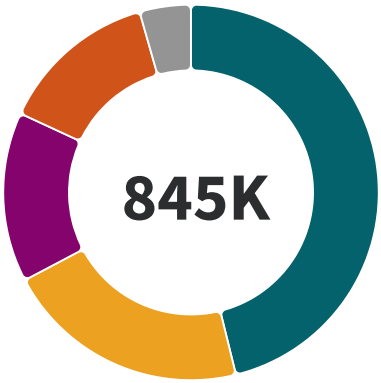
This service is responsible for the maintenance and operational oversight of City-owned facilities including: the Madison Municipal Building (MMB), the Fairchild Building, six district police stations, the police training center, 14 fire stations, seven Public Works facilities, the Madison Senior Center, six parking ramps, three leased facilities, and various storage buildings. The goals of this service are to 1) improve the operational efficiency of the facilities by implementing energy savings components to the scheduled facility improvements and 2) optimize municipal investment by increasing the useful life of the City's facilities.

Activities Performed by this Service

- Custodial Services: Provide green cleaning services for the Engineering Operations Facility, Madison Municipal Building, six police stations, Police Training Facility, and Fire Administration.
- Preventative Maintenance & Repairs: Perform scheduled preventative maintenance and repair of building systems and components to assure reliable operation, maximize energy efficiency, and maximize useful life.
- GreenPower Solar Installer Training Program: Install solar power systems on City facilities while providing employment training.
- Service Requests: Respond to customer service requests for repairs at noted City-owned buildings.
- Systems Administration and Maintenance: Manage and administer the system used to track maintenance activities, including providing training and assistance to users.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$1,388,602	164.38%
BENEFITS	$635,336	75.21%
SUPPLIES	$440,070	52.10%
PURCHASED SERVICES	$411,918	48.76%
INTER DEPART CHARGES	$132,916	15.73%
INTER DEPART BILLING	-$2,164,105	-256.19%

Engineering's budget is partially generated from billing other City agencies for services provided by Engineering staff. Most of the Inter-Departmental Billings are allocated to the Facilities Operations and Maintenance Service. Without Inter-Departmental Billings, the Facilities Operations and Maintenance service budget is $2,780,371 for 2026.

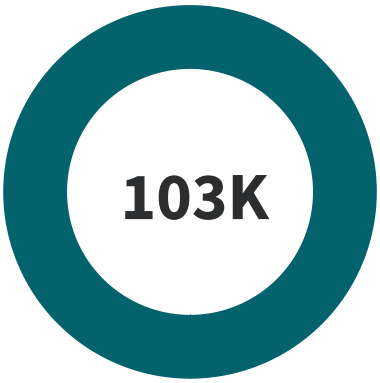
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,392,423	$1,397,302	$1,384,074	$1,318,431	$1,388,602
BENEFITS	$575,328	$486,593	$579,028	$604,579	$635,336

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SUPPLIES	$244,900	$432,413	$319,200	$444,200	$440,070
PURCHASED SERVICES	$322,431	$396,346	$370,640	$433,830	$411,918
INTER DEPART CHARGES	$116,402	$120,643	$122,046	$118,962	$132,916
INTER DEPART BILLING	-$2,104,735	-$2,102,535	-$2,104,735	-$2,164,105	-$2,164,105
Total Expenditures	**$546,749**	**$730,762**	**$670,254**	**$755,897**	**$844,737**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES **$103,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$58,000	$129,001	$103,000	$103,000	$103,000
OTHER FINANCE SOURCE	-	$22,261	-	-	-
TRANSFER IN	-	$13,431	-	-	-
Total Revenues	**$58,000**	**$164,693**	**$103,000**	**$103,000**	**$103,000**

Service: Private Development

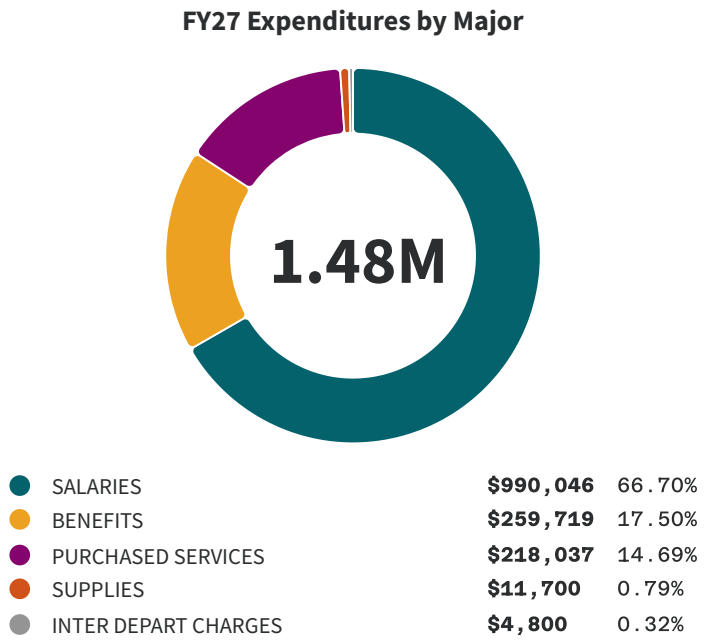
Service Description

This service is responsible for design, management, contract administration and administrative support for public infrastructure required to be constructed by private development projects to serve those developments.

Activities Performed by this Service

- Private Development Review: Review and evaluate private development proposals to ensure infrastructure can adequately serve new developments, protect the City's land rights, and provide for public utility easements needed for maintenance and operations.
- Contract Administration: Negotiate developer's agreements for public infrastructure needed to serve development. Administer contracts through final acceptance of public infrastructure assets and contract close out.
- Design: Planning, technical design, preparation of construction plans and specifications, and project management for new or upgraded infrastructure needed to serve the private development.
- Construction Inspection: Manage construction of public infrastructure required by private developments, ensuring construction complies with City plans and specifications.
- GIS: Create infrastructure assets in GIS for asset and work order management.

Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$900,862	$1,125,860	$920,090	$909,601	$990,046
BENEFITS	$241,057	$319,979	$222,223	$259,211	$259,719
SUPPLIES	-	$10,286	$6,122	$6,122	$11,700
PURCHASED SERVICES	$210,500	$174,976	$228,188	$220,998	$218,037
INTER DEPART CHARGES	-	$4,577	-	-	$4,800
Total Expenditures	**$1,352,419**	**$1,635,678**	**$1,376,623**	**$1,395,932**	**$1,484,302**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



MISC REVENUE **$227,300** 100.00%

Agency Revenues by Major

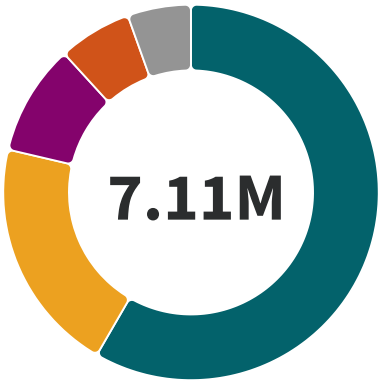
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$210,000	$195,362	$210,000	$211,800	$227,300
Total Revenues	**$210,000**	**$195,362**	**$210,000**	**$211,800**	**$227,300**

Engineering Division: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$5,428,485	76.30%
BENEFITS	$1,888,162	26.54%
PURCHASED SERVICES	$888,430	12.49%
INTER DEPART CHARGES	$587,821	8.26%
SUPPLIES	$508,730	7.15%
INTER DEPART BILLING	-$2,186,905	-30.74%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$4,679,492	$4,991,828	$4,979,266	$5,220,784	$5,411,401	$5,428,485
PERMANENT WAGES	$4,289,919	$4,873,379	$4,526,885	$4,978,036	$5,247,630	$5,247,630
SALARY SAVINGS	-	-$149,183	-	-$155,268	-$157,429	-$157,429
PENDING PERSONNEL	-	$1,187	-	$85,983	$1,409	-$30,584
PREMIUM PAY	$38,735	$32,000	$44,583	$34,000	$35,020	$44,670
WORKERS COMPENSATION WAGES	$31	-	$24,153	-	-	-
COMPENSATED ABSENCE	$127,550	$80,000	$109,873	$125,000	$128,750	$128,750
HOURLY WAGES	$71,520	$86,200	$100,196	$83,786	$86,300	$100,000
OVERTIME WAGES PERMANENT	$144,026	$122,395	$168,303	$114,067	$117,489	$142,016
OVERTIME WAGES HOURLY	$3,406	$8,200	$4,658	$3,500	$3,500	$4,700
ELECTION OFFICIALS WAGES	$4,305	-	$616	-	-	-
BUDGET EFFICIENCIES	-	-$62,350	-	-$48,320	-$51,268	-$51,268
BENEFITS	$1,599,498	$1,766,689	$1,694,497	$1,719,851	$1,900,428	$1,888,162
COMPENSATED ABSENCE ESCROW	$132,895	$65,000	$122,359	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HEALTH INSURANCE BENEFIT	$751,559	$880,421	$812,511	$892,876	$977,955	$977,955
WAGE INSURANCE BENEFIT	$17,836	$15,649	$20,188	$17,843	$19,822	$19,822
WI RETIREMENT SYSTEM	$315,570	$347,776	$340,054	$374,364	$393,775	$388,223
FICA MEDICARE BENEFITS	$340,176	$372,269	$357,600	$391,156	$411,264	$405,050
LICENSES AND CERTIFICATIONS	$1,510	$1,000	$415	$1,000	$1,000	$500
POST EMPLOYMENT HEALTH PLANS	$39,952	$84,575	$41,371	$42,612	$96,612	$96,612
SUPPLIES	$377,070	$308,680	$487,596	$384,902	$509,902	$508,730
OFFICE SUPPLIES	$2,693	$3,500	$2,335	$3,000	$3,000	$3,000
COPY PRINTING SUPPLIES	$2,333	$4,000	$2,015	$3,500	$3,500	$3,500
FURNITURE	$886	$500	$451	$500	$500	$1,500
HARDWARE SUPPLIES	$4,418	$7,500	$8,089	$14,075	$14,075	$10,000
SOFTWARE LICENSES & SUPPLIES	$1,118	$5,000	-	$2,847	$2,847	$1,000
POSTAGE	$20,038	$20,000	$11,603	$20,000	$20,000	$16,500
BOOKS AND SUBSCRIPTIONS	$563	$500	$1,155	$1,000	$1,000	$1,200
WORK SUPPLIES	$62,732	$50,180	$75,095	$50,180	$50,180	$67,680
JANITORIAL SUPPLIES	$43,146	$52,500	$48,683	$50,000	$50,000	$44,000
SAFETY SUPPLIES	$6,721	$6,000	$10,317	$6,500	$6,500	$10,000
SNOW REMOVAL SUPPLIES	$80	$500	$48	$150	$150	$100
UNIFORM CLOTHING SUPPLIES	$5,789	$7,000	$6,130	$7,000	$7,000	$6,500
FOOD AND BEVERAGE	$449	-	$342	$500	$500	$500
BUILDING SUPPLIES	$18,995	$15,000	$15,242	$20,000	$20,000	$20,000
ELECTRICAL SUPPLIES	$36,479	$20,000	$24,587	$35,000	$35,000	$28,000
HVAC SUPPLIES	$104,963	$60,000	$173,530	$100,000	$180,000	$180,000
PLUMBING SUPPLIES	$33,772	$30,000	$62,400	$40,000	$60,000	$60,000
LANDSCAPING SUPPLIES	$2,775	$3,500	$2,460	$3,500	$3,500	$3,500
MACHINERY AND EQUIPMENT	$3,084	$3,000	$3,354	$12,150	$12,150	$11,750
EQUIPMENT SUPPLIES	$13,274	$20,000	$12,778	$15,000	$15,000	$15,000
SWR OP ADM TOOLS	$12,763	-	$26,982	-	$25,000	$25,000
PURCHASED SERVICES	$776,549	$856,427	$793,544	$909,293	$924,076	$888,430
NATURAL GAS	$32,828	$40,240	$48,618	$42,830	$42,830	$49,740
ELECTRICITY	$106,402	$119,880	$108,422	$114,680	$114,680	$121,250
WATER	$6,491	$6,690	$6,528	$6,800	$6,800	$6,570
SEWER	$3,465	$3,750	$3,946	$4,200	$4,200	$4,190
STORMWATER	$31,423	$32,070	$30,788	$32,430	$32,430	$33,640
TELEPHONE	$1,944	$1,931	$1,806	$2,047	$2,047	$1,345
CELLULAR TELEPHONE	$15,215	$17,838	$15,144	$14,523	$14,523	$15,530

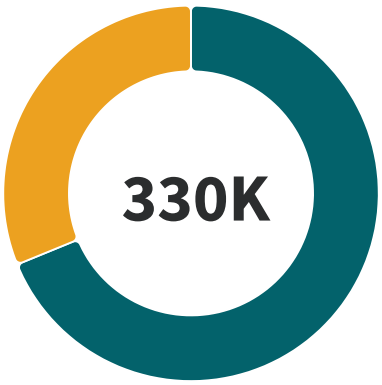
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SYSTEMS COMMUNICATION INTERNET	$27,588	$27,600	$27,588	$27,600	$27,600	$13,800
BUILDING IMPROV REPAIR MAINT	$147,360	$61,810	$125,549	$100,000	$163,190	$130,000
WASTE DISPOSAL	$7,059	$5,000	$5,022	$5,320	$5,320	$5,320
PEST CONTROL	$8,128	$8,060	$8,395	$8,320	$8,320	$8,320
ELEVATOR REPAIR	$5,207	$6,830	$5,342	$5,500	$5,500	$5,500
FACILITY RENTAL	$98	-	-	-	-	-
CUSTODIAL BUILDING USE CHARGES	$38,372	$38,610	$40,615	$38,610	$38,610	$38,610
PROCESS FEES RECYCLABLES	$203	-	-	-	-	-
GROUNDS IMPROV REPAIR MAINT	-	$2,900	-	$2,900	$2,900	-
LANDSCAPING	$237	-	$2,330	$7,200	$7,200	$2,500
EQUIP IMPROV REPAIR MAINT	$15,760	$25,000	$19,014	$17,500	$17,500	$23,082
SYSTEM AND SOFTWARE MAINTENANC	$32,511	$147,732	$54,785	$156,659	$66,452	$59,604
VEHICLE REPAIR AND MAINTENANCE	$83	-	$39	-	-	-
LEASE RENTAL OF EQUIPMENT	$2,253	$1,000	$3,459	$1,000	$1,000	$1,000
STREET IMPROV REPAIR MAINT	$1,122	-	$3,715	-	-	-
BRIDGE IMPROV REPAIR MAINT	-	-	-$1,327	-	-	-
SIDEWALK IMPROV REPAIR MAINT	$1,182	-	-	-	-	-
ST LIGHT IMPROV REPAIR MAINT	-	-	-$147	-	-	-
BIKE PATH IMPROV REPAIR MAINT	-	-	$651	-	-	-
PLANT IN SERVICE IMPROV REPAIR	-	-	-$193	-	-	-
RECRUITMENT	$427	$500	$233	$500	$500	$500
MILEAGE	$975	$1,150	$53	$1,000	$1,000	$100
CONFERENCES AND TRAINING	$11,667	$10,750	$8,397	$20,600	$20,600	$20,600
MEMBERSHIPS	$8,374	$8,306	$8,750	$10,084	$10,084	$6,494
MEDICAL SERVICES	$66	-	-	-	-	-
DELIVERY FREIGHT CHARGES	$210	$300	$579	$300	$300	$300
STORAGE SERVICES	$529	$600	$604	$600	$600	$600
CONSULTING SERVICES	$58,240	$73,675	$63,771	$70,725	$112,525	$112,425
ADVERTISING SERVICES	$3,963	$3,800	$5,350	$3,800	$3,800	$4,500
INSPECTION SERVICES	$10,954	$6,925	$7,406	$6,925	$6,925	$6,830
SURVEYING SERVICES	-	-	-	-	-	$5,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PARKING TOWING SERVICES	$58	-	-	-	-	-
SECURITY SERVICES	$1,876	$1,900	$1,928	$2,460	$2,460	$1,870
OTHER SERVICES AND EXPENSES	$151,903	$153,900	$139,703	$156,200	$156,200	$152,700
TAXES AND SPECIAL ASSESSMENTS	$39,844	$44,730	$44,797	$45,030	$45,030	$53,560
PERMITS AND LICENSES	$2,532	$2,950	$1,883	$2,950	$2,950	$2,950
INTER DEPART CHARGES	$587,197	$588,998	$610,626	$597,632	$537,821	$587,821
ID CHARGE FROM ENGINEERING	$25,639	$30,403	$28,203	$30,403	$28,203	$28,203
ID CHARGE FROM FLEET SERVICES	$30,202	$40,813	$23,250	$51,015	$16,897	$16,897
ID CHARGE FROM LANDFILL	$4,889	$6,500	$6,030	$6,500	$6,500	$6,500
ID CHARGE FROM TRAFFIC ENGINEE	$4,990	$26,491	$4,992	$6,221	$6,221	$6,221
ID CHARGE FROM INSURANCE	$124,466	$124,985	$124,985	$162,357	$139,500	$139,500
ID CHARGE FROM WORKERS COMP	$198,740	$184,806	$184,806	$141,436	$140,800	$140,800
ID CHARGE FROM PARKING	$5,513	-	$11,721	$24,700	$24,700	$24,700
ID CHARGE FROM SEWER	$117,751	$100,000	$149,533	$100,000	$100,000	$150,000
ID CHARGE FROM STORMWATER	$75,007	$75,000	$77,107	$75,000	$75,000	$75,000
INTER DEPART BILLING	-$1,920,410	-$2,182,961	-$2,107,548	-$2,137,615	-$2,184,405	-$2,186,905
ID BILLING TO HUMAN RESOURCES	-$66,104	-$72,714	-$72,714	-$72,714	-$72,714	-$72,714
ID BILLING TO INFORMATION TEC	-$969	-$1,066	-$1,066	-$1,066	-$1,066	-$1,066
ID BILLING TO FIRE	-$335,133	-$368,646	-$368,646	-$368,646	-$368,646	-$368,646
ID BILLING TO POLICE	-$579,674	-$637,641	-$637,641	-$637,641	-$637,641	-$637,641
ID BILLING TO PUBLIC HEALTH M	-$34,320	-$37,752	-$37,752	-$37,752	-$37,752	-$37,752
ID BILLING TO ENGINEERING	-$25,639	-$30,403	-$28,203	-$30,403	-$28,203	-$28,203
ID BILLING TO FLEET SERVICES	-$66,942	-$73,636	-$73,636	-$73,636	-$73,636	-$73,636
ID BILLING TO LANDFILL	-$14,112	-$15,342	-$17,488	-$15,342	-$15,342	-$17,842
ID BILLING TO PUBLIC WORKS AN	-$10,236	-$11,260	-$11,260	-$11,260	-$11,260	-$11,260
ID BILLING TO STREETS	-$55,153	-$60,668	-$60,668	-$60,668	-$60,668	-$60,668
ID BILLING TO TRAFFIC ENGINEE	-$62,060	-$68,266	-$68,266	-$68,266	-$68,266	-$68,266
ID BILLING TO LIBRARY	-$3,537	-$3,891	-$3,891	-$3,891	-$3,891	-$3,891
ID BILLING TO PARKS	-$14,111	-$15,522	-$15,522	-$15,522	-$15,522	-$15,522
ID BILLING TO BUILDING INSPEC	-$113,620	-$124,982	-$124,982	-$124,982	-$124,982	-$124,982

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID BILLING TO COMMUNITY DEVEL	-$102,677	-$112,945	-$112,945	-$112,945	-$174,515	-$174,515
ID BILLING TO ECONOMIC DEVELO	-$55,395	-$60,935	-$60,935	-$60,935	-$60,935	-$60,935
ID BILLING TO OFFICE OF DIR PL	-$15,388	-$16,927	-$16,927	-$16,927	-$16,927	-$16,927
ID BILLING TO PLANNING	-$80,304	-$88,334	-$88,334	-$88,334	-$88,334	-$88,334
ID BILLING TO PARKING	-$88,950	-$148,918	-$97,845	-$108,949	-$97,845	-$97,845
ID BILLING TO SEWER	-$68,143	-$81,652	-$70,948	-$81,652	-$81,652	-$81,652
ID BILLING TO STORMWATER	-$47,513	-$56,134	-$49,406	-$56,134	-$56,134	-$56,134
ID BILLING TO TRANSIT	-	-$6,853	-	-$882	-	-
ID BILLING TO WATER	-	-	-	-$594	-	-
ID BILLING TO CDA	-$80,430	-$88,473	-$88,473	-$88,473	-$88,473	-$88,473
Total Expenditures	**$6,099,395**	**$6,329,661**	**$6,457,981**	**$6,694,847**	**$7,099,223**	**$7,114,723**

Agency Revenues by Major

FY27 Revenues by Major



MISC REVENUE	**$227,300**	68.82%
CHARGES FOR SERVICES	**$103,000**	31.18%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$104,807	$58,000	$129,063	$103,000	$103,000	$103,000
SALE OF RECYCLABLES	$7,786	$8,000	$11,270	$8,000	$8,000	$8,000
REIMBURSEMENT OF EXPENSE	$97,021	$50,000	$117,793	$95,000	$95,000	$95,000
MISC REVENUE	$206,374	$210,000	$195,362	$210,000	$211,800	$227,300
MISCELLANEOUS REVENUE	$206,374	$210,000	$195,362	$210,000	$211,800	$227,300
OTHER FINANCE SOURCE	$4,465	-	$28,987	-	-	-
SALE OF ASSETS	$4,465	-	$28,987	-	-	-
TRANSFER IN	$1,295	-	$13,431	-	-	-
TRANSFER IN FROM INSURANCE	$1,295	-	$13,431	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Revenues	**$316,941**	**$268,000**	**$366,843**	**$313,000**	**$314,800**	**$330,300**

Engineering Division Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

Since 2025, all positions in the Engineering Division agencies (Engineering, Landfill, Sewer Utility, Stormwater Utility) are reflected on the Engineering Division position page. This change was introduced to simplify position pages and better reflect how the Engineering Division allocates employees across all four agencies.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCOUNTANT 1-18	18	1.00	1.00
ACCOUNTANT 3-18	18	1.00	1.00
ACCOUNTANT 4-18	18	1.00	1.00
ARCHITECT 2-18	18	1.00	1.00
ARCHITECT 3-18	18	4.00	4.00
ARCHITECT 4-18	18	1.00	1.00
ASST CITY ENGINEER-18	18	4.00	4.00
BUILDING & TRADES FOREPERS-71	71	2.00	2.00
CCTV INSPEC TECH - 15	15	3.00	3.00
CITY ENGINEER-21	21	1.00	1.00
COMP MAP/GIS COORD-18	18	2.00	2.00
CONSTRUCT INSP 1-15	15	5.00	5.00
CONSTRUCT INSP 2-15	15	8.00	8.00
CONSTRUCTION MGR 2-18	18	2.00	2.00
CUSTODIAL WKR 1-16	16	8.50	8.50
CUSTODIAL WKR 2-16	16	2.00	2.00
ELECTRICIAN-71	71	4.00	4.00
ENGINEER 2-18	18	3.00	3.00
ENGINEER 3-18	18	12.00	12.00
ENGINEER 4-18	18	14.00	14.00
ENGR FIELD AIDE-15	15	3.00	3.00
ENGR FINANCIAL MGR	18	1.00	1.00
ENGR OPER MAINT WKR-15	15	2.00	2.00
ENGR OPR LDWKR 1-15	15	4.00	4.00
ENGR OPR LDWKR 2-15	15	1.00	1.00

		2026 Adopted	2026 Year to Date
ENGR OPR LDWKR 3-15	15	3.00	3.00
ENGR OPR SUPV-18	18	1.00	2.00
ENGR PROG SPEC 1-16	16	3.00	3.00
ENGR PROG SPEC 2-16	16	2.00	2.00
FACILITY MAINT WKR-16	16	4.00	4.00
GIS SPECIALIST 1-18	18	1.00	1.00
GIS SPECIALIST 2-18	18	2.00	2.00
GIS SPECIALIST 3-18	18	2.00	2.00
HRA 1-18	18	1.00	1.00
HYDROGEOLOGIST 3-18	18	1.00	1.00
LANDSCAPE ARCHITECT 2-18	18	1.00	1.00
LANDSCAPE ARCHITECT 4-18	18	1.00	1.00
MAINT MECH 1-16	16	2.00	2.00
MAINT MECH 2-15	15	1.00	1.00
MAINT MECH 2-16	16	3.00	3.00
PRINCIPAL ARCHITECT 1-18	18	1.00	1.00
PRINCIPAL ENGR 1-18	18	3.00	3.00
PRINICPAL ENGR 2-18	18	2.00	2.00
PROGRAM ASST 1-20	20	2.00	2.00
PROGRAM ASST 2-20	20	3.00	3.00
PROGRAM ASST 3-20	20	1.00	1.00
PUB WKS DEV MGR 1-18	18	1.00	1.00
PUB WKS DEV MGR 2-18	18	3.00	3.00
PUB WKS FORE 2-18	18	2.00	2.00
PUB WKS GEN FORE-18	18	1.00	1.00
PUB WKS GEN SUPV-18	18	2.00	2.00
PUBLIC INFORMATION OFF 2-18	18	1.00	1.00
S/D MAINT TECH 2 - 15	15	13.00	13.00
SIDEWALK PROG SUPERV-18	18	1.00	1.00
SSMO 1-15	15	21.00	21.00
SSMO 2-15	15	7.00	7.00
SSMO 3-15	15	4.00	4.00

		2026 Adopted	2026 Year to Date
SURVEYOR 1-15	15	1.00	1.00
SURVEYOR 2-18	18	2.00	2.00
TRAFFIC OPER SUPV-18	18	1.00	
WATER RES SPEC 3-18	18	1.00	1.00
Grand Total		**191.50**	**191.50**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☐No – No reclassifications

☒Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

PCN 1146 GIS Specialist 3 to GIS Specialist 4; PCN 4607 Engineer 3 to Engineer 4; PCN 4700 Architect 2 to Architect 3

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

For 1146: With recent upgrades to ArcGIS and CityWorks, new functionality is introduced within the platforms that require more advanced work out of the position to implement. This work will allow for more efficient and accurate work and documentation to take place within maintenance/operations groups. For 4607 – this position is necessary to perform advanced level professional engineering work on building systems and, in particular, design work for solar installations. This position reclassification will provide the appropriate level of responsibility for professional, licensed work performed by the position. Being able to complete design work with our own staff reduces costs by not having to contract out professional services. For 4700 – this change is typically a career ladder advancement associated with appropriate responsibilities and work being performed. This change in the budget would allow for this advancement, once ready.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

For 1146: Being able to effectively implement our maintenance programs consistently across the City is important for delivering equitable services and provides beneficial data for long term planning purposes and analysis. For 4607: work completed under this position is aligned with facility energy and sustainability improvements, reducing the City's carbon footprint, which is a benefit to all residents. Recently, Engineering also completed a solar installation at CDA Truax Apartments, and having staff with the appropriate expertise and licensing in the appropriate positions, allows the City to continue with creative, beneficial projects elsewhere in the City.

Engineering 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Engineering is **$135,688**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
401 - ENGINEERING AND ADMINISTRATION	Madison Infrastructure Training Engineering Program - Training program is designed/intended to provide exposure and training on various infrastructure work, primarily sidewalk replacement, but also sewer/stormwater related work such as access structure casting replacement/adjustment, with the goal of preparing trainees for potential entry-level full time employment in Public Works agencies. Eliminating the training program would result in operating cost savings by no longer hiring seasonal, hourly trainees and also allow for restructuring of Engineering Operations supervisor group, including eliminating a postion, notably a vacant Deputy City Engineer position. *Note this reduction scenario extends across multiple Engineering services, with a combined FTE impact of 1, and total oeprating cost reduction of $206,513.	Eliminating the program would require some of this work to be re-assigned to permanent staff or contracted out through public works contracts funded through programs in Capital Budget(s). Some cost savings could still be realized if the program were to remain by underfilling this position.	1*	53,203
401 - ENGINEERING AND ADMINISTRATION	Only complete snow removal on multi-use paths under Engineering's responsibility during normal business hours, reducing overtime	Snow would only be removed from paths under Engineering's responsbility (portions of Southwest Path and Capital City Trail, south of beltline) during normal weekday business hours. If snow falls during evening/nighttime hours or over weekends, paths would remain snow-covered until the next business day, potentially making snow removal more difficult, but reducing overtime costs.	0	15,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
405 - PRIVATE DEVELOPMENT	Implement policy to limit staff time responding to developer inquiries and/or providing information and assistance to developers without actual applications or agreements in place, creating efficiencies for staff and reducing overtime costs.	Restricting communications, reviews, and assistance on developer inquiries without formal applications or agreements in place would allow staff to dedicate resources to projects with those applications & agreements in place, creating efficiencies, and primarily reducing the need for additional overtime to be spent on this service to maintain commited schedules. The impact is that some potential outside customers/developers may get discouraged or applications may be submitted prematurely, without all necessary information included, resulting in additional time/effort on all parties to review, edit, and resolve issues.	0	16,000
404 - FACILITIES OPERATIONS & MAINTENANCE	Eliminate contract for HVAC filter replacement at Fleet (Nakoosa) facility, and complete this work with in-house staff.	Given the use of the Fleet facility and design of the HVAC system, filter replacements are a critical preventative maintenance measure and must be completed regularly to ensure reliable long term operability. Contracted filter replacement includes scheduling, ordering, receiving, storage, transportation, installation, removal and disposal of old filters for 3 full filter changes per year, and one partial seasonal change at the Nakoosa facility. Full filter changes include replacement of 194 filters each time (582 total), and 53 filters on the season change. Eliminating this contract would require the work noted above for the 635 annual filter changes to be completed by Engineering staff, requiring higer-skilled staff to perform this work. Contracting this work allows in-house staff to focus on resolving more challenging issues at other facilities, and completes this work in a cost-effective manner, approaching the cost of just the City having to purchase/store/transport the filter materials ourselves. Eliminating the contract would also require these material costs to absorbed within existing budget for HVAC supplies, potentially delaying purchase of other critical materials.	0	10,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
401 - ENGINEERING AND ADMINISTRATION	CAD/GIS service reductions primarily impacting Engineering Mapping/Land Info and Private Development. More broadly utilize and prioritze existing CAD/GIS specialist positions within Engineering to support critical functions as best as possible, and eliminate a vacant CAD/GIS Specialist Position. *Note this reduction scenario extends across multiple Engineering services, with a combined FTE impact of 1, and total operating cost reduction of $135,602.	Vacant position is currently within the Engineering Mapping/Land Information section, performing critical, core services for the Engineering Division such as base map (parcels, easements, rights-of-way, etc.) edits for accuracy, assisting with addressing and address point updates for Dane Co. 911, among other critical tasks. If position were eliminated, multiple other staff with similar skill sets would be assigned portions of this work, while retaining other responsibilities. As a result, this critical work would be completed in less timely manner. Additionally, this broader application of assignments and retainment of other duties would create inefficiencies and would be detrimental to other work necessary for efficient operations of Engineering and other services, including: recent promotion to fill position created through Finance Committee & Council budget amendment to assist with the Private Development service would need to retain some prior duties reducing the actual benefit of the position to the Private Development service; rollout of CAD standards & efficiencies would slow, resulting in more manual entry of records, inaccuracies of data, and less efficient design work; planned utilization of upgrades to CityWorks and work order processes would be delayed, similarly impacting efficient work and identification & resolution of issues by Engineering Facilities Maintenance and Engineering Sewer/Stormwater Operations; limit ability of Engineering Technology staff to develop automation tools, further hindering ability to implement efficiencies and reduce manual, redundant tasks.	1*	68,875
			Total	163,078

Landfill Overview

Agency Mission

The mission of the Landfill is to protect the City's public health and the environment by monitoring the operation and maintenance of Madison's five closed landfills.

Agency Overview

The Agency is responsible for the maintenance of the City's five closed landfill sites at Mineral Point, Greentree, Demetral, Sycamore, and Olin. The Agency's goal is to control and eliminate gas and groundwater contamination to maintain a clean environment in the City.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

- Purchased Services: Increase to utility costs reflective of anticipated 2027 rates
- Inter-D Billings: $10,000 increase to Inter-D Billing to Sewer for Sewer's use of Landfill owned vehicles, reflective of prior year experience

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

No anticipated impact

Transmittal Memo

Engineering Division
210 Martin Luther King, Jr., Blvd, Room 115
Madison, WI 53703
(608) 266-4751
engineering@cityofmadison.com
www.cityofmadison.com/engineering

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer

Goals of Agency's Operating Budget (All Agencies)

The Engineering Landfill service manages the five closed landfills overseen by the City. Our goals are to:

- Protect public safety and the environment.
- Provide green space for recreational use.
- Provide pollinator and wild life habitat.
- Assure compliance with Wisconsin DNR regulations.

To meet these goals, Engineering staff routinely monitor and plan maintenance activities in the closed landfills as necessary to meet the stated goals and requirements of DNR regulations. This monitoring includes collecting measurements and samples to test and collect data on a variety of pollutants as well as inspecting the operating aspects of landfill components and maintaining records. Staff also perform maintenance work as needed to ensure all elements of the closed landfill are functioning properly.

Enterprise Agencies

Managing the closed landfills is funded through the Landfill Special Charge. The current rate and existing reserves are expected to be adequate to fund the activities required to manage these sites, so there are no planned increases compared to 2026 budget, nor any significant changes planned to services. It's worth noting that the landfill special charge was reduced by over 25% in 2021, and the rate has remained unchanged since then.

Reduction Scenarios

Given that the Landfill service has a limited scope and smaller budget when compared to the other Engineering budgets, and that the vast majority of this work is required for compliance with regulations, there were few opportunities for cost reductions within this fund. We continue to look for opportunities to improve efficiencies while maintaining compliance and protecting public safety.

The one reduction opportunity within the Landfill service is ultimately the result of the elimination of the Madison Infrastructure Training Engineering (MITE) program and elimination of the Deputy City Engineer position, which had allocations across all Engineering services, including Landfill, as described in more depth within the main Engineering budget memo. The impact of this reduction would involve reduced planning, management, and oversite of the program; however, a recent promotion of an Engineer 4 within this service would adequately perform those duties.

Reallocations and Other Changes

Engineering has one proposed personnel change impacting the Landfill service. As noted in the Engineering memo, personnel changes would need to fit within budget targets for the year and would require close monitoring of salary savings, coordination with Finance Department and Human Resources, and likely require any promotions to be considered for later in the year.

- Recreate GIS Specialist 3 (18/10) as GIS Specialist 4 (18/12) – implementation of upgrades to ArcGIS and CityWorks platforms provide increased functionality that was not available in earlier versions. Fully utilizing the upgrades and allowing for the related efficiency and

accuracy improvements for our Operations groups, including our Landfill service, will require more advanced-level work of this position. This position has an allocation that extends across all Engineering budgets.

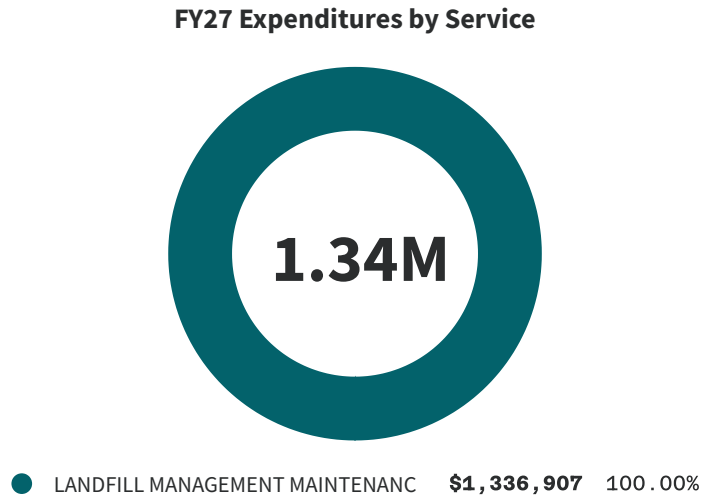
James M. Wolfe, P.E., City Engineer

Landfill Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

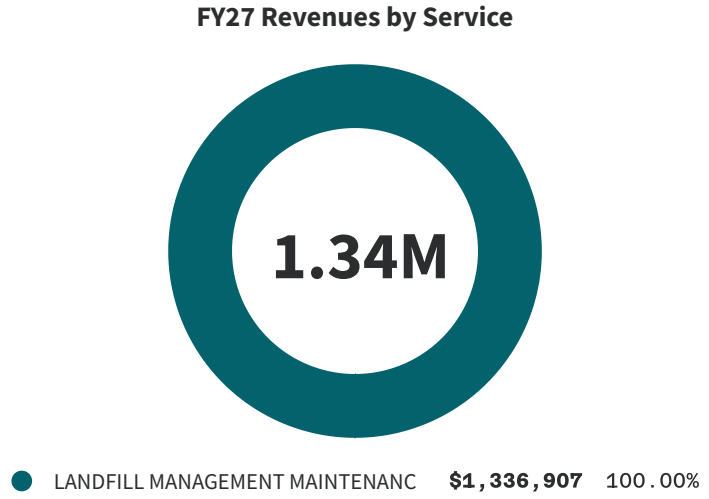
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
LANDFILL MANAGEMENT MAINTENANC	$1,229,848	$1,291,161	$1,317,681	$1,324,370	$1,336,907
Total Expenditures	**$1,229,848**	**$1,291,161**	**$1,317,681**	**$1,324,370**	**$1,336,907**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
LANDFILL MANAGEMENT MAINTENANC	$1,229,848	$1,291,161	$1,317,681	$1,324,370	$1,336,907
Total Revenues	**$1,229,848**	**$1,291,161**	**$1,317,681**	**$1,324,370**	**$1,336,907**

Service: Landfill Management and Maintenance

Service Description

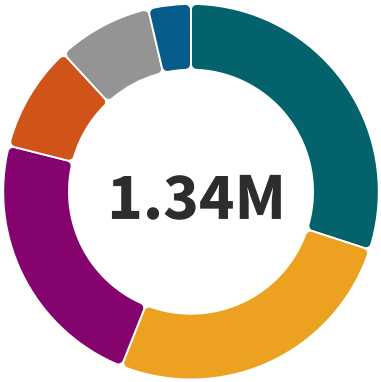
This service manages the five closed landfills overseen by the City. The goal of this service is to eliminate the migration of landfill contamination and gas to protect the health and safety of our residents and environment.

Activities Performed by this Service

- Monitoring & Sampling: Monitor landfill gas extraction and migration control systems and perform sampling.
- Maintenance & Repair: Perform scheduled maintenance and repair to Landfill systems to assure reliable operation, maximize energy efficiency, and protect taxpayers' investment by maximizing useful life.
- Landfill Management and Regulatory Compliance: Plan, direct, and implement landfill management programs per the WI-DNR-approved plan and prepare and submit reports demonstrating regulatory compliance.
- Coordinate with partner agencies to identify and implement compatible co-uses of landfill sites to maximize community benefit.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$436,074	32.62%
INTER DEPART CHARGES	$378,375	28.30%
PURCHASED SERVICES	$332,808	24.89%
BENEFITS	$133,700	10.00%
TRANSFER OUT	$119,200	8.92%
SUPPLIES	$53,250	3.98%
INTER DEPART BILLING	-$116,500	-8.71%

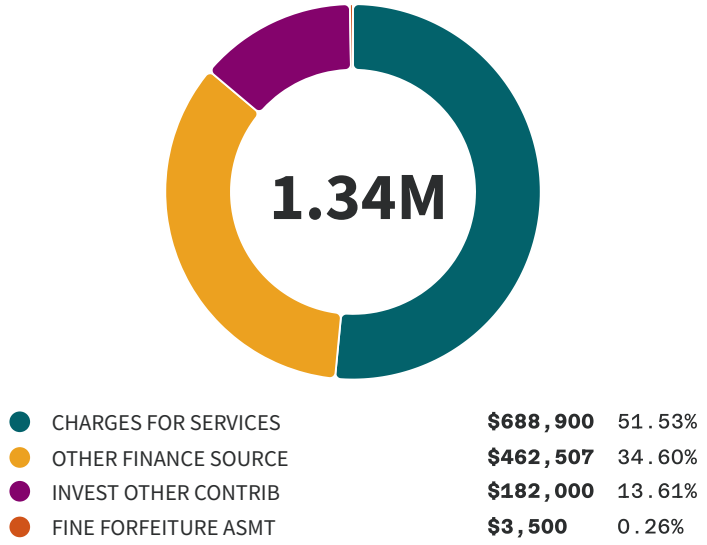
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$385,949	$383,009	$410,918	$436,074	$436,074
BENEFITS	$137,384	$135,160	$149,104	$134,326	$133,700
SUPPLIES	$46,550	$42,191	$53,250	$53,250	$53,250
PURCHASED SERVICES	$319,579	$278,817	$317,345	$317,345	$332,808
INTER DEPART CHARGES	$336,886	$348,164	$379,564	$375,875	$378,375
INTER DEPART BILLING	-$106,500	-$106,613	-$106,500	-$106,500	-$116,500
TRANSFER OUT	$110,000	$210,431	$114,000	$114,000	$119,200

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$1,229,848**	**$1,291,161**	**$1,317,681**	**$1,324,370**	**$1,336,907**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

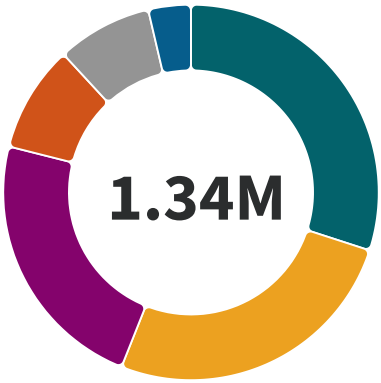
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$660,000	$718,401	$685,000	$685,000	$688,900
FINE FORFEITURE ASMT	$3,000	$3,291	$3,500	$3,500	$3,500
INVEST OTHER CONTRIB	$182,000	$168,665	$182,000	$182,000	$182,000
MISC REVENUE	-	$75	-	-	-
OTHER FINANCE SOURCE	$384,848	$400,111	$447,181	$453,870	$462,507
TRANSFER IN	-	$618	-	-	-
Total Revenues	**$1,229,848**	**$1,291,161**	**$1,317,681**	**$1,324,370**	**$1,336,907**

Landfill: Other Restricted Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Restricted Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$436,074**	32.62%
INTER DEPART CHARGES	**$378,375**	28.30%
PURCHASED SERVICES	**$332,808**	24.89%
BENEFITS	**$133,700**	10.00%
TRANSFER OUT	**$119,200**	8.92%
SUPPLIES	**$53,250**	3.98%
INTER DEPART BILLING	**-$116,500**	-8.71%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$367,951	$385,949	$383,009	$410,918	$436,074	$436,074
PERMANENT WAGES	$353,682	$369,594	$368,206	$394,099	$412,670	$412,670
PENDING PERSONNEL	-	-	-	-	$6,585	$6,585
PREMIUM PAY	$1,001	$1,365	$1,341	$1,406	$1,406	$1,406
WORKERS COMPENSATION WAGES	$8	-	$8	-	-	-
COMPENSATED ABSENCE	$1,957	$3,000	$1,927	$3,090	$3,090	$3,090
HOURLY WAGES	$695	$890	$1,810	$890	$890	$890
OVERTIME WAGES PERMANENT	$10,590	$11,100	$9,664	$11,433	$11,433	$11,433
OVERTIME WAGES HOURLY	$19	-	$52	-	-	-
BENEFITS	$134,161	$137,384	$135,160	$149,104	$134,326	$133,700
COMPENSATED ABSENCE ESCROW	$3,737	-	$420	-	-	-
HEALTH INSURANCE BENEFIT	$73,579	$80,374	$75,185	$84,486	$68,733	$68,733

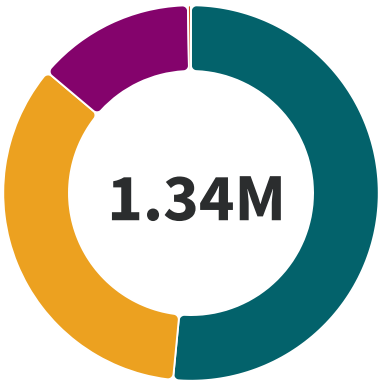
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WAGE INSURANCE BENEFIT	$1,090	$1,106	$1,066	$934	$1,331	$1,331
WI RETIREMENT SYSTEM	$25,393	$26,458	$26,590	$29,450	$30,787	$30,507
FICA MEDICARE BENEFITS	$26,861	$28,099	$28,215	$30,438	$32,099	$31,753
LICENSES AND CERTIFICATIONS	$1	-	-	-	-	-
POST EMPLOYMENT HEALTH PLANS	$3,500	$1,347	$3,684	$3,795	$1,376	$1,376
SUPPLIES	$40,435	$46,550	$42,191	$53,250	$53,250	$53,250
OFFICE SUPPLIES	$183	$500	$137	$500	$500	$500
COPY PRINTING SUPPLIES	$151	$500	$130	$500	$500	$500
FURNITURE	$1	$50	-	$50	$50	$50
HARDWARE SUPPLIES	$129	$500	$1,622	$500	$500	$500
SOFTWARE LICENSES & SUPPLIES	$77	$500	-	$500	$500	$500
POSTAGE	$3,113	$1,500	$800	$3,200	$3,200	$3,200
BOOKS AND SUBSCRIPTIONS	$3	-	$3	-	-	-
WORK SUPPLIES	$1,581	$10,000	$4,112	$5,000	$5,000	$5,000
SAFETY SUPPLIES	$324	$1,500	$226	$1,500	$1,500	$1,500
FOOD AND BEVERAGE	$31	-	$24	-	-	-
BUILDING SUPPLIES	$658	$1,000	$1,045	$1,000	$1,000	$1,000
ELECTRICAL SUPPLIES	-	$500	-	$500	$500	$500
MACHINERY AND EQUIPMENT	$890	$5,000	-	$5,000	$5,000	$5,000
EQUIPMENT SUPPLIES	$33,288	$25,000	$34,092	$35,000	$35,000	$35,000
SWR OP ADM TOOLS	$6	-	-	-	-	-
PURCHASED SERVICES	$285,633	$319,579	$278,817	$317,345	$317,345	$332,808
NATURAL GAS	$1,938	$3,050	$2,057	$3,180	$3,180	$3,780
ELECTRICITY	$78,242	$84,335	$80,776	$82,910	$82,910	$86,350
WATER	$314	$390	$316	$320	$320	$390
SEWER	$130,557	$130,040	$124,410	$126,060	$126,060	$143,570
STORMWATER	$16,596	$16,770	$16,326	$17,630	$17,630	$16,500
TELEPHONE	$94	$337	$98	$125	$125	$93
CELLULAR TELEPHONE	$1,040	$1,074	$874	$1,050	$1,050	$874
BUILDING IMPROV REPAIR MAINT	$611	$1,000	$620	$1,000	$1,000	$1,000
FACILITY RENTAL	$7	-	-	-	-	-
CUSTODIAL BUILDING USE CHARGES	$2,380	$2,396	$2,520	$2,396	$2,396	$2,396
GROUNDS IMPROV REPAIR MAINT	$3,757	-	-	-	-	-
LANDSCAPING	-	-	$2,788	$2,800	$2,800	$3,500
EQUIP IMPROV REPAIR MAINT	$2,910	$10,000	$6,402	$10,000	$10,000	$10,000
SYSTEM AND SOFTWARE	$176	$1,559	$279	$317	$317	$374

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MAINTENANC						
VEHICLE REPAIR AND MAINTENANCE	$593	$500	-	$500	$500	$500
LEASE RENTAL OF EQUIPMENT	-	$500	-	$500	$500	$500
RECRUITMENT	-	$100	$14	$100	$100	$100
CONFERENCES AND TRAINING	$41	$500	$102	$500	$500	$500
MEMBERSHIPS	$232	$233	$240	$252	$252	$256
UNIFORM LAUNDRY	$743	$900	$845	$900	$900	$900
MEDICAL SERVICES	$466	$500	$548	$500	$500	$750
DELIVERY FREIGHT CHARGES	$36	$50	-	$50	$50	$50
STORAGE SERVICES	$33	$85	$37	$85	$85	$85
CONSULTING SERVICES	-	$1,000	-	$1,000	$1,000	$500
INSPECTION SERVICES	-	$120	$59	$120	$120	$60
LAB SERVICES	$38,002	$50,000	$33,979	$50,000	$50,000	$50,000
PARKING TOWING SERVICES	$58	$50	$50	$50	$50	$50
PROGRAM SERVICES	$498	$2,400	$795	$2,400	$2,400	-
OTHER SERVICES AND EXPENSES	$161	$5,000	$1,714	$5,000	$5,000	$2,500
GRANTS	$3,242	$2,500	-	$3,500	$3,500	$3,500
BAD DEBT EXPENSE	$41	$400	$91	$400	$400	$100
TAXES AND SPECIAL ASSESSMENTS	$2,558	$3,390	$2,785	$3,300	$3,300	$3,230
PERMITS AND LICENSES	$305	$400	$92	$400	$400	$400
INTER DEPART CHARGES	$342,186	$336,886	$348,164	$379,564	$375,875	$378,375
ID CHARGE FRO GENERAL FUND	$16,126	$15,301	$15,301	$10,972	$8,517	$8,517
ID CHARGE FROM ATTORNEY	-	-	-	-	$57	$57
ID CHARGE FROM CIVIL RIGHTS	$542	$595	$595	$632	$681	$681
ID CHARGE FROM FINANCE	$15,311	$16,899	$16,899	$30,753	$37,035	$37,035
ID CHARGE FROM HUMAN RESOURCES	$1,435	$1,384	$1,384	$1,489	$1,702	$1,702
ID CHARGE FROM INFORMATION TEC	$4,173	$4,377	$4,377	$29,563	$26,028	$26,028
ID CHARGE FROM MAYOR	$951	$1,000	$1,000	$1,061	$1,043	$1,043
ID CHARGE FROM EAP	$143	$118	$118	$88	$73	$73
ID CHARGE FROM ENGINEERING	$14,112	$15,342	$17,488	$15,342	$15,342	$17,842
ID CHARGE FROM FLEET SERVICES	$46,835	$44,838	$49,557	$35,000	$27,696	$27,696
ID CHARGE FROM TRAFFIC ENGINEE	$431	$360	$352	$360	$360	$360

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID CHARGE FROM INSURANCE	$4,740	$3,016	$3,015	$3,864	$6,900	$6,900
ID CHARGE FROM WORKERS COMP	$757	$656	$659	$440	$440	$440
ID CHARGE FROM SEWER	$21,461	$20,000	$13,931	$20,000	$20,000	$20,000
ID CHARGE FROM STORMWATER	$10,932	$10,000	$6,022	$10,000	$10,000	$10,000
ID CHARGE FROM WATER	$204,237	$203,000	$217,467	$220,000	$220,000	$220,000
INTER DEPART BILLING	-$95,031	-$106,500	-$106,613	-$106,500	-$106,500	-$116,500
ID BILLING TO ENGINEERING	-$4,889	-$6,500	-$6,030	-$6,500	-$6,500	-$6,500
ID BILLING TO SEWER	-$73,217	-$70,000	-$78,413	-$70,000	-$70,000	-$80,000
ID BILLING TO STORMWATER	-$16,925	-$30,000	-$22,170	-$30,000	-$30,000	-$30,000
TRANSFER OUT	$138,421	$110,000	$210,431	$114,000	$114,000	$119,200
TRANSFER OUT TO CAPITAL PROJEC	$138,421	$110,000	$210,431	$114,000	$114,000	$119,200
Total Expenditures	**$1,213,754**	**$1,229,848**	**$1,291,161**	**$1,317,681**	**$1,324,370**	**$1,336,907**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	$688,900	51.53%
OTHER FINANCE SOURCE	$462,507	34.60%
INVEST OTHER CONTRIB	$182,000	13.61%
FINE FORFEITURE ASMT	$3,500	0.26%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$692,061	$660,000	$718,401	$685,000	$685,000	$688,900
LANDFILL REMEDIATION	$681,042	$660,000	$685,953	$685,000	$685,000	$688,900
REIMBURSEMENT OF EXPENSE	$11,018	-	$32,448	-	-	-
FINE FORFEITURE ASMT	$3,550	$3,000	$3,291	$3,500	$3,500	$3,500
LATE FEES	$3,550	$3,000	$3,291	$3,500	$3,500	$3,500

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INVEST OTHER CONTRIB	$190,371	$182,000	$168,665	$182,000	$182,000	$182,000
INTEREST	$190,371	$182,000	$168,665	$182,000	$182,000	$182,000
MISC REVENUE	-	-	$75	-	-	-
MISCELLANEOUS REVENUE	-	-	$75	-	-	-
OTHER FINANCE SOURCE	$323,699	$384,848	$400,111	$447,181	$453,870	$462,507
SALE OF ASSETS	$22,893	-	$29,424	-	-	-
TRADE IN ALLOWANCE	-	-	$3,250	-	-	-
FUND BALANCE APPLIED	$300,807	$384,848	$367,438	$447,181	$453,870	$462,507
TRANSFER IN	$4,073	-	$618	-	-	-
TRANSFER IN FROM INSURANCE	$4,073	-	$618	-	-	-
Total Revenues	**$1,213,754**	**$1,229,848**	**$1,291,161**	**$1,317,681**	**$1,324,370**	**$1,336,907**

Landfill 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges). Landfill identified a 2% target of $26,738.

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
501 - PUBLIC SERVICE	Landfill safety & management cost reduction is connected to position that could be eliminated as part of the elimination of the Infrastructure Training program; see Engineering reduction description. Given the limited size and scope of this service, stringent regulatory requirements, and that the Landfill fee has not been adjusted since 2021, this cost reduction proposal only includes ~1.7% savings.	Advanced planning and oversite activities would have to be conducted entirely by existing staff, should vacant deputy position be eliminated and not filled. Note that if training program remains, vacant position could be underfilled, likely resulting in some cost savings in the Landfill Service.	*1	22,336
			Total	22,336

Sewer Utility Overview

Agency Mission

The mission of the Sewer Utility is to provide wastewater collection for the City of Madison.

Agency Overview

The Agency oversees the collection, conveyance, and treatment of City wastewater. The Sewer Utility transfers the wastewater via design, construction, and maintenance of the sewer and lift station system throughout the City.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

- Salaries: CTC had budget for Premium Pay & Overtime all in Service 1 so moved appropriate amounts to other service
- Purchased Services: Increased Treatment Charges (54215) to reflect possible rate increase by MMSD later in the year. Once actual rates are known, this item can be updated as in prior year. Also, removed Mad-CAP credits (54695) since now accounted for in General Fund.
- Debt: Updated Prin/Int for Revenue Bonds to be issued later in 2026
- Inter-D Charges: Updated Inter-D from Water Utility based on projected amounts received from them.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

No anticipated impacts.

Transmittal Memo

Engineering Division
210 Martin Luther King, Jr., Blvd, Room 115
Madison, WI 53703
(608) 266-4751
engineering@cityofmadison.com
www.cityofmadison.com/engineering

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer

Goals of Agency's Operating Budget

The Sewer Utility is responsible for the inspection, planning, design, evaluation, construction, and maintenance of the City's sanitary sewer collection system. The sanitary sewer collection system includes over 800 miles of sewer main, 33 lift stations, and 20,000+ sanitary sewer access structures. Every day, this system transports 25 million gallons of wastewater to the Nine Springs Wastewater Treatment Plant where it is treated before being safely released back into the environment.

The Sewer Utility's goals are:

- Comply with all regulatory requirements.
- Convey wastewater from Madison customers to the Nine Springs Wastewater Treatment Plant with minimum inflow, infiltration, or exfiltration, and maintain adequate capacity within the system to reliably serve customers.
- Prevent sanitary sewer overflows and the potential resulting public health and environmental hazards.
- Reduce inconvenience and damage by responsibly handling service interruptions.
- Eliminate claims and legal fees related to sewer back-ups by providing immediate, concerned and efficient service to all emergency calls.
- Protect municipal investment by increasing the useful life and capacities of the system and parts.
- Perform all activities safely and avoid injury.

The key goals of the 2027 work plan include rehab and replacement of aging infrastructure, such as sanitary sewer mains, structures, and lift stations. The Sewer Utility continues to implement our trenchless rehab program, which allows us to extend the useful life of our infrastructure cost effectively, and with reduced emissions that come with complete reconstructions. Our preventative maintenance program has been very effective at reducing the number of sewer back-ups experienced by our customers. Over the last 5 years, we have averaged fewer than 10 sewer main back-ups; depending on the benchmark used, this is at least $1/6^{th}$ of what would be expected for a system our size. We continue to leverage our new technologies to improve our asset management goals and priorities, along with improving efficiency throughout the design, construction, and maintenance processes. The 2027 operating budget will support all of these efforts towards achieving the overall goals of the agency.

The goals will be monitored by continuing to track the number of sewer back-ups, along with the linear feet (miles) of sewer mains rehabbed or reconstructed. New technology implemented by the Sewer Utility is also allowing us to better inspect and rate the existing conditions of our facilities to help prioritize areas in need of investments before a costly emergency response is needed.

With funding initially included with the Sewer Operating budget in 2026, we have started a process to build out a model of the sewer system across the City. Without a model, it is difficult to monitor the capacity of the sewer mains within the system, and much of what is known about the capacity of the mains is based on assumptions in water use and areas served, or from televising sewer mains, which is done approximately once every 10 years for each main. An important factor in providing reliable sewer service to our customers and having a comprehensive asset management program is having an understanding of where there are currently capacity deficiencies or where those

could be encountered in the near future. This is especially important as the City continues to grow. In 2026, we found that the process to monitor and collect data on existing conditions, including through different weather patterns, is more challenging than anticipated. As such, the first phase of this modeling in the most critical area of the City is planned to be completed in early 2027, and then continuing the next phase of contracting and data collection to build out this valuable asset management tool. The timing of this effort still fits well with current revenue projections and anticipated modest cost increases for treatment charges.

Enterprise Agencies

With this proposed budget, the Sewer Utility is proposing approximately a 4% increase to rates for 2027, with approximately 79% of that rate increase being attributed to increased treatment charges by Madison Metropolitan Sewerage District, and the remainder primarily being debt service for capital projects. In total, this amounts to an estimated increase of approximately $1.60/month for the average residential customer.

To help manage and limit rate increases, the sewer utility is consistently working to find more cost-effective ways to manage our system. For example, as the sewer system within the City continues to age, we have expanded our trenchless rehab program, allowing us to address aging infrastructure without the more costly, open-trench sewer reconstructions. Improved technologies to more accurately and efficiently identify defects in our system will allow us to better prioritize major investments. The Sewer Utility is also involved in the expanded use of Autodesk Forma in Engineering, and this platform will improve collaboration and eliminate redundant, manual tasks, improving efficiency and reducing the need to add staff as the City's population, and our sewer collection system to serve that population, continue to grow. Our Operations section continues to look for efficiencies in work alignment and equipment options in order to continue with our very effective preventative maintenance program while limiting overtime costs. Additionally, we will continue to work with partners within the Department of Public Works to find creative ways to collaborate and find efficiencies.

The Sewer Utility is also a partner in the Madison Customer Assistance Program (MadCAP), and the goal of this program is to help reduce utility rates for residents with lower incomes. As this program was new in 2023, we will continue to draw awareness to this program and hope to reach as many eligible residents as possible.

Reduction Scenarios

There are a few opportunities for budget reductions within the Sewer Utility Operating Budget, a couple of which are extensions of reductions described within the general Engineering Operating Budget memo.

1. Continued efforts to build-out a city-wide sewer model could be slowed and budget for that work could be reduced and spread out over future years. As noted, work on the model for the highest priority area is expected to finish in early 2027. Efforts on the next year could be slowed and the work could be completed to release the next request for proposals, but flow monitoring and existing data collection could be delayed until spring of 2028, which would still align with goals of monitoring during varying types of weather conditions.
2. As described in the Engineering Operating Budget memo, elimination of the Madison Infrastructure Training Engineering program, and the associated FTE reduction, would result in cost savings that extend to the Sewer Utility as well.
3. Similar to above, modifications, reallocations, and reductions within Engineering's broader CAD/GIS services that could result in elimination of a CAD/GIS position would also impact the Sewer Utility. Please see the Engineering Operating Budget memo for further description and impacts.

Reallocations and Other Changes

Engineering has one proposed personnel change impacting the Sewer Utility Operating Budget. As noted in the Engineering memo, personnel changes would need to fit within budget targets for the year and would require close monitoring of salary savings, coordination with Finance Department and Human Resources, and likely require any promotions to be considered for later in the year.

- Recreate GIS Specialist 3 (18/10) as GIS Specialist 4 (18/12) – implementation of upgrades to ArcGIS and CityWorks platforms provide increased functionality that was not available in earlier versions. Fully utilizing the upgrades and allowing for the related efficiency and accuracy improvements for our Operations groups, including our Landfill service, will require more advanced-level work of the position. This position has an allocation that extends across all Engineering budgets.

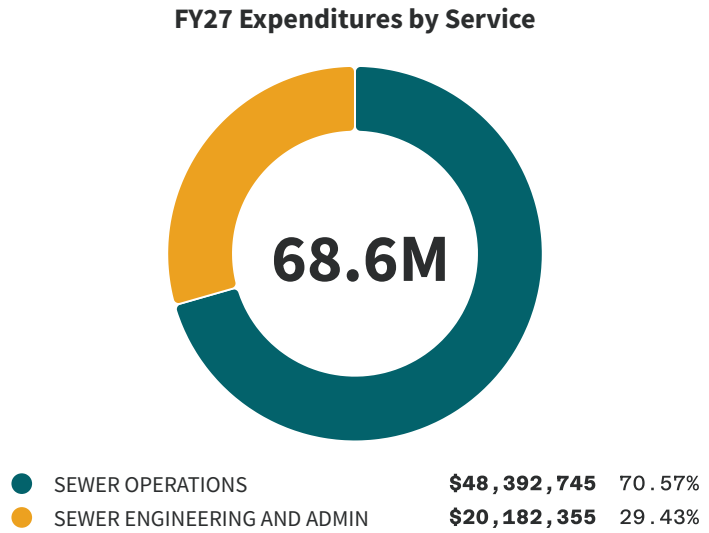
James M. Wolfe, P.E., City Engineer

Sewer Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

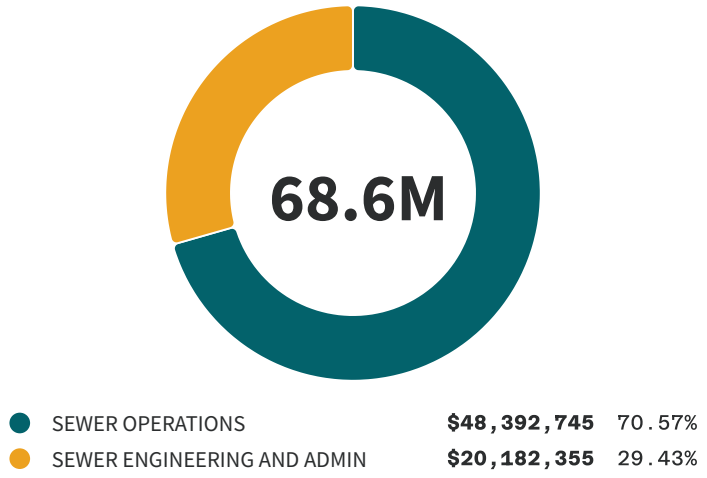


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SEWER ENGINEERING AND ADMIN	$18,651,455	$21,345,631	$19,446,844	$19,842,021	$20,182,355
SEWER OPERATIONS	$44,369,535	$42,195,478	$46,310,966	$46,269,874	$48,392,745
Total Expenditures	**$63,020,990**	**$63,541,110**	**$65,757,810**	**$66,111,895**	**$68,575,100**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SEWER ENGINEERING AND ADMIN	$18,651,455	$19,577,474	$19,446,844	$19,800,929	$20,182,355
SEWER OPERATIONS	$44,369,535	$43,963,635	$46,310,966	$46,310,966	$48,392,745
Total Revenues	**$63,020,990**	**$63,541,110**	**$65,757,810**	**$66,111,895**	**$68,575,100**

Service: Sewer Engineering and Administration

Service Description

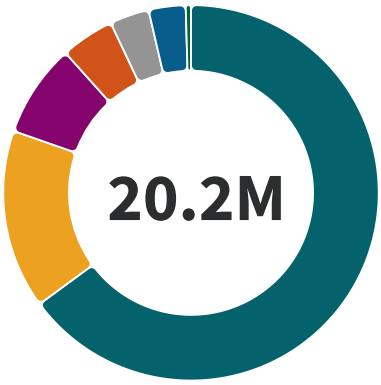
This service is responsible for the inspection, planning, design, evaluation, and construction of the City's sanitary sewer collection system. The sanitary sewer collection system includes 809 miles of sewer main, 33 lift stations, and more than 20,000 sanitary sewer access structures. The Sanitary Sewer Utility reviews and inspects permits related to sanitary sewer system excavation and plugging. The Sanitary Sewer Utility also collects sewer area connection fees as well as impact fees related to municipal sewer improvements. The Sanitary Sewer Utility also administers the billing for both restaurant properties and industrial properties, which produce higher strength wastewater and are therefore customers paying higher rates. The Sanitary Sewer Utility consistently implements measures to reduce inflow and infiltration (I&I); one of these measures is lining of approximately 9 miles of sanitary sewer per year. The Sanitary Sewer Utility also completes all regulatory reporting requirements with City's Capacity, Management, Operation and Maintenance (CMOM) for the Wisconsin Department of Natural Resources (WDNR).

Activities Performed by this Service

- Utility Management & Administration: Plan, direct, and implement sanitary sewer infrastructure design, construction, operations, and maintenance. Oversee Utility administrative and technical activities.
- Sewer Design: Planning, technical design, preparation of construction plans and specifications, and project management for new, replacement, or rehabilitation of aging sanitary sewer infrastructure.
- Construction Inspection: Ensure sanitary sewer construction complies with plans and specifications for Public Works projects.
- GIS: Create and maintain sanitary sewer infrastructure assets in GIS for asset and work order management.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



DEBT OTHR FINANCING	$13,453,920	66.66%
INTER DEPART CHARGES	$3,198,215	15.85%
SALARIES	$1,663,163	8.24%
BENEFITS	$955,051	4.73%
PURCHASED SERVICES	$704,457	3.49%
TRANSFER OUT	$660,000	3.27%
SUPPLIES	$92,550	0.46%
INTER DEPART BILLING	-$545,000	-2.70%

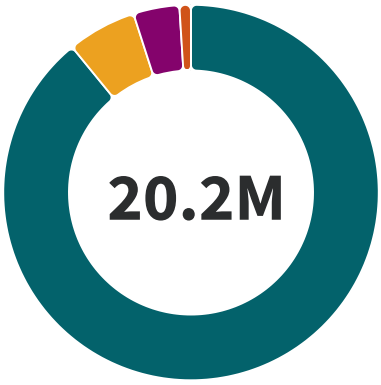
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,510,604	$1,249,249	$1,598,522	$1,956,090	$1,663,163

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
BENEFITS	$901,035	$419,091	$941,421	$960,309	$955,051
SUPPLIES	$111,250	$54,731	$112,440	$112,440	$92,550
PURCHASED SERVICES	$343,366	$172,811	$862,463	$862,463	$704,457
DEBT OTHR FINANCING	$12,345,939	$16,933,052	$12,327,699	$12,327,699	$13,453,920
INTER DEPART CHARGES	$2,934,262	$2,795,006	$3,069,898	$3,088,621	$3,198,215
INTER DEPART BILLING	-$495,000	-$457,357	-$495,000	-$495,000	-$545,000
TRANSFER OUT	$1,000,000	$179,048	$1,029,400	$1,029,400	$660,000
Total Expenditures	**$18,651,455**	**$21,345,631**	**$19,446,844**	**$19,842,021**	**$20,182,355**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$17,980,855**	89.09%
INVEST OTHER CONTRIB	**$1,200,000**	5.95%
FINE FORFEITURE ASMT	**$800,000**	3.96%
OTHER FINANCE SOURCE	**$200,000**	0.99%
LICENSES AND PERMITS	**$1,500**	0.01%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	$37,262	-	-	-
CHARGES FOR SERVICES	$16,659,455	$16,577,207	$17,454,844	$17,808,929	$17,980,855
LICENSES AND PERMITS	$2,000	$1,485	$2,000	$2,000	$1,500
FINE FORFEITURE ASMT	$790,000	$697,932	$790,000	$790,000	$800,000
INVEST OTHER CONTRIB	$1,150,000	$1,870,011	$1,150,000	$1,150,000	$1,200,000
MISC REVENUE	-	$21,758	-	-	-
OTHER FINANCE SOURCE	$50,000	$371,820	$50,000	$50,000	$200,000
Total Revenues	**$18,651,455**	**$19,577,474**	**$19,446,844**	**$19,800,929**	**$20,182,355**

Service: Sewer Operations

Service Description

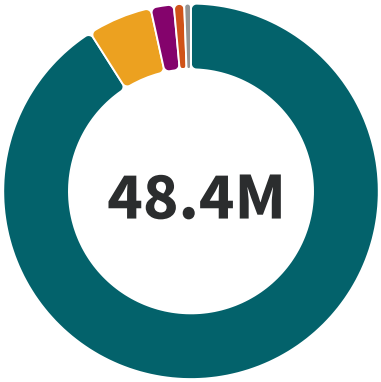
This service is responsible for the operation and maintenance of the City's sanitary sewer system, which consists of 809 miles of sewer main and more than 20,000 sanitary sewer access structures. This system is supported by 33 lift stations and transports 25 million gallons of raw sewage per day from Madison homes and businesses to the Nine Springs Wastewater Treatment Plant (WWTP).

Activities Performed by this Service

- Preventative Maintenance: Scheduled sewer main cleaning to maintain existing system functionality and eliminate preventable sewer main backups.
- Repair: Pipe and structure repairs to maintain existing system functionality, reduce inflow and infiltration, and extend useful life.
- Inspection & Condition Assessment: Internal pipeline and structure inspection to assess condition and develop asset condition rating score.
- Trenchless Rehab: Provide onsite inspection of trenchless rehab projects.
- Flow Monitoring & Sampling: Perform flow monitoring, testing, and sampling to support capacity and determine billing rates.
- Utility Locating and Marking: Respond to Diggers Hotline requests to locate and mark underground sanitary sewer utilities to prevent damage during excavation.
- Contracted Services: Provide sewer cleaning and inspection services for other City agencies and external customers.
- Emergency Response: Respond to reports of sewer backups, sanitary sewer overflows, sewer gas odors, missing covers, etc.
- Public Response and Oversight: Respond to calls from residents reporting dead animals on roadsides or sinkholes, and inspect and oversee maintenance of public waste oil sites.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



PURCHASED SERVICES	$44,029,695	90.98%
SALARIES	$2,685,477	5.55%
BENEFITS	$967,968	2.00%
INTER DEPART CHARGES	$425,665	0.88%
SUPPLIES	$283,940	0.59%

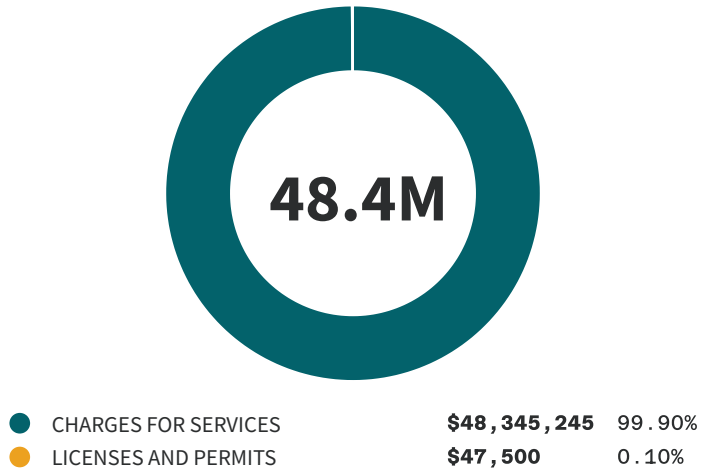
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,448,881	$2,631,696	$2,480,907	$2,385,922	$2,685,477
BENEFITS	$865,252	$931,360	$926,317	$967,715	$967,968
SUPPLIES	$269,250	$230,902	$270,560	$270,560	$283,940
PURCHASED SERVICES	$40,421,907	$37,978,876	$42,268,268	$42,270,418	$44,029,695

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTER DEPART CHARGES	$364,245	$422,644	$364,915	$375,259	$425,665
Total Expenditures	**$44,369,535**	**$42,195,478**	**$46,310,966**	**$46,269,874**	**$48,392,745**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

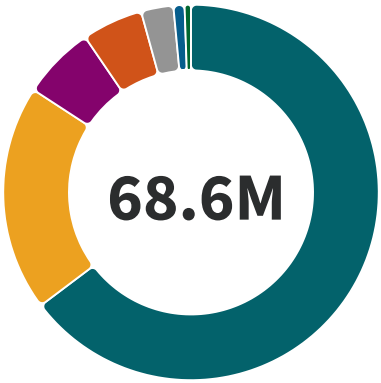
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$44,352,035	$43,914,061	$46,278,466	$46,278,466	$48,345,245
LICENSES AND PERMITS	$17,500	$49,237	$32,500	$32,500	$47,500
MISC REVENUE	-	$337	-	-	-
Total Revenues	**$44,369,535**	**$43,963,635**	**$46,310,966**	**$46,310,966**	**$48,392,745**

Sewer: Sewer Utility Fund

The graphs and tables below provide a summary and line-item details of the agency's Sewer Utility Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



PURCHASED SERVICES	**$44,734,152**	65.23%
DEBT OTHR FINANCING	**$13,453,920**	19.62%
SALARIES	**$4,348,640**	6.34%
INTER DEPART CHARGES	**$3,623,880**	5.28%
BENEFITS	**$1,923,018**	2.80%
TRANSFER OUT	**$660,000**	0.96%
SUPPLIES	**$376,490**	0.55%
INTER DEPART BILLING	**-$545,000**	-0.79%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$3,551,291	$3,959,484	$3,880,945	$4,079,428	$4,342,012	$4,348,640
PERMANENT WAGES	$3,180,354	$3,605,274	$3,505,480	$3,649,995	$3,841,210	$3,841,210
SALARY SAVINGS	-	-$34,738	-	-	-	-
PENDING PERSONNEL	-	$1,103	-	$11,166	$73,465	$73,487
PREMIUM PAY	$17,876	$16,790	$24,383	$17,294	$17,813	$24,420
WORKERS COMPENSATION WAGES	$442	-	$10,526	-	-	-
COMPENSATED ABSENCE	$55,926	$84,000	$39,229	$86,520	$86,520	$86,520
HOURLY WAGES	$11,947	$27,005	$9,340	$27,815	$27,815	$27,815
OVERTIME WAGES PERMANENT	$284,095	$258,460	$291,916	$285,000	$293,550	$293,550
OVERTIME WAGES HOURLY	$651	$1,590	$70	$1,638	$1,638	$1,638
BENEFITS	$1,213,707	$1,766,287	$1,350,451	$1,867,738	$1,928,023	$1,923,018
COMPENSATED ABSENCE ESCROW	$74,899	$100,000	$52,247	$100,000	$100,000	$100,000

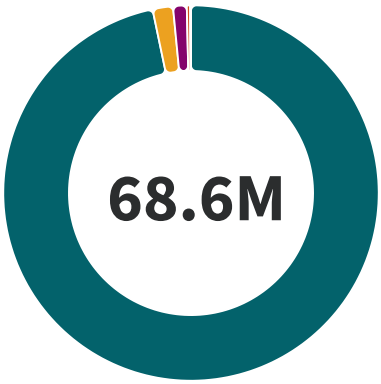
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HEALTH INSURANCE BENEFIT	$580,770	$658,823	$687,362	$716,475	$767,110	$767,110
WAGE INSURANCE BENEFIT	$10,395	$10,155	$11,499	$10,686	$11,298	$11,298
WI RETIREMENT SYSTEM	$244,150	$270,407	$269,109	$286,601	$300,369	$300,520
FICA MEDICARE BENEFITS	$262,337	$288,598	$284,319	$301,444	$316,195	$311,039
LICENSES AND CERTIFICATIONS	$358	$500	$252	$500	$500	$500
POST EMPLOYMENT HEALTH PLANS	$40,797	$32,805	$45,662	$47,033	$27,552	$27,552
OTHER POST EMPLOYMENT BENEFIT	-	$155,000	-	$155,000	$155,000	$155,000
PENSION EXPENSE	-	$250,000	-	$250,000	$250,000	$250,000
SUPPLIES	$293,843	$380,500	$285,633	$383,000	$383,000	$376,490
OFFICE SUPPLIES	$2,085	$6,000	$1,549	$6,000	$6,000	$3,000
COPY PRINTING SUPPLIES	$1,734	$6,000	$1,498	$6,000	$6,000	$3,000
FURNITURE	$9	$1,000	-	$1,000	$1,000	$1,000
HARDWARE SUPPLIES	$1,150	$10,000	$7,587	$10,000	$10,000	$12,290
SOFTWARE LICENSES & SUPPLIES	$868	$1,000	-	$1,000	$1,000	$1,000
POSTAGE	$15,980	$16,500	$9,013	$16,500	$16,500	$16,500
BOOKS AND SUBSCRIPTIONS	$30	$500	$30	$500	$500	$500
WORK SUPPLIES	$145,891	$195,000	$149,555	$195,000	$195,000	$185,000
SAFETY SUPPLIES	$21,001	$12,000	$15,643	$12,000	$12,000	$17,500
UNIFORM CLOTHING SUPPLIES	$3,650	$6,500	$7,850	$6,500	$6,500	$8,000
FOOD AND BEVERAGE	$349	-	$265	-	-	$500
BUILDING SUPPLIES	-	$5,000	-	$5,000	$5,000	-
LANDSCAPING SUPPLIES	$173	$1,000	$211	$1,000	$1,000	$1,000
MACHINERY AND EQUIPMENT	$24,233	$20,000	$16,726	$20,000	$20,000	$23,700
EQUIPMENT SUPPLIES	$74,486	$100,000	$72,146	$100,000	$100,000	$100,000
SWR OP ADM TOOLS	$2,203	-	$3,559	$2,500	$2,500	$3,500
PURCHASED SERVICES	$40,405,760	$40,765,273	$38,151,687	$43,130,731	$43,132,881	$44,734,152
NATURAL GAS	$12,022	$15,450	$13,389	$15,500	$15,500	$18,170
ELECTRICITY	$114,402	$123,440	$123,998	$128,540	$128,540	$126,960
WATER	$33,833	$41,100	$38,794	$37,090	$37,090	$44,360
SEWER	$1,897	$2,030	$2,004	$2,170	$2,170	$2,330
STORMWATER	$5,302	$5,480	$5,578	$5,670	$5,670	$6,010
TELEPHONE	$1,102	$1,314	$1,140	$1,403	$1,403	$1,045
CELLULAR TELEPHONE	$9,951	$11,046	$8,424	$8,217	$8,217	$8,520
BUILDING IMPROV REPAIR MAINT	$2,609	$10,000	$2,648	$10,000	$10,000	$5,000
WASTE DISPOSAL	$37,246,579	$39,444,228	$37,148,686	$41,268,590	$41,268,590	$42,972,713
FACILITY RENTAL	$76	-	-	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CUSTODIAL BUILDING USE CHARGES	$27,760	$27,933	$29,384	$27,933	$27,933	$27,933
LANDFILL	$639	$3,500	$1,894	$3,500	$3,500	$2,500
EQUIP IMPROV REPAIR MAINT	$38,701	$64,000	$17,763	$64,000	$64,000	$56,250
SYSTEM AND SOFTWARE MAINTENANC	$60,269	$81,528	$66,575	$94,662	$96,812	$71,611
VEHICLE REPAIR AND MAINTENANCE	$18,013	$1,500	$2,796	$1,500	$1,500	$10,000
LEASE RENTAL OF EQUIPMENT	-	$500	-	$500	$500	$500
STREET IMPROV REPAIR MAINT	$23,394	$175,000	$30,216	$175,000	$175,000	$150,000
PLANT IN SERVICE IMPROV REPAIR	$2,505,536	$360,000	$376,410	$360,000	$360,000	$420,000
RECRUITMENT	$64	$1,000	$154	$1,000	$1,000	$1,000
MILEAGE	$1	$100	-	$100	$100	$100
CONFERENCES AND TRAINING	$10,918	$27,500	$11,411	$27,976	$27,976	$27,976
MEMBERSHIPS	$1,466	$1,464	$1,739	$1,520	$1,520	$1,644
UNIFORM LAUNDRY	$4,084	$5,000	$4,646	$5,000	$5,000	$5,000
MEDICAL SERVICES	$351	$3,200	$2,289	$3,200	$3,200	$3,200
APPRAISAL SERVICES	$3,000	-	-	-	-	-
AUDIT SERVICES	$4,300	$4,450	$4,500	$4,700	$4,700	$5,000
CREDIT CARD SERVICES	$181	-	$33	$1,000	$1,000	$1,000
DELIVERY FREIGHT CHARGES	$241	$1,000	$377	$1,000	$1,000	$1,000
STORAGE SERVICES	$383	$960	$437	$960	$960	$960
CONSULTING SERVICES	$91,111	$95,000	$116,334	$605,000	$605,000	$605,000
ADVERTISING SERVICES	$1,295	$1,500	$1,281	$1,500	$1,500	$1,500
INSPECTION SERVICES	-	$1,200	$600	$1,200	$1,200	$580
LOCATING MARKING SERVICES	$8,708	$20,000	$9,005	$20,000	$20,000	$20,000
LAB SERVICES	$3,964	$8,500	$3,649	$8,500	$8,500	$8,500
PARKING TOWING SERVICES	$58	$500	$662	$500	$500	$500
PROGRAM SERVICES	$35,903	$100,000	$57,285	$100,000	$100,000	-
OTHER SERVICES AND EXPENSES	$114,173	$54,000	$45,421	$71,500	$71,500	$74,000
BAD DEBT EXPENSE	$4,397	$45,000	$7,301	$45,000	$45,000	$25,000
TAXES AND SPECIAL ASSESSMENTS	$13,506	$14,350	$7,450	$14,300	$14,300	$15,790
PERMITS AND LICENSES	$5,572	$12,500	$7,417	$12,500	$12,500	$12,500
DEBT OTHR FINANCING	$10,038,961	$12,345,939	$16,933,052	$12,327,699	$12,327,699	$13,453,920
PRINCIPAL	-	$6,410,000	$6,475,000	$5,695,000	$5,695,000	$6,645,000
INTEREST	$1,884,968	$2,280,000	$2,374,487	$2,180,000	$2,180,000	$2,730,000
AMORTIZATION	-$456,239	-$445,170	-$578,034	-$480,940	-$480,940	-$480,940

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PAYING AGENT SERVICES	$3,000	$3,500	$3,500	$3,500	$3,500	$4,600
FUND BALANCE GENERATED	$8,607,232	-	$8,658,100	-	-	-
CONTINGENT RESERVE	-	$4,097,609	-	$4,930,139	$4,930,139	$4,555,260
INTER DEPART CHARGES	$3,110,909	$3,298,507	$3,217,650	$3,434,813	$3,463,880	$3,623,880
ID CHARGE FRO GENERAL FUND	$39,417	$37,677	$37,677	$35,749	$82,236	$82,236
ID CHARGE FROM ATTORNEY	$2,524	$3,106	$3,106	-	$10,344	$10,344
ID CHARGE FROM CIVIL RIGHTS	$7,311	$5,950	$5,950	$9,168	$12,943	$12,943
ID CHARGE FROM FINANCE	$99,135	$89,417	$89,417	$104,211	$102,039	$102,039
ID CHARGE FROM HUMAN RESOURCES	$19,370	$13,843	$13,843	$21,595	$32,329	$32,329
ID CHARGE FROM INFORMATION TEC	$60,534	$64,225	$64,225	$61,267	$67,248	$67,248
ID CHARGE FROM MAYOR	$12,838	$10,001	$10,001	$15,387	$19,817	$19,817
ID CHARGE FROM EAP	$1,928	$1,181	$1,181	$1,272	$1,393	$1,393
ID CHARGE FROM ENGINEERING	$68,143	$81,652	$70,948	$81,652	$81,652	$81,652
ID CHARGE FROM FLEET SERVICES	$376,364	$365,754	$341,656	$464,800	$413,813	$413,813
ID CHARGE FROM LANDFILL	$73,217	$70,000	$78,413	$70,000	$70,000	$80,000
ID CHARGE FROM TRAFFIC ENGINEE	$3,994	$4,156	$3,956	$4,156	$4,156	$4,156
ID CHARGE FROM INSURANCE	$96,368	$117,047	$117,047	$143,465	$146,700	$146,700
ID CHARGE FROM WORKERS COMP	$37,637	$32,498	$32,498	$22,092	$19,210	$19,210
ID CHARGE FROM STORMWATER	$291,745	$300,000	$347,255	$300,000	$300,000	$350,000
ID CHARGE FROM WATER	$1,920,385	$2,102,000	$2,000,478	$2,100,000	$2,100,000	$2,200,000
INTER DEPART BILLING	-$411,544	-$495,000	-$457,357	-$495,000	-$495,000	-$545,000
ID BILLING TO ENGINEERING	-$117,751	-$100,000	-$149,533	-$100,000	-$100,000	-$150,000
ID BILLING TO LANDFILL	-$21,461	-$20,000	-$13,931	-$20,000	-$20,000	-$20,000
ID BILLING TO STORMWATER	-$272,332	-$375,000	-$293,893	-$375,000	-$375,000	-$375,000
TRANSFER OUT	$168,761	$1,000,000	$179,048	$1,029,400	$1,029,400	$660,000
TRANSFER OUT TO CAPITAL PROJEC	$6,629	$1,000,000	$6,000	$1,029,400	$1,029,400	$660,000
TRANSFER OUT TO WATER UTILITY	$162,132	-	$173,048	-	-	-
Total Expenditures	**$58,371,688**	**$63,020,990**	**$63,541,110**	**$65,757,810**	**$66,111,895**	**$68,575,100**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	**$66,326,100**	96.72%
INVEST OTHER CONTRIB	**$1,200,000**	1.75%
FINE FORFEITURE ASMT	**$800,000**	1.17%
OTHER FINANCE SOURCE	**$200,000**	0.29%
LICENSES AND PERMITS	**$49,000**	0.07%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	-	$37,262	-	-	-
OTHER UNIT OF GOV REVENUES CAP	-	-	$37,262	-	-	-
CHARGES FOR SERVICES	$55,231,025	$61,011,490	$60,491,269	$63,733,310	$64,087,395	$66,326,100
MISCELLANEOUS CHRGS FOR SERVIC	$77,643	$150,000	$173,982	$150,000	$150,000	$150,000
ENGINEERING SERVICES	$41,125	$71,500	$45,261	$71,500	$71,500	$46,500
SALE OF RECYCLABLES	$4,151	$5,000	$3,522	$5,000	$5,000	$5,000
REIMBURSEMENT OF EXPENSE	$404,694	$300,000	$393,300	$300,000	$300,000	$400,000
UTILITY FEE	$12,228,095	$12,122,900	$13,601,182	$12,668,430	$12,668,430	$14,922,660
RESIDENTIAL	$23,823,309	$30,115,970	$25,976,460	$31,471,190	$31,825,275	$28,501,050
COMMERCIAL	$10,454,916	$10,044,550	$11,919,849	$10,496,550	$10,496,550	$13,078,190
INDUSTRIAL	$2,100,326	$1,908,480	$2,279,815	$1,994,360	$1,994,360	$2,501,460
PUBLIC AUTHORITIES	$6,130,252	$6,293,090	$6,125,398	$6,576,280	$6,576,280	$6,721,240
CUSTOMER CREDITS	-$33,485	-	-$27,501	-	-	-
LICENSES AND PERMITS	$43,821	$19,500	$50,722	$34,500	$34,500	$49,000
BUILDING PERMITS	$1,515	$2,000	$1,485	$2,000	$2,000	$1,500
STREET OPENING PERMITS	$1,400	$2,500	$2,100	$2,500	$2,500	$2,500
OTHER PERMITS	$40,906	$15,000	$47,137	$30,000	$30,000	$45,000
FINE FORFEITURE ASMT	$1,573,217	$790,000	$697,932	$790,000	$790,000	$800,000
SPEC ASSESSMENTS CAPITAL	$1,418,388	$650,000	$548,118	$650,000	$650,000	$650,000
LATE FEES	$154,829	$140,000	$149,814	$140,000	$140,000	$150,000
INVEST OTHER CONTRIB	$1,493,150	$1,150,000	$1,870,011	$1,150,000	$1,150,000	$1,200,000
INTEREST	$1,493,150	$1,150,000	$1,870,011	$1,150,000	$1,150,000	$1,200,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$79	-	$22,095	-	-	-
INSURANCE RECOVERIES	-	-	$8,212	-	-	-
MISCELLANEOUS REVENUE	$79	-	$13,883	-	-	-
OTHER FINANCE SOURCE	-$8,679	$50,000	$371,820	$50,000	$50,000	$200,000
SALE OF ASSETS	$243,987	$50,000	$361,820	$50,000	$50,000	$200,000
TRADE IN ALLOWANCE	$85,000	-	$10,000	-	-	-
(GAIN) LOSS ON SALE OF ASSET	-$337,666	-	-	-	-	-
TRANSFER IN	$39,074	-	-	-	-	-
TRANSFER IN FROM INSURANCE	$39,074	-	-	-	-	-
Total Revenues	**$58,371,688**	**$63,020,990**	**$63,541,110**	**$65,757,810**	**$66,111,895**	**$68,575,100**

Sewer 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges). Sewer Utility identified a 2% target of $168,395.

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
831 - SEWER ENGINEERING AND ADMIN	Slow pace on development of city-wide sewer capacity model to determine deficiencies in existing system and to provide early detection of capacity issues from future growth in the City.	First phase of model build-out will be completed in early 2027, and had planned to contract professional services for next phase and begin data collection and monitoring for the next phase. Reducing these costs would delay data collection and monitoring portion of next phase to early 2028, but would still capture appropriate time of year and seasonal conditions for the monitoring and existing conditions data collection.	0	200,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
832 - SEWER OPERATIONS	Madison Infrastructure Training Engineering Program - Training program is designed/intended to provide exposure and training on various infrastructure work, primarily sidewalk replacement, but also sewer/stormwater related work such as access structure casting replacement/adjustment, with the goal of preparing trainees for potential entry-level full-time employment in Public Works agencies. Eliminating the training program would result in operating cost savings by no longer hiring seasonal, hourly trainees and also allow for restructuring of Engineering Operations supervisor group, including eliminating a position, notably a vacant Deputy City Engineer position. *Note this reduction scenario extends across multiple Engineering services, with a combined FTE impact of 1, and total operating cost reduction of $206,513.	Eliminating the program would require some of this work to be re-assigned to permanent staff or contracted out through public works contracts funded through programs in Capital Budget(s). Some cost savings could still be realized if the program were to remain by underfilling this position.	1*	104,747

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
831 - SEWER ENGINEERING AND ADMIN	CAD/GIS service reductions primarily impacting Engineering Mapping/Land Info and Private Development. More broadly utilize and prioritize existing CAD/GIS specialist positions within Engineering to support critical functions as best as possible, and eliminate a vacant CAD/GIS Specialist Position. *Note this reduction scenario extends across multiple Engineering services, with a combined FTE impact of 1, and total operating cost reduction of $135,602.	Vacant position is currently within the Engineering Mapping/Land Information section, performing critical, core services for the Engineering Division such as base map (parcels, easements, rights-of-way, etc.) edits for accuracy, assisting with addressing and address point updates for Dane Co. 911, among other critical tasks. If position were eliminated, multiple other staff with similar skill sets would be assigned portions of this work, while retaining other responsibilities. As a result, this critical work would be completed in less timely manner. Additionally, this broader application of assignments and retainment of other duties would create inefficiencies and would be detrimental to other work necessary for efficient operations of Engineering and other services, including: recent promotion to fill position created through Finance Committee & Council budget amendment to assist with the Private Development service would need to retain some prior duties reducing the actual benefit of the position to the Private Development service; rollout of CAD standards & efficiencies would slow, resulting in more manual entry of records, inaccuracies of data, and less efficient design work; planned utilization of upgrades to CityWorks and work order processes would be delayed, similarly impacting efficient work and identification & resolution of issues by Engineering Facilities Maintenance and Engineering Sewer/Stormwater Operations; limit ability of Engineering Technology staff to develop automation tools, further hindering ability to implement efficiencies and reduce manual, redundant tasks.	1*	41,977
			Total	346,724

Stormwater Utility Overview

Agency Mission

The mission of the Stormwater Utility is to provide stormwater management services to the City of Madison with an equitable rate structure.

Agency Overview

The Agency is responsible for reducing flooding, improving the water quality of the lakes and waterways, and complying with the Wisconsin Pollutant Discharge Elimination System discharge permit. The goals of the agency include reducing the total suspended solids and total phosphorus within the City's stormwater runoff by working with neighboring municipalities, regulatory agencies, and public watershed organizations.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

- Salaries: Allocated portion of Premium pay from Service 1 to Service 2
- Reallocated Hourly and OT to reflect recent experience
- Supplies: For Work Supplies (53210) budget was shifted from Service 1 to Service 2 to better match actual experience
- Purchased Services: Reduced budget in several objects in Service 1 to better match expectations. Also removed funding for Mad-CAP credit since now handled in General Fund.
- Debt: Increase Prin/Int budget for anticipated 2026 GO Bonds later in year
- Transfer Out: Decreased budget for fronting assessments reflective of 2027 Capital Budget amounts

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

No anticipated impact.

Transmittal Memo

Engineering Division
210 Martin Luther King, Jr., Blvd, Room 115
Madison, WI 53703
(608) 266-4751
engineering@cityofmadison.com
www.cityofmadison.com/engineering

TO: Mayor Satya Rhodes-Conway
FROM: Jim Wolfe, City Engineer

Goals of Agency's Operating Budget

The Stormwater Utility provides services for planning, design, review, construction, and maintenance of the City's storm system. The storm system includes 500+ miles of storm sewer pipe and box culverts, 26,000+ inlets, 88 miles of open channels (both ditches and greenways), ~300 wet and dry detention ponds, and 600+ biofiltration devices and raingardens, along with a variety of other treatment devices, such as catchbasins, screen structures, etc., and over 1300 acres of vegetated stormwater utility owned lands.

The Stormwater Utility's goals are to:

- Reduce flooding and improve the quality of our lakes and streams.
- Increase our resiliency and ability to recover from more frequent, intense wet weather events resulting from climate change.
- Assure compliance with the Wisconsin Pollutant Discharge Elimination System discharge permit and enforce the technical aspects of the City's Municipal Governing Ordinance Chapter 37.
- Provide habitat for pollinators and other wildlife and improve biodiversity.

A key focus of the Stormwater Utility's work plan is the continuation of the Watershed Study program. This program is working to identify the potential for flooding city-wide through public engagement and stormwater modeling, which is a more equitable approach than solely relying on complaints to identify problematic areas. The studies then include proposed solutions to help address anticipated flooding issues in each watershed, including reducing the number of structures potentially flooded and impacts to streets, especially along key transit and emergency vehicle corridors. These studies will help guide priorities for future capital investments to help make our City more resilient to the impacts of climate change.

Under capital projects, the stormwater utility has installed a number of stormwater treatment devices (structures, infiltration basins, etc.), which help reach the regulatory requirements on removing phosphorus and suspended solids from stormwater. All of these devices require maintenance to ensure they're functioning properly, and this Operating Budget provides the necessary resources to continue that work, including dredging stormwater treatment ponds to remove accumulated sediment and restore them to proper functionality. This Operating Budget also covers the costs to continue the City's street sweeping program, and this has proven to be another effective measure to help reach those regulatory requirements.

Enterprise Agencies (if applicable)

With this Operating Budget, the Stormwater Utility would propose a 3% increase to rates for 2027, which is an increase of approximately $0.39/month for the average customer. The primary reason for this increase is debt service. The Stormwater Utility continues to work towards finding efficiencies, and being mindful of long-term operating costs related to the maintenance of stormwater infrastructure installed with capital projects. Additionally, the Stormwater Utility is also working within the Engineering Division to expand our use of the Autodesk Forma technology to help improve efficiency and reduce redundant, manual tasks, and will continue to explore opportunities within the Department of Public Works to work collaboratively to find efficient ways to utilize resources within the department.

The Stormwater Utility is partner in the Madison Customer Assistance Program (MadCAP), and the goal of this program is to help reduce utility rates for residents with lower incomes. As this program was new in 2023, we will continue to draw awareness to this program and hope to reach as many eligible residents as possible.

Reduction Scenarios

There are a few opportunities for budget reductions within the Stormwater Utility Operating Budget, a couple of which are extensions of reductions described within the general Engineering Operating Budget memo.

1. The stormwater utility has recently started a program to dredge sediment from stormwater treatment ponds. As sediment accumulates within the ponds, they no longer function as well as initially designed. This program restores those ponds to their intended functionality. At this time, there is no mandate for the City to complete this work, so the program could be reduced and slow progress.
2. As described in the Engineering Operating Budget memo, elimination of the Madison Infrastructure Training Engineering program, and the associated FTE reduction, would result in cost savings that extend to the Sewer Utility as well.
3. Similar to above, modifications, reallocations, and reductions within Engineering's broader CAD/GIS services that could result in elimination of a CAD/GIS position would also impact the Sewer Utility. Please see the Engineering Operating Budget memo for further description and impacts.

Reallocations and Other Changes

Engineering has a few proposed personnel changes impacting the Sewer Utility Operating Budget. Promotions will need to be implemented in a manner that fits within proposed budget and will only advance with concurrence and coordination with Human Resources.

- Recreate GIS Specialist 3 (18/10) as GIS Specialist 4 (18/12) – implementation of upgrades to ArcGIS and CityWorks platforms provide increased functionality that was not available in earlier versions. Fully utilizing the upgrades and allowing for the related efficiency and accuracy improvements for our Operations groups, including our Landfill service, will require more advanced-level work of the position. This position has an allocation that extends across all Engineering budgets.
- Recreate Landscape Architect 4 (18/12) as Principal Architect (18/15) – this position is necessary to accomplish management and execution of the expansion of sustainability initiatives, working to progress goals of the Sustainability Plan, creation and implementation of Engineering's Vegetation Management Plan, and improved oversight and stricter requirements of stormwater utility lands constructed by private developments that will ultimately be owned by the Stormwater Utility. Position classification has been reviewed and recommended by Human Resources.
- Recreate Water Resources Specialist 3 (18/10) as Water Resources Specialist 4 (18/12) – as the stormwater utility continues to complete watershed studies and advance our use and knowledge of stormwater models, this position is necessary to complete advanced level work on hydrologic and hydraulic models and coordination and review of potential environmental issues and coordination with regulatory entities. This position required a position study and creation of a new classification, which has been coordinated and approved by Human Resources.
- Recreate Engineer 2 (18/08) as Water Resources Specialist 3 (18/10) – this position was created and filled in 2025, and, as work duties have progressed, the work conducted by this position are more consistent with the Water Resources classification. This will also allow for career ladder advancement as responsibilities of the position continue to increase.

While not currently part of the budget proposal, we are interested in a budget neutral modification to reduce the number of seasonal hourly employees (currently 4) that are hired by the Stormwater Utility each spring to assist with vegetation management activities in order to add 1 FTE Conservation Technician. This change would create efficiencies for other permanent staff by reducing the amount of work involved in hiring, onboarding, and training new seasonal staff each year, while the additional permanent staff would be more effective in this work, especially as they gain more experience and independence in their work. Ecological and conservation work is becoming an increasingly important element of the work performed by Stormwater Utility as it connects both stormwater management techniques with the City's sustainability efforts, so we continue to look for improved approaches to completing this work.

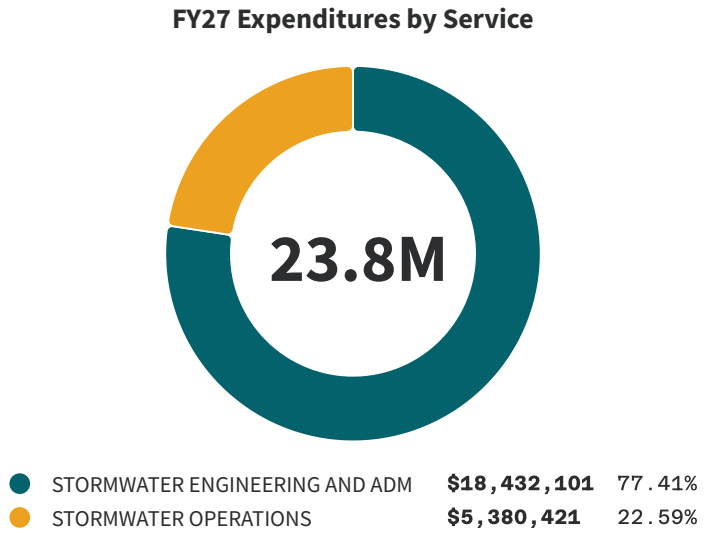
James M. Wolfe, P.E., City Engineer

Stormwater Utility Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

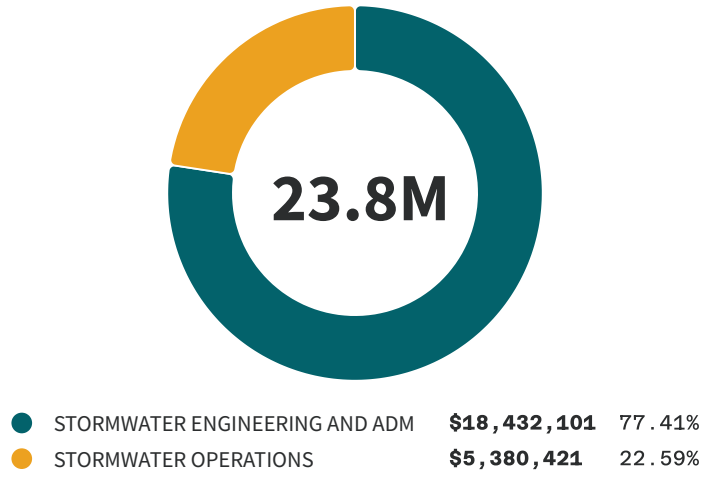


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
STORMWATER ENGINEERING AND ADM	$17,477,775	$20,065,493	$18,108,743	$18,360,614	$18,432,101
STORMWATER OPERATIONS	$5,062,789	$4,171,758	$5,346,815	$5,454,675	$5,380,421
Total Expenditures	**$22,540,563**	**$24,237,251**	**$23,455,558**	**$23,815,289**	**$23,812,522**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
STORMWATER ENGINEERING AND ADM	$17,477,775	$20,078,152	$18,108,743	$18,468,473	$18,432,101
STORMWATER OPERATIONS	$5,062,789	$4,159,099	$5,346,815	$5,346,815	$5,380,421
Total Revenues	**$22,540,563**	**$24,237,251**	**$23,455,558**	**$23,815,289**	**$23,812,522**

Service: Stormwater Engineering and Administration

Service Description

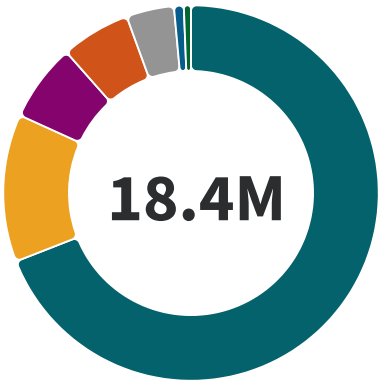
The Stormwater Utility Engineering and Admin service provides services for planning, design, review, construction, and maintenance of the City's storm system. The storm system includes 500-plus miles of storm sewer pipe and box culverts, 26,000+ inlets, 88 miles of open channels (both ditches and greenways), approximately 300 wet and dry detention ponds, and more than 600 biofiltration devices and raingardens. Additionally, the storm system includes a number of additional treatment devices such as catchbasins, screen structures, pervious pavement, pervious sidewalks, proprietary stormwater quality devices, and also includes land management practices for 1,300 acres of land. The Stormwater Utility is responsible for compliance with the Wisconsin Pollutant Discharge Elimination System discharge permit and enforcement of the technical aspects of the City's Municipal General Ordinance, Chapter 37.

Activities Performed by this Service

- Flood Mitigation & Resiliency: Watershed study management including data collection, modeling, development, and prioritization of engineering solutions.
- Green infrastructure design, construction, management, and community engagement.
- Utility Management & Administration: Plan, direct, and implement storm water infrastructure design, construction, operations, and maintenance. Oversee Utility administrative and technical activities.
- Design: Planning, technical design, project management, and preparation of construction plans and specifications for replacement or rehabilitation of aging storm sewer infrastructure and implementation of flood mitigation solutions, including public engagement and outreach.
- Construction Inspection: Manage storm sewer construction of Public Works projects.
- GIS: Create and maintain stormwater infrastructure assets in GIS for asset and work order management and create and maintain data for stormwater billing, land management, green infrastructure tracking, permitting, analysis, public and internal web mapping applications and flood and water quality modeling.
- Permit Compliance: Manage and track the Stormwater Utility requirements for compliance with the WPDE/ MS4 permit and provide report and modeling efforts.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



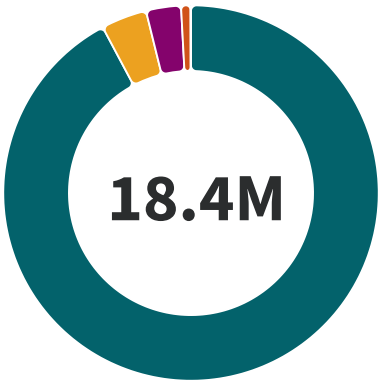
DEBT OTHR FINANCING	**$13,031,289**	70.70%
SALARIES	**$2,398,321**	13.01%
PURCHASED SERVICES	**$1,261,373**	6.84%
BENEFITS	**$1,128,132**	6.12%
INTER DEPART CHARGES	**$773,285**	4.20%
SUPPLIES	**$159,700**	0.87%
TRANSFER OUT	**$115,000**	0.62%
INTER DEPART BILLING	**-$435,000**	-2.36%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,133,464	$1,905,102	$2,236,933	$2,421,985	$2,398,321
BENEFITS	$1,046,357	$627,774	$1,104,999	$1,137,344	$1,128,132
SUPPLIES	$162,700	$136,430	$166,100	$166,100	$159,700
PURCHASED SERVICES	$1,498,211	$961,871	$1,530,383	$1,530,383	$1,261,373
DEBT OTHR FINANCING	$11,195,399	$16,235,093	$11,721,109	$11,721,109	$13,031,289
INTER DEPART CHARGES	$626,644	$623,608	$704,818	$739,293	$773,285
INTER DEPART BILLING	-$385,000	-$430,384	-$385,000	-$385,000	-$435,000
TRANSFER OUT	$1,200,000	$6,000	$1,029,400	$1,029,400	$115,000
Total Expenditures	**$17,477,775**	**$20,065,493**	**$18,108,743**	**$18,360,614**	**$18,432,101**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



●	CHARGES FOR SERVICES	**$16,995,161**	92.20%
●	INVEST OTHER CONTRIB	**$725,000**	3.93%
●	FINE FORFEITURE ASMT	**$555,040**	3.01%
●	OTHER FINANCE SOURCE	**$150,000**	0.81%
●	MISC REVENUE	**$5,400**	0.03%
●	LICENSES AND PERMITS	**$1,500**	0.01%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$16,056,760	$17,567,272	$16,687,859	$17,047,589	$16,995,161
LICENSES AND PERMITS	-	$563	-	-	$1,500
FINE FORFEITURE ASMT	$555,040	-$111,140	$555,040	$555,040	$555,040
INVEST OTHER CONTRIB	$715,000	$761,096	$715,000	$715,000	$725,000
MISC REVENUE	$975	$55,523	$844	$844	$5,400
OTHER FINANCE SOURCE	$150,000	$1,804,839	$150,000	$150,000	$150,000
Total Revenues	**$17,477,775**	**$20,078,152**	**$18,108,743**	**$18,468,473**	**$18,432,101**

Service: Stormwater Operations

Service Description

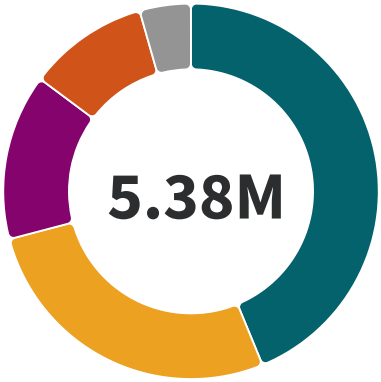
This service is responsible for operating and maintaining Stormwater Utility system infrastructure of storm sewer system including 500-plus miles of storm sewer pipe and box culverts, more than 26,000 inlets, 88 miles of open channels (both ditches and greenways), approximately 300 wet and dry detention ponds, 600+ biofiltration devices and raingardens, and cleaning, sediment and pollutant removal from the various treatment structures such as catchbasins, screen structures, proprietary stormwater quality devices, and maintenance and land management practices for 1,300 acres of land.

Activities Performed by this Service

- Storm Sewer Cleaning: Scheduled pipe and structure cleaning to maintain existing system capacity and prevent sediment and embedded pollutants from reaching surface waters.
- New Construction, Upgrades, and Retrofits: Construct new stormwater infrastructure to address local drainage issues, and upgrade and retrofit existing infrastructure to improve water quality.
- Storm Sewer Repair: Pipe and structure repair to maintain existing system functionality and extend useful life.
- Greenway & Pond Maintenance and Repair: Vegetation maintenance, including mowing, tree removal, small-scale dredging, cleaning and repair, and post-storm debris removal.
- Land Management: Maintain vegetation within distributed green infrastructure system including ponds, greenways, bioretention basins, and raingardens.
- Inspection and Condition Assessment: Internal pipe and structure inspection and condition assessment, dry weather inspections, and pond depth surveys.
- Utility Locating and Marking: Respond to Diggers Hotline requests to locate and mark underground stormwater utilities to prevent damage during excavation.
- Emergency Response: Respond to reports of flooding, spills, missing covers, and plugged inlets, and stock sandbag sites.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



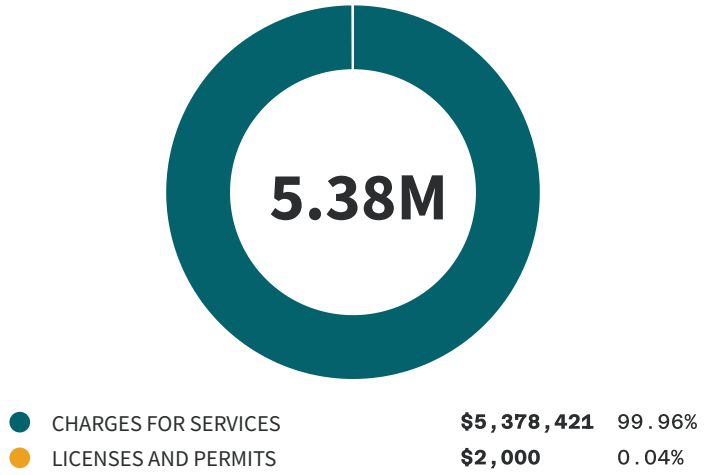
SALARIES	$2,388,769	44.40%
PURCHASED SERVICES	$1,479,559	27.50%
BENEFITS	$779,164	14.48%
INTER DEPART CHARGES	$567,119	10.54%
SUPPLIES	$240,810	4.48%
INTER DEPART BILLING	-$75,000	-1.39%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,175,088	$1,844,170	$2,273,643	$2,366,031	$2,388,769
BENEFITS	$691,977	$607,904	$775,821	$779,491	$779,164
SUPPLIES	$267,300	$172,580	$276,800	$276,800	$240,810
PURCHASED SERVICES	$1,384,335	$1,154,478	$1,510,092	$1,512,242	$1,479,559
INTER DEPART CHARGES	$584,089	$476,699	$585,459	$595,111	$567,119
INTER DEPART BILLING	-$40,000	-$84,073	-$75,000	-$75,000	-$75,000
Total Expenditures	**$5,062,789**	**$4,171,758**	**$5,346,815**	**$5,454,675**	**$5,380,421**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

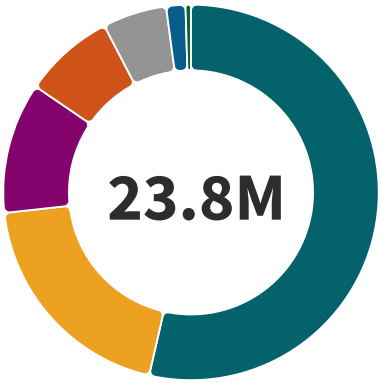
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$1,250	$1,995	$2,400	$2,400	-
CHARGES FOR SERVICES	$5,059,539	$4,155,503	$5,342,415	$5,342,415	$5,378,421
LICENSES AND PERMITS	$2,000	$1,600	$2,000	$2,000	$2,000
Total Revenues	**$5,062,789**	**$4,159,099**	**$5,346,815**	**$5,346,815**	**$5,380,421**

Stormwater: Stormwater Utility Fund

The graphs and tables below provide a summary and line-item details of the agency's Stormwater Utility Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



DEBT OTHR FINANCING	**$13,031,289**	54.72%
SALARIES	**$4,787,091**	20.10%
PURCHASED SERVICES	**$2,740,932**	11.51%
BENEFITS	**$1,907,295**	8.01%
INTER DEPART CHARGES	**$1,340,404**	5.63%
SUPPLIES	**$400,510**	1.68%
TRANSFER OUT	**$115,000**	0.48%
INTER DEPART BILLING	**-$510,000**	-2.14%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$3,243,800	$4,308,552	$3,749,272	$4,510,576	$4,788,016	$4,787,091
PERMANENT WAGES	$3,155,979	$3,862,135	$3,427,781	$4,045,118	$4,240,336	$4,240,336
PENDING PERSONNEL	-	$5,357	-	$11,166	$93,388	$88,636
PREMIUM PAY	$13,497	$13,100	$17,179	$13,493	$13,493	$17,320
WORKERS COMPENSATION WAGES	$22,009	-	$7,474	-	-	-
COMPENSATED ABSENCE	-$175,798	$120,000	$40,500	$123,600	$123,600	$123,600
HOURLY WAGES	$62,114	$106,960	$84,240	$110,169	$110,169	$110,169
OVERTIME WAGES PERMANENT	$165,631	$200,000	$172,089	$206,000	$206,000	$206,000
OVERTIME WAGES HOURLY	$367	$1,000	$9	$1,030	$1,030	$1,030
BENEFITS	$1,141,292	$1,738,333	$1,235,678	$1,880,820	$1,916,834	$1,907,295
COMPENSATED ABSENCE ESCROW	$73,428	$50,000	$43,420	$50,000	$50,000	$50,000
HEALTH INSURANCE BENEFIT	$536,912	$670,981	$614,217	$732,571	$768,744	$768,744

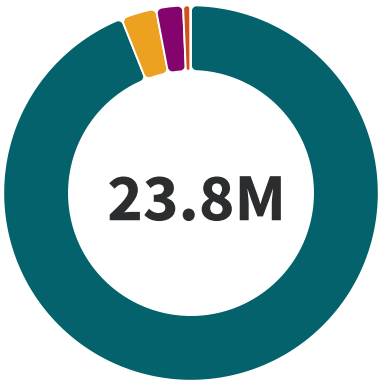
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WAGE INSURANCE BENEFIT	$11,722	$11,730	$12,599	$13,184	$13,399	$13,399
WI RETIREMENT SYSTEM	$233,071	$289,752	$255,234	$313,223	$327,278	$328,226
FICA MEDICARE BENEFITS	$254,318	$309,249	$275,459	$335,860	$350,942	$340,455
LICENSES AND CERTIFICATIONS	$353	$450	$252	$450	$450	$450
POST EMPLOYMENT HEALTH PLANS	$31,488	$6,171	$34,497	$35,532	$6,021	$6,021
OTHER POST EMPLOYMENT BENEFIT	-	$100,000	-	$100,000	$100,000	$100,000
PENSION EXPENSE	-	$300,000	-	$300,000	$300,000	$300,000
SUPPLIES	$335,423	$430,000	$309,010	$442,900	$442,900	$400,510
OFFICE SUPPLIES	$2,010	$5,000	$1,513	$5,000	$5,000	$5,000
COPY PRINTING SUPPLIES	$9,257	$18,000	$12,616	$14,000	$14,000	$15,500
FURNITURE	$9	$1,000	-	$1,500	$1,500	$1,500
HARDWARE SUPPLIES	$880	$10,000	$11,343	$16,900	$16,900	$12,310
SOFTWARE LICENSES & SUPPLIES	$3,546	$5,000	$716	$5,000	$5,000	$5,000
POSTAGE	$62,791	$79,900	$84,459	$79,900	$79,900	$89,700
BOOKS AND SUBSCRIPTIONS	$29	$500	$29	$500	$500	$500
WORK SUPPLIES	$167,735	$220,000	$104,604	$220,000	$220,000	$175,000
SAFETY SUPPLIES	$20,951	$10,000	$14,756	$15,000	$15,000	$15,000
UNIFORM CLOTHING SUPPLIES	$3,650	$6,300	$7,850	$6,300	$6,300	$8,000
FOOD AND BEVERAGE	$339	$500	$258	$500	$500	$500
BUILDING SUPPLIES	-	$5,800	-	$5,800	$5,800	-
LANDSCAPING SUPPLIES	$5,931	$6,500	$4,281	$6,500	$6,500	$6,500
TREES SHRUBS PLANTS	$5,784	$9,500	$4,894	$9,500	$9,500	$9,500
FERTILIZERS AND CHEMICALS	$1,836	-	$478	$2,000	$2,000	$2,000
MACHINERY AND EQUIPMENT	$9,318	$12,000	$23,620	$12,000	$12,000	$12,000
EQUIPMENT SUPPLIES	$39,195	$40,000	$34,257	$40,000	$40,000	$40,000
SWR OP ADM TOOLS	$2,161	-	$3,335	$2,500	$2,500	$2,500
PURCHASED SERVICES	$2,314,960	$2,882,546	$2,116,348	$3,040,475	$3,042,625	$2,740,932
NATURAL GAS	$4,817	$5,090	$5,113	$5,420	$5,420	$6,900
ELECTRICITY	$18,478	$21,810	$19,399	$20,500	$20,500	$19,330
WATER	$11,797	$12,960	$12,076	$11,950	$11,950	$13,050
SEWER	$519	$590	$570	$590	$590	$700
STORMWATER	$167,755	$172,180	$174,187	$179,920	$179,920	$188,090
TELEPHONE	$768	$1,278	$794	$1,365	$1,365	$1,017
CELLULAR TELEPHONE	$9,589	$10,562	$7,776	$7,928	$7,928	$8,241
BUILDING IMPROV REPAIR MAINT	$1,520	$5,000	$1,542	$5,000	$5,000	$2,500

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WASTE DISPOSAL	$81	-	-	-	-	-
FACILITY RENTAL	$374	$300	-	-	-	-
CUSTODIAL BUILDING USE CHARGES	$19,335	$19,456	$20,467	$19,456	$19,456	$19,456
LANDFILL	$5,364	$30,000	$16,562	$30,000	$30,000	$20,000
GROUNDS IMPROV REPAIR MAINT	$22,362	$35,000	$6,026	$5,000	$5,000	$12,300
LANDSCAPING	$9,985	$45,000	$67,477	$150,000	$150,000	$150,000
EQUIP IMPROV REPAIR MAINT	$10,208	$15,000	$10,115	$15,000	$15,000	$15,000
SYSTEM AND SOFTWARE MAINTENANC	$74,530	$117,305	$56,829	$114,691	$116,841	$78,296
VEHICLE REPAIR AND MAINTENANCE	$8,881	$1,000	$2,730	$1,000	$1,000	$2,500
LEASE RENTAL OF EQUIPMENT	-	-	-	$500	$500	$500
PLANT IN SERVICE IMPROV REPAIR	$457,789	$400,000	$201,008	$325,000	$325,000	$350,000
RECRUITMENT	$64	$1,500	$150	$1,500	$1,500	$500
MILEAGE	$1	-	-	-	-	-
CONFERENCES AND TRAINING	$11,890	$27,500	$14,576	$27,976	$27,976	$27,976
MEMBERSHIPS	$23,646	$25,395	$26,669	$28,018	$28,018	$29,408
UNIFORM LAUNDRY	$2,599	$3,200	$2,957	$3,200	$3,200	$3,200
AUDIT SERVICES	$3,600	$3,750	$3,700	$3,800	$3,800	$4,050
CREDIT CARD SERVICES	$58	-	$13	$100	$100	$100
DELIVERY FREIGHT CHARGES	$109	$550	$232	$550	$550	$550
STORAGE SERVICES	$267	$660	$304	$660	$660	$660
CONSULTING SERVICES	$557,589	$721,560	$503,114	$729,450	$729,450	$729,450
ADVERTISING SERVICES	$1,163	$1,500	$1,468	$11,500	$11,500	$11,500
ENGINEERING SERVICES	-	$7,500	-	$7,500	$7,500	-
INSPECTION SERVICES	-	$560	$278	$560	$560	$270
SURVEYING SERVICES	$5,080	-	$37,023	$10,000	$10,000	$10,000
LOCATING MARKING SERVICES	$8,708	$10,000	$9,005	$10,000	$10,000	$10,000
LAB SERVICES	$749	$3,000	$5,122	$3,000	$3,000	$5,000
PARKING TOWING SERVICES	$168	$500	$342	$500	$500	$500
PROGRAM SERVICES	$13,294	$42,000	$20,317	$42,000	$42,000	-
OTHER SERVICES AND EXPENSES	$701,959	$811,600	$705,244	$934,231	$934,231	$790,798
GRANTS	$129	$15,000	-	$15,000	$15,000	$15,000
BAD DEBT EXPENSE	$642	$50,000	$1,762	$50,000	$50,000	$10,000
TAXES AND SPECIAL ASSESSMENTS	$135,406	$231,740	$155,780	$235,110	$235,110	$171,590
PERMITS AND LICENSES	$23,687	$32,500	$25,622	$32,500	$32,500	$32,500

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
DEBT OTHR FINANCING	$15,108,481	$11,195,399	$16,235,093	$11,721,109	$11,721,109	$13,031,289
PRINCIPAL	-	$7,087,015	$7,087,015	$7,569,385	$7,569,385	$8,167,095
INTEREST	$1,591,996	$1,525,315	$1,525,315	$1,856,743	$1,856,743	$2,025,468
FUND BALANCE GENERATED	$13,516,485	-	$7,622,763	-	-	-
CONTINGENT RESERVE	-	$2,583,069	-	$2,294,981	$2,294,981	$2,838,726
INTER DEPART CHARGES	$1,092,133	$1,210,733	$1,100,307	$1,290,277	$1,334,404	$1,340,404
ID CHARGE FRO GENERAL FUND	$439	$439	$439	$439	$219	$219
ID CHARGE FROM ATTORNEY	$6,855	$6,093	$6,093	-	$9,652	$9,652
ID CHARGE FROM CIVIL RIGHTS	$6,799	$6,295	$6,295	$8,514	$8,132	$8,132
ID CHARGE FROM FINANCE	$83,623	$69,994	$69,994	$68,496	$90,720	$90,720
ID CHARGE FROM HUMAN RESOURCES	$18,014	$14,646	$14,646	$20,055	$20,312	$20,312
ID CHARGE FROM INFORMATION TEC	$50,983	$61,159	$61,159	$57,023	$48,821	$48,821
ID CHARGE FROM MAYOR	$11,940	$10,581	$10,581	$14,290	$12,451	$12,451
ID CHARGE FROM EAP	$1,793	$1,250	$1,250	$1,181	$875	$875
ID CHARGE FROM ENGINEERING	$47,513	$56,134	$49,406	$56,134	$56,134	$56,134
ID CHARGE FROM FLEET SERVICES	$163,988	$174,664	$147,490	$221,063	$244,132	$244,132
ID CHARGE FROM LANDFILL	$16,925	$30,000	$22,170	$30,000	$30,000	$30,000
ID CHARGE FROM TRAFFIC ENGINEE	$3,922	$4,246	$5,009	$4,246	$4,246	$4,246
ID CHARGE FROM COMMUNITY DEVEL	$163,710	$163,710	$163,350	$163,710	$163,710	$163,710
ID CHARGE FROM INSURANCE	$28,045	$25,217	$23,570	$49,185	$49,600	$49,600
ID CHARGE FROM WORKERS COMP	$14,908	$12,305	$12,305	$6,941	$6,400	$6,400
ID CHARGE FROM SEWER	$272,332	$375,000	$293,893	$375,000	$375,000	$375,000
ID CHARGE FROM WATER	$200,344	$199,000	$212,657	$214,000	$214,000	$220,000
INTER DEPART BILLING	-$449,687	-$425,000	-$514,457	-$460,000	-$460,000	-$510,000
ID BILLING TO ENGINEERING	-$75,007	-$75,000	-$77,107	-$75,000	-$75,000	-$75,000
ID BILLING TO LANDFILL	-$10,932	-$10,000	-$6,022	-$10,000	-$10,000	-$10,000
ID BILLING TO SEWER	-$291,745	-$300,000	-$347,255	-$300,000	-$300,000	-$350,000
ID BILLING TO TRANSIT	-$72,004	-$40,000	-$84,073	-$75,000	-$75,000	-$75,000
TRANSFER OUT	$6,629	$1,200,000	$6,000	$1,029,400	$1,029,400	$115,000
TRANSFER OUT TO CAPITAL PROJEC	$6,629	$1,200,000	$6,000	$1,029,400	$1,029,400	$115,000
Total Expenditures	**$22,793,030**	**$22,540,563**	**$24,237,251**	**$23,455,558**	**$23,815,289**	**$23,812,522**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	$22,373,582	93.96%
INVEST OTHER CONTRIB	$725,000	3.04%
FINE FORFEITURE ASMT	$555,040	2.33%
OTHER FINANCE SOURCE	$150,000	0.63%
MISC REVENUE	$5,400	0.02%
LICENSES AND PERMITS	$3,500	0.01%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$2,419	$1,250	$1,995	$2,400	$2,400	-
STATE REVENUES OPERATING	$2,419	$1,250	$1,995	$2,400	$2,400	-
CHARGES FOR SERVICES	$21,467,708	$21,116,298	$21,722,775	$22,030,274	$22,390,005	$22,373,582
MISCELLANEOUS CHRGS FOR SERVIC	$250	-	$1,000	-	-	-
ENGINEERING SERVICES	$900	$2,000	$1,330	$2,000	$2,000	$1,000
SALE OF RECYCLABLES	$4,151	$4,500	$2,411	$4,500	$4,500	$4,500
REIMBURSEMENT OF EXPENSE	$314,938	$150,000	$234,414	$200,000	$200,000	$200,000
EROSION CONTROL FEE	$113,432	$120,000	$105,638	$120,000	$120,000	$120,000
STORMWATER MGMT FEE	$56,949	$90,000	$83,862	$90,000	$90,000	$90,000
Stormwater Charges	$23,011,390	$20,749,798	$23,355,597	$21,613,774	$21,973,505	$21,958,082
CUSTOMER CREDITS	-$2,034,301	-	-$2,061,476	-	-	-
LICENSES AND PERMITS	$1,100	$2,000	$2,163	$2,000	$2,000	$3,500
STREET OPENING PERMITS	$1,100	$2,000	$1,600	$2,000	$2,000	$2,000
OTHER PERMITS	-	-	$563	-	-	$1,500
FINE FORFEITURE ASMT	$281,077	$555,040	-$111,140	$555,040	$555,040	$555,040
SPEC ASSESSMENTS CAPITAL	$227,461	$500,000	-$162,107	$500,000	$500,000	$500,000
LATE FEES	$53,616	$55,040	$50,966	$55,040	$55,040	$55,040
INVEST OTHER CONTRIB	$800,131	$715,000	$761,096	$715,000	$715,000	$725,000
INTEREST	$800,131	$715,000	$761,096	$715,000	$715,000	$725,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$15,324	$975	$55,523	$844	$844	$5,400
INSURANCE RECOVERIES	-	-	$2,652	-	-	-
EASEMENTS	$14,400	-	-	-	-	-
LEASE REVENUE	$844	$975	$5,322	$844	$844	$5,400
MISCELLANEOUS REVENUE	$80	-	$47,549	-	-	-
OTHER FINANCE SOURCE	-$418,154	$150,000	$1,804,839	$150,000	$150,000	$150,000
SALE OF ASSETS	$138,466	$150,000	$277,245	$150,000	$150,000	$150,000
TRADE IN ALLOWANCE	-	-	$61,750	-	-	-
(GAIN) LOSS ON SALE OF ASSET	-$556,620	-	-	-	-	-
CAP CONTR MUNICIPAL	-	-	$1,465,844	-	-	-
TRANSFER IN	$643,426	-	-	-	-	-
TRANSFER IN FROM GRANTS	$5,887	-	-	-	-	-
TRANSFER IN FROM IMPACT FEES	$450,000	-	-	-	-	-
TRANSFER IN FROM TAX INCREMENT	$170,724	-	-	-	-	-
TRANSFER IN FROM INSURANCE	$16,815	-	-	-	-	-
Total Revenues	**$22,793,030**	**$22,540,563**	**$24,237,251**	**$23,455,558**	**$23,815,289**	**$23,812,522**

Stormwater 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges). Stormwater Utility identified a 2% target of $186,107.

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
842 - STORMWATER OPERATIONS	Madison Infrastructure Training Engineering Program - Training program is designed/intended to provide exposure and training on various infrastructure work, primarily sidewalk replacement, but also sewer/stormwater related work such as access structure casting replacement/adjustment, with the goal of preparing trainees for potential entry-level full-time employment in Public Works agencies. Eliminating the training program would result in operating cost savings by no longer hiring seasonal, hourly trainees and also allow for restructuring of Engineering Operations supervisor group, including eliminating a position, notably a vacant Deputy City Engineer position. *Note this reduction scenario extends across multiple Engineering services, with a combined FTE impact of 1, and total operating cost reduction of $206,513.	Eliminating the program would require some of this work to be re-assigned to permanent staff or contracted out through public works contracts funded through programs in Capital Budget(s). Some cost savings could still be realized if the program were to remain by underfilling this position.	1*	42,953

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
842 - STORMWATER OPERATIONS	Reduce maintenance dredging of stormwater treatment ponds.	The City owns and maintains approximately 215 stormwater treatment ponds. Over time, these ponds fill with sediment, reducing the ability of these devices to function as intended. Because our system and modeling assume these devices are functioning as designed, the stormwater utility has a program in place to remove sediment from ponds, prioritizing ones that have filled the most beyond initial design. A reduction in the program will slow our ability to restore these devices to proper functionality, but currently there is no regulatory requirement to do so. However, at some point in the near future, it is expected that there will be some type of mandate requiring this work, but the scale of which is still unknown.	0	120,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
841 - STORMWATER ENGINEERING AND ADM	CAD/GIS service reductions primarily impacting Engineering Mapping/Land Info and Private Development. More broadly utilize and prioritize existing CAD/GIS specialist positions within Engineering to support critical functions as best as possible, and eliminate a vacant CAD/GIS Specialist Position. *Note this reduction scenario extends across multiple Engineering services, with a combined FTE impact of 1, and total operating cost reduction of $135,602.	Vacant position is currently within the Engineering Mapping/Land Information section, performing critical, core services for the Engineering Division such as base map (parcels, easements, rights-of-way, etc.) edits for accuracy, assisting with addressing and address point updates for Dane Co. 911, among other critical tasks. If position were eliminated, multiple other staff with similar skill sets would be assigned portions of this work, while retaining other responsibilities. As a result, this critical work would be completed in less timely manner. Additionally, this broader application of assignments and retainment of other duties would create inefficiencies and would be detrimental to other work necessary for efficient operations of Engineering and other services, including: recent promotion to fill position created through Finance Committee & Council budget amendment to assist with the Private Development service would need to retain some prior duties reducing the actual benefit of the position to the Private Development service; rollout of CAD standards & efficiencies would slow, resulting in more manual entry of records, inaccuracies of data, and less efficient design work; planned utilization of upgrades to CityWorks and work order processes would be delayed, similarly impacting efficient work and identification & resolution of issues by Engineering Facilities Maintenance and Engineering Sewer/Stormwater Operations; limit ability of Engineering Technology staff to develop automation tools, further hindering ability to implement efficiencies and reduce manual, redundant tasks.	1*	24,750
			Total	187,703

Fleet Service Overview

Agency Mission

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

Agency Overview

The Agency manages and administers the municipal fleet through maintenance, inspection, repair, and replacement of vehicles for City agencies. The goal of the Fleet Service Division is to purchase and maintain the most reliable, efficient, safest, and environmentally sustainable vehicles and equipment for all City agencies. Fleet will advance this goal with state-of-the-art systems analysis.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

Fleet Services is reallocating $10,000 from Hourly Wages in Maintenance & Repair 41300 to Hourly Wage Administration 41500. We would like to separate the functions and reporting of our hourly workers.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

There is no impact on equity or quality of life for our residents. This is an internal budget and data reallocation.

Transmittal Memo

Fleet Service Division
4151 Nakoosa Trail
Madison, WI 53714
(608) 246-4540
fleet@cityofmadison.com
www.cityofmadison.com/fleet

TO: Mayor Satya Rhodes-Conway
FROM: Rachel Darken, Fleet Service Superintendent

Goals of Agency's Operating Budget

Fleet Service Division's work plan for 2027 continues to further our mission of providing a safe, sustainable, and efficient fleet of vehicles and equipment for the delivery of City services. As an internal service agency, our core activities directly impact the work of other City departments and divisions. Key goals in our work plan for 2027 include:

- Incorporating more utilization metrics in our vehicle and equipment planning, acquisition, and assignment process.
- Facilitating several fuel site infrastructure improvement projects to strengthen our internal fuel program for the next 20 to 30 years.
- Supporting the City's sustainability goals through the transition to electric and hybrid-electric vehicles and the use of renewable diesel across our fleet.
- Preparing for a portion of our operations to move to the South Point Public Works Facility in 2028.
- Improving efficiencies in maintenance, repair, and parts inventorying processes to continue to provide quality maintenance and repair services amid tight budgets.

Overall, our operating budget submission for 2027 seeks to maximize efficiency to the greatest extent possible, especially as we continue to face rising prices for parts and fuel that are out of our control.

We are currently working through the Results Madison data engagement, but we have several internal indicators we already track to measure our performance. Two metrics we monitor continuously are the daily out-of-service rate and any overdue preventative maintenance. Over the last year, we have seen these rates increase, which reflects a growing workload as pieces of equipment are added to the fleet over time. Further analysis breaking down our workload by vehicle class has shown that the current size of our fleet amounts to the work of 23 FTE Fleet Technicians. Given we are budgeted at 22 FTE Fleet Technicians and consistently experience vacancies throughout the year, this data further explains the strain our employees and budget are feeling. It is against this backdrop that we have prepared our 2027 operating budget submission.

99.25% Budget for General, Library, and Fleet Funds

Our base budget includes a budget reduction target of $202,024. We plan to meet this target by utilizing salary savings and keeping vacant positions open longer to meet the target. Fleet will monitor our salary savings throughout the year, and if they are lower than anticipated, we plan to reduce our purchase of renewable diesel towards the end of the year, switching to less expensive petroleum diesel to ensure we hit the efficiency target. Consequently, the 0.75% budget reduction could result in higher carbon emissions from our fuel program.

Reduction Scenarios

As required, we have prepared a 2% budget reduction scenario for consideration. Our reduction target is $534,689 and is challenging for us to compile in the wake of our efforts to reduce spending and streamline our operations over the last several years. We were able to identify a few reductions that would have minimal impact on our operations:

- **Changing scheduled hours for staff on the second shift to reduce expenses by an estimated $25,250.** Currently, five Fleet employees work from 2:00 pm – 10:00 pm, primarily addressing scheduled maintenance on fleet assets typically in service during the

day. We propose changing their scheduled hours to work 10:00 am – 6:00 pm year-round. This would not only provide salary savings by reducing the night premium pay, but we also expect to see savings by closing the building earlier in the night. This change would have minimal impact on our maintenance operations, since the bulk of the work could still be done after fleet assets complete their routes by early- to mid-afternoon.

- **Establishing a national account for tire purchases for an estimated savings of $50,000.** Fleet Service staff are already working to establish a national account with a tire vendor on the State of Wisconsin contract. By setting up a national account, we would be able to access special pricing on the same tires we're already purchasing for fleet assets. Our estimated savings are based on current pricing and the quantity of tires we purchased last year. We expect to complete the contracting and approval process by early 2027.
- **Eliminate a vacant Auto Maintenance Worker 2 position for an estimated savings of $75,000.** This position is part of our Fleet Technician apprenticeship program. Established in 2018, our apprenticeship program is a key strategy to diversify our workforce and address the competition for skilled technicians in the current employment market. This position helps us hire apprentices as permanent employees once they complete our technical college apprenticeship, allowing us to retain talent while giving them an additional year or two to continue to develop their mechanical skills. If this position is eliminated, we would only be able to hire apprentices into permanent Fleet Technician positions. Often, the timing of retirements and when an apprentice completes this program do not align for a smooth transition. Without this position, we risk losing dedicated talent that Fleet Service staff spent time and resources developing.

To achieve the full 2% budget reduction, we would also need to eliminate one Fleet Technician position, coupled with a corresponding reduction in the number of fleet assets, amounting to an estimated reduction of $396,000. Without a fleet reduction at the same time as a reduction in FTE, our overall workload would not change, and we would incur higher expenses due to overtime and/or outsourced vendor repairs to keep up with necessary maintenance and repairs. Beyond the personnel savings, a fleet reduction would also lead to savings in fuel and parts. The number included above is an estimate accounting for 1 FTE Fleet Technician and approximately 44 fleet assets, ranging from light- to heavy-duty vehicles and equipment. We do not propose this reduction lightly and understand that removing assets from the fleet will directly impact essential services provided by other City departments and divisions. However, we cannot continue to reduce Fleet Service operations and expect high-quality and safe repairs, without also reducing our overall workload.

Reallocations and Other Changes

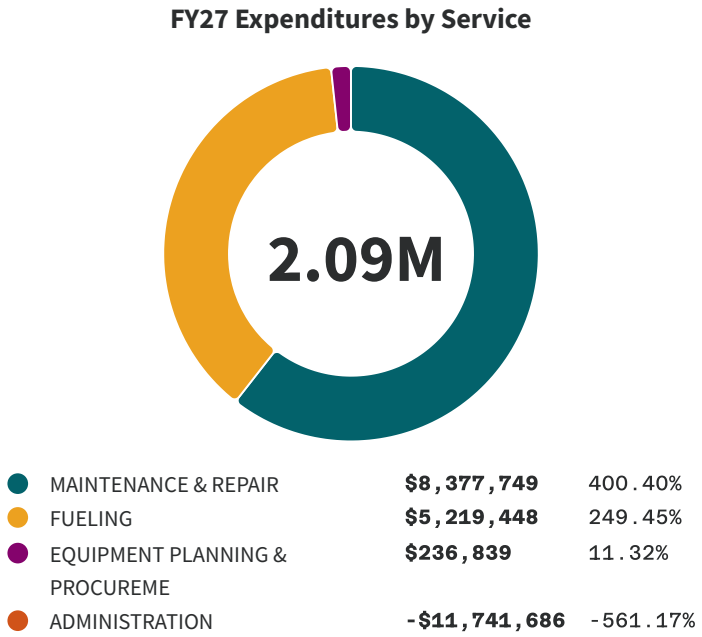
The Fleet Service operating budget proposal for 2027 includes a few minor, net neutral reallocations intended to align budget to actuals and provide better transparency of activities. The only change of $10,000 or more is to move $10,000 of hourly wages from the Maintenance & Repair service to the Administration service. This change is proposed to separate the functions of our different hourly workers (apprentices vs. janitorial) and provide better tracking for our apprenticeship program.

Fleet Service Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)



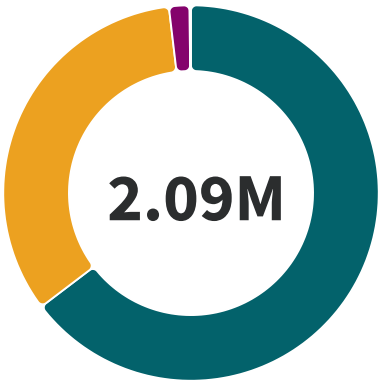
Fleet Service is an Internal Service Fund, which means the agency's budget is generated primarily from inter-departmental (ID) billings to user City agencies. The total budget for the Administration Service is displaying as a negative value because the ID billings are greater than other expenses. Without ID billings, the Administration Service's budget is $13,639,776 for 2027 request.

Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
EQUIPMENT PLANNING & PROCUREME	$199,865	$207,899	$299,151	$236,839	$236,839
MAINTENANCE & REPAIR	-$10,739,411	-$13,803,728	-$11,068,896	$8,384,749	$8,377,749
FUELING	-$785,547	$1,607,613	-$1,108,303	$5,219,448	$5,219,448
ADMINISTRATION	$13,096,992	$12,965,222	$14,520,828	-$11,748,686	-$11,741,686
Total Expenditures	**$1,771,900**	**$977,006**	**$2,642,780**	**$2,092,350**	**$2,092,350**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



ADMINISTRATION	**$1,353,000**	64.66%
EQUIPMENT PLANNING & PROCUREME	**$700,000**	33.46%
FUELING	**$37,000**	1.77%
MAINTENANCE & REPAIR	**$2,350**	0.11%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
EQUIPMENT PLANNING & PROCUREME	$955,780	$832,136	$1,135,780	$700,000	$700,000
MAINTENANCE & REPAIR	$650,620	$3,089	$25,000	$2,350	$2,350
FUELING	$129,000	$33,776	$129,000	$37,000	$37,000
ADMINISTRATION	$36,500	$27,196	$1,353,000	$1,353,000	$1,353,000
FLEET MAINTENANCE PROCUREMENT	-	$80,810	-	-	-
Total Revenues	**$1,771,900**	**$977,006**	**$2,642,780**	**$2,092,350**	**$2,092,350**

Service: Administration

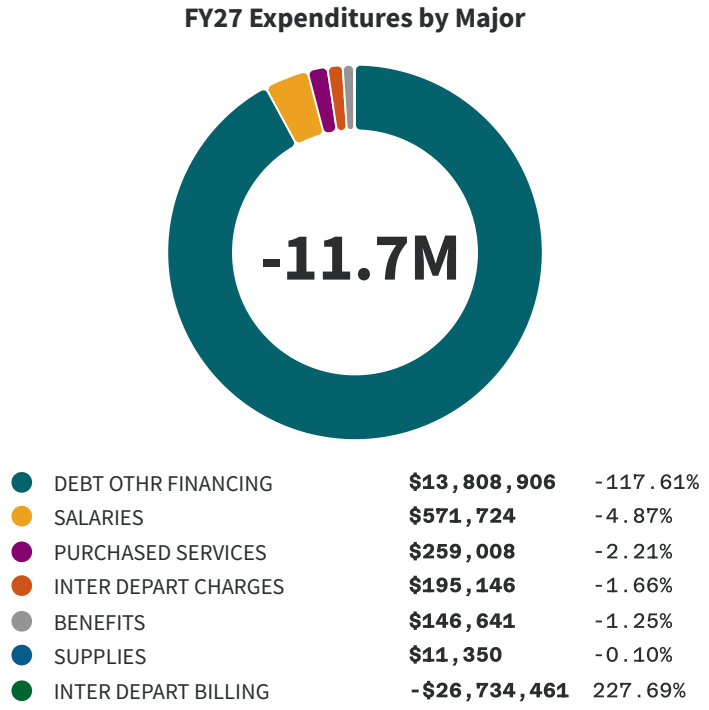
Service Description

This service is responsible for the planning and administration of all Fleet service operations. The goal of this service is to provide the safest, cleanest, and most efficient fleet for user agencies.

Activities Performed by this Service

- Planning and Administration: Develop and oversee the Fleet capital and operating budgets; allocate costs to using agencies; and review and implement technology advancements to improve Fleet operations and advance sustainability goals.
- Fleet Human Resources: Hire, train, and provide ongoing professional development support for all Fleet service employees.
- Data Analysis: Maintain and analyze Fleet data metrics to evaluate and adjust service.

Expenditures by Major (All Funds)



Fleet Service is an Internal Service Fund, which means the agency's budget is generated primarily from inter-departmental (ID) billings to user City agencies. The total budget for the Administration Service is displaying as a negative value because the ID billings are greater than other expenses. Without ID billings, the Administration Service's budget is $13,639,776 for 2027 request.

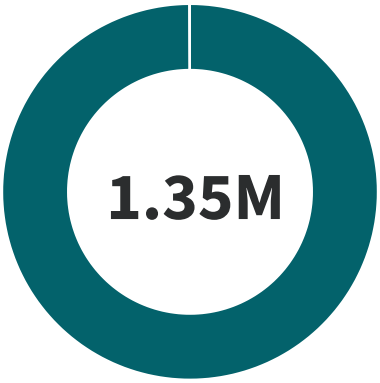
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$585,065	$588,545	$563,518	$561,724	$571,724
BENEFITS	$142,054	$132,256	$93,375	$146,641	$146,641
SUPPLIES	$12,450	$9,960	$14,350	$14,350	$11,350
PURCHASED SERVICES	$291,458	$168,495	$259,008	$259,008	$259,008
DEBT OTHR FINANCING	$11,929,265	$11,929,265	$13,405,242	$13,808,906	$13,808,906
INTER DEPART CHARGES	$136,700	$136,700	$185,335	$195,146	$195,146
INTER DEPART BILLING	-	-	-	-$26,734,461	-$26,734,461

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
Total Expenditures	**$13,096,992**	**$12,965,222**	**$14,520,828**	**-$11,748,686**	**-$11,741,686**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



OTHER FINANCE SOURCE	**$1,352,000**	99.93%
MISC REVENUE	**$1,000**	0.07%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$35,500	-	-	-	-
MISC REVENUE	$1,000	$278	$1,000	$1,000	$1,000
OTHER FINANCE SOURCE	-	-	$1,352,000	$1,352,000	$1,352,000
TRANSFER IN	-	$26,918	-	-	-
Total Revenues	**$36,500**	**$27,196**	**$1,353,000**	**$1,353,000**	**$1,353,000**

Service: Equipment Planning & Procurement

Service Description

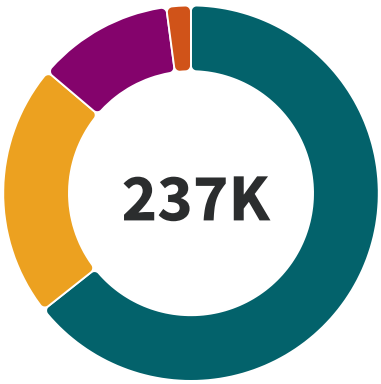
This service is responsible for the procurement of new and replacement equipment for the general City fleet and facilitating the auction of retired equipment. The goal of this service is to develop a comprehensive equipment replacement plan, ensuring the most efficient use of budgeted capital resources while equitably supporting City agencies and their operations.

Activities Performed by this Service

- Equipment Planning: Coordinate with city agencies to develop an equipment replacement schedule and develop equipment specifications.
- Equipment Procurement: Solicit quotes and execute the acquisition of new and replacement equipment.
- Equipment Set-Up: Prepare incoming assets and equipment to go into service.
- Equipment Auction: Coordinate the sale of retired and decommissioned assets.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



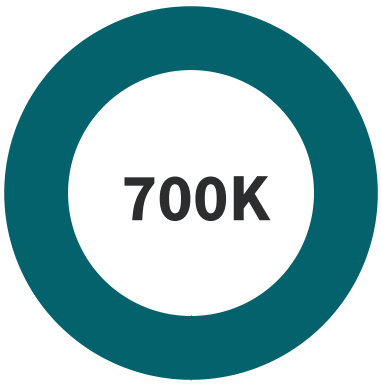
SALARIES	**$152,400**	64.35%
BENEFITS	**$51,705**	21.83%
PURCHASED SERVICES	**$27,735**	11.71%
INTER DEPART CHARGES	**$4,999**	2.11%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$136,619	$144,633	$207,972	$152,400	$152,400
BENEFITS	$54,372	$55,299	$58,445	$51,705	$51,705
SUPPLIES	-	$372	-	-	-
PURCHASED SERVICES	$3,875	$2,823	$27,735	$27,735	$27,735
INTER DEPART CHARGES	$4,999	$4,773	$4,999	$4,999	$4,999
Total Expenditures	**$199,865**	**$207,899**	**$299,151**	**$236,839**	**$236,839**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



OTHER FINANCE SOURCE **$700,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
OTHER FINANCE SOURCE	$955,780	$783,279	$1,135,780	$700,000	$700,000
TRANSFER IN	-	$48,857	-	-	-
Total Revenues	**$955,780**	**$832,136**	**$1,135,780**	**$700,000**	**$700,000**

Service: Fueling

Service Description

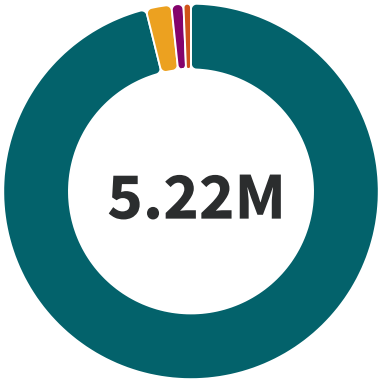
This service is responsible for fueling the general City fleet. It involves purchasing fuel and providing administrative support for twelve fuel sites across the city. This service is also responsible for regular inspections and maintenance of seven fuel sites. The goal of this service is to maintain adequate fueling and electric vehicle charging support for city-wide operations.

Activities Performed by this Service

- Fuel System Operations: Maintain electronic fueling system to support the general City fleet.
- Fuel Procurement: Purchase fuel for the general fleet fuel operations.
- Fuel Site Maintenance: Inspection, maintenance, and repair of fuel sites.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



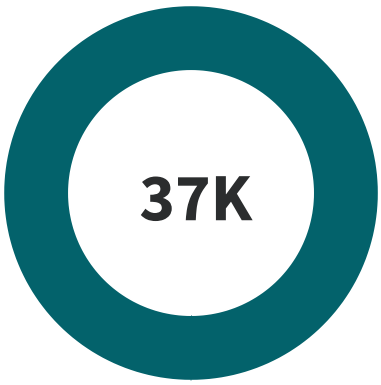
SUPPLIES	**$5,016,900**	96.12%
SALARIES	**$115,266**	2.21%
PURCHASED SERVICES	**$53,622**	1.03%
BENEFITS	**$33,660**	0.64%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$88,946	$72,124	$113,671	$115,266	$115,266
BENEFITS	$24,596	$52,713	$32,816	$33,660	$33,660
SUPPLIES	$3,499,110	$3,261,147	$3,492,861	$5,016,900	$5,016,900
PURCHASED SERVICES	$51,932	$61,061	$53,622	$53,622	$53,622
INTER DEPART BILLING	-$4,450,132	-$1,839,432	-$4,801,272	-	-
Total Expenditures	**-$785,547**	**$1,607,613**	**-$1,108,303**	**$5,219,448**	**$5,219,448**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



MISC REVENUE **$37,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$129,000	$33,776	$129,000	$37,000	$37,000
Total Revenues	**$129,000**	**$33,776**	**$129,000**	**$37,000**	**$37,000**

Service: Maintenance & Repair

Service Description

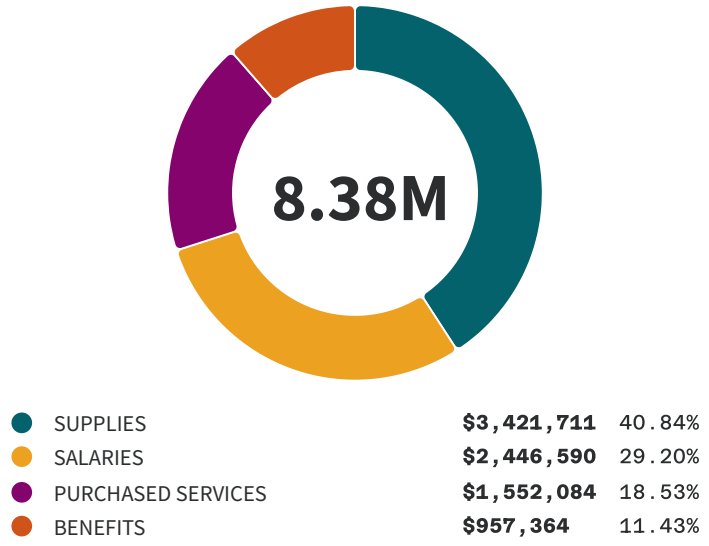
This service is responsible for the development and execution of a comprehensive maintenance and repair program of the general City fleet. The goals of this service are to provide a safe and reliable fleet, keep equipment running successfully for the duration of its life cycle, and minimize any time out of service.

Activities Performed by this Service

- Fleet Asset Maintenance and Repair: Develop preventative maintenance schedule, and maintain and repair the City fleet, including vendor repairs, to ensure a safe and reliable fleet.
- Procure Parts and Equipment: Procurement of replacement parts.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

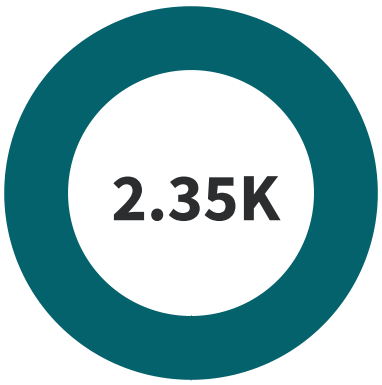


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,192,489	$2,310,653	$2,238,123	$2,456,590	$2,446,590
BENEFITS	$921,893	$880,252	$1,002,276	$957,364	$957,364
SUPPLIES	$2,681,188	$3,068,874	$3,368,711	$3,418,711	$3,421,711
PURCHASED SERVICES	$1,213,864	$1,267,620	$1,527,084	$1,552,084	$1,552,084
INTER DEPART CHARGES	$51,682	$43,995	-	-	-
INTER DEPART BILLING	-$17,800,526	-$21,375,121	-$19,205,089	-	-
Total Expenditures	**-$10,739,411**	**-$13,803,728**	**-$11,068,896**	**$8,384,749**	**$8,377,749**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES **$2,350** 100.00%

Agency Revenues by Major

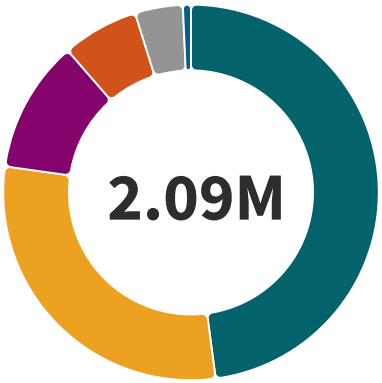
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$25,000	$3,089	$25,000	$2,350	$2,350
OTHER FINANCE SOURCE	$625,620	-	-	-	-
Total Revenues	**$650,620**	**$3,089**	**$25,000**	**$2,350**	**$2,350**

Fleet Service: Fleet Fund

The graphs and tables below provide a summary and line-item details of the agency's Fleet Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



DEBT OTHR FINANCING	$13,808,906	659.97%
SUPPLIES	$8,449,961	403.85%
SALARIES	$3,285,981	157.05%
PURCHASED SERVICES	$1,892,449	90.45%
BENEFITS	$1,189,370	56.84%
INTER DEPART CHARGES	$200,145	9.57%
INTER DEPART BILLING	-$26,734,461	-1,277.72%

Note on Fleet Expenditures: Fleet Service is an Internal Service Fund. This means that Fleet provides services to City agencies and expenses are reimbursed through inter-departmental (ID) billings to user agencies. Within the City's financial system, ID billings are categorized as an expenditure. The total in the graph and table below reflect net expenditures. Without ID billings, the total Fleet Service expenditure budget would be $26,649,141. This is a $2.6 million increase (11%) compared to the 2025 budget.

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,843,921	$3,003,120	$3,115,954	$3,123,284	$3,285,981	$3,285,981
PERMANENT WAGES	$2,705,340	$3,053,252	$2,961,419	$3,181,268	$3,315,736	$3,315,736
SALARY SAVINGS	-	-$15,266	-	-$15,906	-$16,579	-$16,579
PENDING PERSONNEL	-	$71,797	-	$12,606	$63,973	$63,973
PREMIUM PAY	$24,020	$22,090	$27,165	$22,753	$23,436	$23,436
WORKERS COMPENSATION WAGES	$911	-	$5,177	-	-	-
COMPENSATED ABSENCE	$21,224	$25,400	$29,120	$26,162	$26,162	$26,162
HOURLY WAGES	$58,447	$45,955	$55,647	$47,334	$48,754	$48,754
OVERTIME WAGES PERMANENT	$33,980	$25,000	$37,114	$25,750	$26,523	$26,523
OVERTIME WAGES HOURLY	-	-	$213	-	-	-

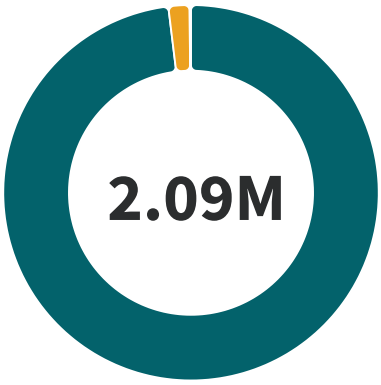
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ELECTION OFFICIALS WAGES	-	-	$100	-	-	-
BUDGET EFFICIENCIES	-	-$225,108	-	-$176,682	-$202,024	-$202,024
BENEFITS	$954,743	$1,142,915	$1,120,520	$1,186,912	$1,189,370	$1,189,370
COMPENSATED ABSENCE ESCROW	-	$100,000	$84,128	$100,000	$100,000	$100,000
HEALTH INSURANCE BENEFIT	$484,151	$534,889	$529,523	$579,165	$530,279	$530,279
WAGE INSURANCE BENEFIT	$11,078	$11,109	$10,778	$9,271	$11,090	$11,090
WI RETIREMENT SYSTEM	$192,254	$212,202	$207,764	$216,668	$238,734	$238,734
FICA MEDICARE BENEFITS	$211,303	$226,586	$231,648	$224,349	$247,345	$247,345
LICENSES AND CERTIFICATIONS	$150	-	$40	-	-	-
POST EMPLOYMENT HEALTH PLANS	$35,248	$37,010	$35,280	$36,338	$40,802	$40,802
TOOL ALLOWANCE	$20,560	$21,120	$21,360	$21,120	$21,120	$21,120
SUPPLIES	$6,448,133	$6,192,748	$6,340,353	$6,875,921	$8,449,961	$8,449,961
OFFICE SUPPLIES	$1,132	$2,000	$698	$2,000	$2,000	$2,000
COPY PRINTING SUPPLIES	$324	$2,000	$320	$2,000	$2,000	$2,000
HARDWARE SUPPLIES	$2,730	-	$154	-	-	-
SOFTWARE LICENSES & SUPPLIES	$3,220	$24,388	$18,769	$24,288	$24,288	$24,288
POSTAGE	$2,458	$2,450	$2,451	$2,450	$2,450	$2,450
WORK SUPPLIES	$102,916	$86,000	$74,022	$111,200	$111,200	$111,200
SAFETY SUPPLIES	$2,076	$3,100	$3,321	$3,100	$3,100	$3,100
BUILDING SUPPLIES	$6,715	$5,900	$5,870	$5,900	$5,900	$5,900
MACHINERY AND EQUIPMENT	-	-	-	$20,000	$20,000	$20,000
EQUIPMENT SUPPLIES	$2,377,022	$2,037,111	$2,264,133	$2,499,201	$2,499,201	$2,499,201
TIRES	$517,936	$335,689	$522,338	$522,922	$572,922	$572,922
GASOLINE	$1,221,832	$1,285,047	$1,151,284	$1,185,365	$1,701,500	$1,701,500
DIESEL	$1,934,302	$2,028,715	$2,095,145	$2,302,496	$3,310,400	$3,310,400
OIL	$90,535	$185,348	$10,827	-	-	-
LUBRICANTS	$184,934	$195,000	$191,021	$195,000	$195,000	$195,000
PURCHASED SERVICES	$1,865,857	$1,561,129	$1,499,999	$1,867,449	$1,892,449	$1,892,449
NATURAL GAS	$20,322	$89,930	$23,923	$89,930	$89,930	$89,930
ELECTRICITY	$67,429	$126,788	$71,703	$86,788	$86,788	$86,788
WATER	$18,754	$32,750	$18,695	$32,750	$32,750	$32,750
TELEPHONE	$654	$535	$676	$635	$635	$635
CELLULAR TELEPHONE	$3,207	$3,300	$1,627	$3,300	$3,300	$3,300
BUILDING IMPROV REPAIR MAINT	$7,471	$10,000	$29,633	$10,000	$10,000	$10,000
PROCESS FEES RECYCLABLES	$5,086	$4,320	$3,758	$4,320	$4,320	$4,320
COMMUNICATION DEVICE RPR MAIN	$23,200	$24,500	$23,200	$24,500	$24,500	$44,500

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
EQUIP IMPROV REPAIR MAINT	$13,751	$25,000	$28,292	$25,000	$25,000	$25,000
SYSTEM AND SOFTWARE MAINTENANC	$26,388	$193,718	$134,835	$136,453	$136,453	$136,453
VEHICLE REPAIR AND MAINTENANCE	$1,513,766	$962,713	$1,042,316	$1,313,198	$1,338,198	$1,318,198
LEASE RENTAL OF EQUIPMENT	-	$3,500	-	$3,500	$3,500	$3,500
RECRUITMENT	$21	-	$35	-	-	-
CONFERENCES AND TRAINING	$14,496	$13,000	$12,189	$20,000	$20,000	$20,000
MEMBERSHIPS	$2,162	$2,500	$2,961	$2,950	$2,950	$2,950
UNIFORM LAUNDRY	$17,771	$11,600	$15,282	$16,600	$16,600	$16,600
ARBITRATOR	-	$200	-	$200	$200	$200
AUDIT SERVICES	$2,000	$2,000	$2,000	$2,000	$2,000	$2,000
DELIVERY FREIGHT CHARGES	$2,000	$2,000	$1,750	$2,000	$2,000	$2,000
CONSULTING SERVICES	$1,375	$1,375	$3,306	$3,065	$3,065	$3,065
ADVERTISING SERVICES	$4,400	$400	-	$400	$400	$400
INSPECTION SERVICES	$3,987	$2,000	$3,376	$2,000	$2,000	$2,000
PARKING TOWING SERVICES	$107,028	$45,000	$77,588	$80,000	$80,000	$80,000
OTHER SERVICES AND EXPENSES	$115	-	$100	-	-	-
PERMITS AND LICENSES	$10,475	$4,000	$2,755	$7,860	$7,860	$7,860
DEBT OTHR FINANCING	$11,682,875	$11,929,265	$11,929,265	$13,405,242	$13,808,906	$13,808,906
INTEREST	$2,226,063	$2,449,074	$2,449,074	$3,050,708	$3,236,913	$3,236,913
DEPRECIATION	$9,456,812	$9,480,191	$9,480,191	$10,354,534	$10,571,993	$10,571,993
INTER DEPART CHARGES	$189,348	$193,381	$185,468	$190,334	$200,145	$200,145
ID CHARGE FROM ENGINEERING	$66,942	$73,636	$73,636	$73,636	$73,636	$73,636
ID CHARGE FROM FLEET SERVICES	$56,683	$51,682	$43,874	-	-	-
ID CHARGE FROM TRAFFIC ENGINEE	$6,667	$4,999	$4,894	$4,999	$4,999	$4,999
ID CHARGE FROM INSURANCE	$28,021	$40,869	$40,869	$96,770	$102,900	$102,900
ID CHARGE FROM WORKERS COMP	$31,035	$22,195	$22,195	$14,929	$18,610	$18,610
INTER DEPART BILLING	-$21,979,799	-$22,250,658	-$23,214,554	-$24,006,361	-$26,734,461	-$26,734,461
ID BILLING TO INFORMATION TEC	-$5,911	-	-$5,414	-	-	-
ID BILLING TO FIRE	-$3,286,716	-	-$3,542,119	-	-	-
ID BILLING TO POLICE	-$3,058,756	-	-$3,477,268	-	-	-
ID BILLING TO PUBLIC HEALTH M	-$76,797	-	-$101,883	-	-	-
ID BILLING TO ENGINEERING	-$30,202	-	-$23,250	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID BILLING TO FLEET SERVICES	-$56,683	-$22,250,658	-$43,874	-$24,006,361	-$26,734,461	-$26,734,461
ID BILLING TO LANDFILL	-$46,835	-	-$49,557	-	-	-
ID BILLING TO STREETS	-$12,048,174	-	-$12,459,811	-	-	-
ID BILLING TO TRAFFIC ENGINEE	-$420,971	-	-$432,021	-	-	-
ID BILLING TO LIBRARY	-$16,273	-	-$11,998	-	-	-
ID BILLING TO PARKS	-$1,943,148	-	-$2,121,070	-	-	-
ID BILLING TO BUILDING INSPEC	-$8,150	-	-$3,166	-	-	-
ID BILLING TO MONONA TERRACE	-$1,757	-	-$3,356	-	-	-
ID BILLING TO GOLF COURSES	-$184,322	-	-$172,742	-	-	-
ID BILLING TO PARKING	-$190,216	-	-$209,165	-	-	-
ID BILLING TO SEWER	-$376,364	-	-$341,656	-	-	-
ID BILLING TO STORMWATER	-$163,988	-	-$147,490	-	-	-
ID BILLING TO TRANSIT	-$6,735	-	-$2,097	-	-	-
ID BILLING TO WATER	-$186	-	-$26	-	-	-
ID BILLING TO CDA	-$8,561	-	-$9,609	-	-	-
ID BILLING TO CDA MANAGEMENT	-$49,052	-	-$56,983	-	-	-
Total Expenditures	**$2,005,080**	**$1,771,900**	**$977,006**	**$2,642,780**	**$2,092,350**	**$2,092,350**

Agency Revenues by Major

FY27 Revenues by Major



OTHER FINANCE SOURCE	$2,052,000	98.07%
MISC REVENUE	$38,000	1.82%
CHARGES FOR SERVICES	$2,350	0.11%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	$35,500	-	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FEDERAL REVENUES OPERATING	-	$35,500	-	-	-	-
CHARGES FOR SERVICES	$26,936	$25,000	$3,089	$25,000	$2,350	$2,350
REIMBURSEMENT OF EXPENSE	$26,936	$25,000	$3,089	$25,000	$2,350	$2,350
MISC REVENUE	$26,254	$130,000	$34,053	$130,000	$38,000	$38,000
FUEL TAX REFUND	$8,043	$45,000	$23,087	$45,000	$23,000	$23,000
MISCELLANEOUS REVENUE	$18,211	$85,000	$10,966	$85,000	$15,000	$15,000
OTHER FINANCE SOURCE	$1,774,441	$1,581,400	$864,089	$2,487,780	$2,052,000	$2,052,000
SALE OF ASSETS	$762,662	$520,000	$783,279	$700,000	$700,000	$700,000
TRADE IN ALLOWANCE	-	$435,780	-	$435,780	-	-
(GAIN) LOSS ON SALE OF ASSET	-$70,067	-	-	-	-	-
PREMIUM ON BONDS SOLD	-	-	-	$1,352,000	$1,352,000	$1,352,000
FUND BALANCE APPLIED	$1,081,846	$625,620	$80,810	-	-	-
TRANSFER IN	$177,448	-	$75,775	-	-	-
TRANSFER IN FROM INSURANCE	$177,448	-	$75,775	-	-	-
Total Revenues	**$2,005,080**	**$1,771,900**	**$977,006**	**$2,642,780**	**$2,092,350**	**$2,092,350**

Fleet Service Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
AUTO MAINT WKR 2-15	15	1.00	1.00
DATA ANALYST 2	18	1.00	1.00
FACILITY MAINT WKR-15	15	1.00	1.00
FLEET MAINT PROG ADMIN-15	15	1.00	1.00
FLEET OPER MGR-18	18	1.00	1.00
FLEET PARTS TECH-15	15	2.00	2.00
FLEET PROG MGR-18	18	1.00	1.00
FLEET SERVICE PARTS LDWKR-15	15	1.00	1.00
FLEET SERVS SUPT-21	21	1.00	1.00
FLEET TECH-15	15	22.00	22.00
MASTER AUTO BODY TEC-15	15	1.00	1.00
OPERATIONS CLERK-15	15	2.00	2.00
PUB WKS GEN FORE-18	18	2.00	2.00
PUB WKS GEN SUPV-18	18	1.00	1.00
Grand Total		**38.00**	**38.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The position allocation changes reflect the current levels of supervision and focus with our staff. There will be no change in the service levels. This will also not result in operational efficiencies or savings.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The proposed personnel changes will have no effect on equity or quality of life for residents.

Fleet Service 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Fleet Service (excluding inter-departmental billings) is **$534,689**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
413 - MAINTENANCE & REPAIR	Change Night Shift hours	Fleet Technicians on the second shift will have their schedule changed to work 10:00 am - 6:00 pm. This reduces expenses by shortening the hours our buildings are in operation and reducing our overall night premium budget.	0	25,250
413 - MAINTENANCE & REPAIR	Establish national account for tire purchases	We are working to establish a national account with a tire vendor on the State contract by early 2027. Once a national account is established, we will be able to purchase the same tires at lower prices. The savings listed are an estimate based on current pricing and the quantity of tires purchased in the last year.	0	50,000
413 - MAINTENANCE & REPAIR	Eliminate Auto Maintenance Worker 2	This position, while currently vacant, is part of our Fleet Technician apprenticeship pipeline. Our apprenticeship program is a key strategy to diversify our workforce and address the competition for skilled technicians in the current employment market. Eliminating this position will reduce our ability to retain apprentices once they complete technical college.	1	75,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
413 - MAINTENANCE & REPAIR	Reduce Fleet Technician staff and corresponding workload by reducing the fleet size	In a 2% reduction scenario, we would need to eliminate 1 FTE Fleet Technician. We propose not filling a position in 2027 when one becomes vacant. A corresponding reduction in the fleet would also need to occur to reduce our overall maintenance and repair workload. Without a fleet reduction at the same time as a reduction in FTE, we would incur higher expenses due to overtime and/or outsourced vendor repairs to keep up with necessary repairs. A fleet reduction will also result in extra savings in fuel and parts. The total savings listed is an estimate accounting for 1 FTE Fleet Technician and approximately 44 fleet assets, ranging from light- to heavy-duty vehicles and equipment. At minimum, one third of the assets identified for reduction would need to be heavy-duty vehicles and equipment.	1	396,000
			Total	546,250

Parks Division Overview

Agency Mission

The mission of the Parks Division is to provide a quality system of parks, natural resources, and recreational opportunities; improve connectivity; and ensure equitable access to a variety of quality park amenities.

Agency Overview

The Agency is responsible for managing almost 5,800 acres of parkland and over 50 facilities that make up Madison's park system. The goal of the Division is to provide a safe, accessible, affordable, and equitable park system. The Parks Division will advance this goal by managing, programming and maintaining park facilities, and planning for future park investment.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

Community Connections & Recreation: Technical correction for Budget Efficiency, which was distributed to other Parks services. Fleet Inter-D charges were moved to 51210-Admin account within the Parks Land & Facilities Section Budget.

Parks Land & Facilities Maintenance: Technical correction for Budget Efficiency and Fleet Inter-D, which were both moved in from 51110. Baseline budget includes overall reduction of $33,370 in levy support due to elimination of Clean Beach System Program and increase in land management services provided on Stormwater Utility land. Proposed elimination of Clean Beach System program ($11,370) is reflected in a combination of reduced Supplies and Services. An increase to Transfer-in from Stormwater Utility of $22,000, will effectively reduce resources used on conservation parks, as the Conservation section will conduct work previously completed by contractors on two stormwater parcels adjacent to conservation parks. Disc Golf: Adjustments to Fund Balance Applied and Fund Balance Generated made to balance the budget and Transfer-out to Capital lowered by $90K to reflect the request in the 2027 Capital Budget.

Olbrich Botanical Gardens: Proposed $20K increase in Guest Experience (51487) facility rental and concessions in 2027 offset by corresponding increase in hourly wages in Guest Experience (51487) and Maintenance (51482) by $20K for staff necessary to support increased facility usage, creating a net neutral budget change.

Planning & Development: No significant changes are proposed.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

Community Connection & Recreation: Changes will not impact resources available or services provided. Changes are technical in nature.

Park Land & Facilities Maintenance: The Clean Beach System has not functioned as intended and is no longer in operation, impact to the community was very limited when the system was functioning. The proposed Stormwater Collaboration was determined based on actual costs incurred and will help ensure stormwater is appropriately managed within the city.

Olbrich Botanical Gardens: The Olbrich Botanical Gardens continues to receive significant increases in the number of visits each year, reaching more than 393,000 visits in 2025, and the number of reservations is expected to increase. The proposed changes to revenue and

corresponding expenses will ensure that Olbrich Botanical Gardens is sufficiently resourced to serve a growing audience for both the general public and facility rental clients. Olbrich Botanical Gardens has existing processes and programs in place through Olbrich Botanical Society to offer free admission to the Conservatory, grants for schools to attend field trips, collaboration and partnership with organizations for diverse programs (example: Collards Fest with REAP Food Group), and discounts for rentals for non-profits.

Transmittal Memo

Madison Parks Division
330 E. Lakeside St.
Madison, WI 53715
(608) 266-4711
parks@cityofmadison.com
www.cityofmadison.com/parks

TO: Mayor Satya Rhodes-Conway
FROM:Eric Knepp, Parks Superintendent

The requested 99.25% Baseline Budget balances the Mayor's objectives for the 2027 Operating Budget with the Parks Division's mission, vision and values. The proposed request aligns with key strategies identified in the Adopted 2025-2030 Park and Open Space Plan (POSP). The Parks Division's vision that "*Everyone shall have access to an ideal system of parks, natural resources, and recreational opportunities that enhance the quality of life for residents and visitors,"* encapsulates the fact that Madison Parks are instrumental in promoting social equity in the Madison community.

Goals of the Parks Division's Operating Budget

The Parks Division is committed to providing safe and welcoming public spaces and programming that promote mental, social and physical well-being of residents. The proposed request provides for continuation of existing service levels, which include providing quality year-round events and programming; planning for a balanced park system that is responsive to community needs; providing safe and well-maintained park spaces; and strengthening partnerships that are critical to moving the vision of the Parks Division forward. Key goals identified in the Parks Division's 2026 Work Plan, and anticipated to carry forward to 2027, include: improving park access for all residents; advancing key master plans; strategically growing and maintaining Olbrich Botanical Gardens; improving internal and external communications; improving data collection and reporting; supporting employee and leadership development; effectively stewarding park infrastructure; improving climate resilience of the park system; and maintaining and growing access to recreational programming. The Parks Division's Work Plan includes goals and milestones, which the Parks Management Team reviews monthly to respond or adjust where needed.

99.25% Budget for the Parks Division

The Parks Division Management Team will closely monitor the budget throughout the year to ensure that Budget Efficiency target of $141,415 is achieved. The primary strategy for managing within this target will be through Salary Savings, both in permanent and hourly wages, as timing of hiring for all positions will be carefully evaluated. Should more drastic measures be required as the year progresses, the Parks Division will consider strategies such as limiting operating hours at various facilities, adjusting contracts with service providers such as portable toilets, and generally reducing mowing and shelter cleaning services later in the season. Parks will continue to evaluate strategies that may help to realize longer-term operating efficiencies and savings, including focusing on partnerships that may help to achieve these goals.

Reduction Scenarios

At the request of the Mayor and City Finance, the Parks Division has prepared a Reduction Target of two percent of the Parks Division's Operating Budget, which is at least $377,370. It is important to note that none of the services provided by Madison Parks are a low priority for our community, as our residents use parks in many different ways and everyone finds value in different services and activities that are offered. The corresponding "Reduction Target" worksheet provides additional details. Largely, the resources that would be preserved would allow for continuation of core services, with elimination or reduction of any of the following services:

- Community Connection & Recreation Reduction in Services
    - Reduced hourly Ranger staffing during non-peak months.
    - Reduced hours of operation at Warner Park Community Recreation Center

- Elimination of Ride the Drive event
- Reduced winter and summer community programming

- Park Land & Facilities Maintenance Reduction in Services:
  - Elimination of Clean Beach System ($11,370) included in baseline budget
  - Reduction in Conservation Services ($22,000) included in baseline budget
  - Reduced availability of drinking fountains and portable toilets
  - Reduced Mall Maintenance services
  - Elimination of select seasonal fishing piers
  - Eliminate seasonal staffing at Forest Hill Cemetery
  - Reduced beach maintenance
  - Reduced trash collection in mini and neighborhood parks
  - Reduced seasonal staffing for playground maintenance
  - Reduced supplies and staffing related to engagement

Reallocations and Other Changes

The 99.25% Baseline Operating Budget is substantially comparable to the 2026 Adopted Operating Budget, with cost to continue adjustments applied to reflect a growing and evolving system. Overall, the request aligns resources with current service levels. Technical adjustments were made to allocate budget efficiencies to all Parks Services. The Parks Division is proposing moving all Fleet Inter-D charges for the agency to be included within the Park Land & Facilities Maintenance Service. Other notable adjustments or changes are as follows:

1. Community Connection & Recreation: The proposed request includes reclassification of a vacant 18-03 Administrative Supervisor to 18-04 Parks Program Coordinator to appropriately align Division-wide front-facing customer service activities. In addition, the request reflects a technical correction to allocate the Community Services Manager Position within the correct section of the service budget.
2. Park Land & Facilities Maintenance: The proposed baseline budget request includes overall reduction of $33,370 in levy support due to elimination of Clean Beach System Program and increase in land management services provided on Stormwater Utility land. Proposed elimination of Clean Beach System program ($11,370) is reflected in a combination of reduced Supplies and Services. An increase of Transfer in from Stormwater Utility $22,000, will effectively reduce levy support and resources used to maintain conservation parks, as the Conservation section will conduct work previously completed by contractors on two stormwater parcels adjacent to conservation parks. The proposed request also decreases Disc Golf Transfer Out to Capital (Restricted) by $90,000 to reflect adjustments to the Agency's 2027 Capital Budget request.
3. Olbrich Botanical Gardens: The proposed request increases revenue by $20,000 and increases hourly wages by $20,000. The proposed request reflects significant growth in attendance and is necessary to ensure the facilities are safe, welcoming, properly maintained and meet the expectations of guests and customers.
4. Planning & Development: No significant changes are proposed.

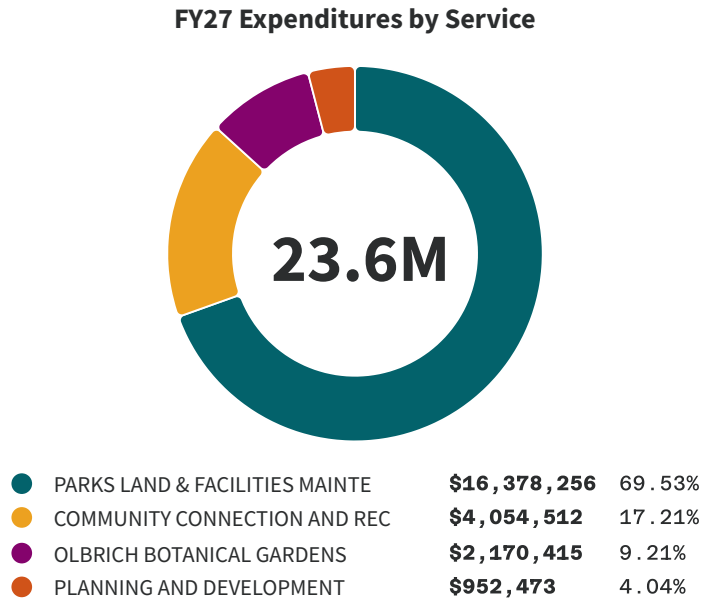
In total, the Parks Division's 2027 request allows for continued implementation of the agency's work plan, which is focused on addressing racial equity, social justice and sustainability goals. The proposed reclassification of the Administrative Supervisor and increase of hourly staffing funded through increased revenues at Olbrich Botanical Gardens will help ensure the Parks Division continues to address racial equity and social justice initiatives through creating safe, welcoming spaces and accessible recreational opportunities. The proposed conservation services for stormwater land align with the City's environmental sustainability goals and need for increased interagency collaboration. The reduction in resources due to elimination of the Clean Beach System program aligns with the City's goals related to fiscal sustainability, as the system did not appropriately meet the needs of the community and there will be very little noticeable impact to its discontinuation.

Parks Division Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

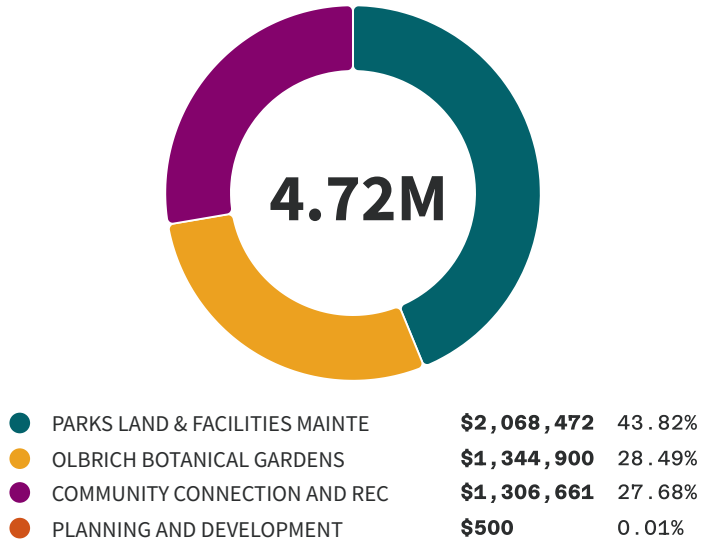


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COMMUNITY CONNECTION AND REC	$3,699,299	$3,636,819	$3,997,952	$6,412,621	$4,054,512
PARKS LAND & FACILITIES MAINTE	$15,124,187	$15,040,904	$15,584,466	$14,078,133	$16,378,256
PLANNING AND DEVELOPMENT	$935,443	$863,339	$923,747	$954,471	$952,473
OLBRICH BOTANICAL GARDENS	$2,121,567	$2,173,623	$2,200,828	$2,157,536	$2,170,415
Total Expenditures	**$21,880,496**	**$21,714,685**	**$22,706,992**	**$23,602,762**	**$23,555,655**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COMMUNITY CONNECTION AND REC	$1,333,170	$1,038,560	$1,306,661	$1,306,661	$1,306,661
PARKS LAND & FACILITIES MAINTE	$2,058,560	$2,135,492	$2,100,245	$2,102,208	$2,068,472
PLANNING AND DEVELOPMENT	$1,500	$10,850	$500	$500	$500
OLBRICH BOTANICAL GARDENS	$1,229,863	$1,280,409	$1,479,473	$1,324,900	$1,344,900
Total Revenues	**$4,623,093**	**$4,465,311**	**$4,886,878**	**$4,734,269**	**$4,720,533**

Service: Community Connection and Rec

Service Description

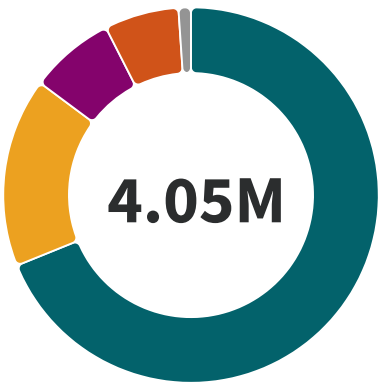
This service is responsible for recreational programming, volunteers, aquatics, rangers, facility reservations, and event permitting across the entire city. This service includes City-provided services as well as regulating private and non-profit services and events. This service is also responsible for Goodman Pool operations. In addition, this service provides multi-generational programming at the Warner Park Community Recreation Center (WPCRC), a community recreational facility serving youth, families, and seniors through a variety of recreational and social services. The overall goal of the service is to ensure a safe, accessible, affordable, and equitable park system.

Activities Performed by this Service

- Park Facility Rental: Manage Park reservations, permits, and usage for athletic fields, recreational, cultural, musical, culinary, and other event purposes.
- Goodman Pool and Beaches: Manage beaches, Goodman Pool, and splash park usage for the community.
- Park & Recreation Programs: Oversee year-round recreational programming for all residents, collaborate with community partners; coordinate movies in the park, winter recreation, activities, and events, including Ride the Drive, Parks Alive, and youth engagement programming on Madison's Southside.
- WPCRC Operations: Oversee daily operations, including staffing, customer service, facility rentals, facility maintenance, and tenant agency contracts with MSCR and New Bridge. Provide recreational, social, and cultural programming for individuals of all ages, including children, teens, youth, adults, and seniors, through both direct services and via partnerships with public and private entities.
- Ranger Services: Provide outreach, education, and enforcement of park rules to all park users and manage dog parks and disc golf courses.
- Volunteer Coordination: Recruit, onboard, train, support, and retain volunteers supporting division-wide programmatic needs.
- Contract Management: Manage contracts and agreements with organizations providing recreational services in parks.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$2,792,820**	68.88%
BENEFITS	**$660,740**	16.30%
PURCHASED SERVICES	**$297,720**	7.34%
SUPPLIES	**$259,840**	6.41%
INTER DEPART CHARGES	**$43,392**	1.07%

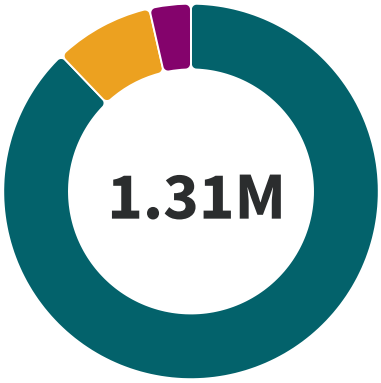
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,475,545	$2,386,291	$2,686,633	$2,675,110	$2,792,820

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
BENEFITS	$567,954	$617,287	$634,943	$660,740	$660,740
SUPPLIES	$254,099	$276,474	$260,390	$261,640	$259,840
PURCHASED SERVICES	$296,726	$258,307	$291,876	$295,920	$297,720
INTER DEPART CHARGES	$109,974	$98,460	$124,109	$2,519,211	$43,392
INTER DEPART BILLING	-$5,000	-	-	-	-
Total Expenditures	**$3,699,299**	**$3,636,819**	**$3,997,952**	**$6,412,621**	**$4,054,512**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$1,148,061**	87.86%
INVEST OTHER CONTRIB	**$112,000**	8.57%
MISC REVENUE	**$46,600**	3.57%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$1,120,570	$976,096	$1,148,061	$1,148,061	$1,148,061
INVEST OTHER CONTRIB	$127,000	$40,000	$112,000	$112,000	$112,000
MISC REVENUE	$85,600	$22,465	$46,600	$46,600	$46,600
Total Revenues	**$1,333,170**	**$1,038,560**	**$1,306,661**	**$1,306,661**	**$1,306,661**

Service: Olbrich Botanical Gardens

Service Description

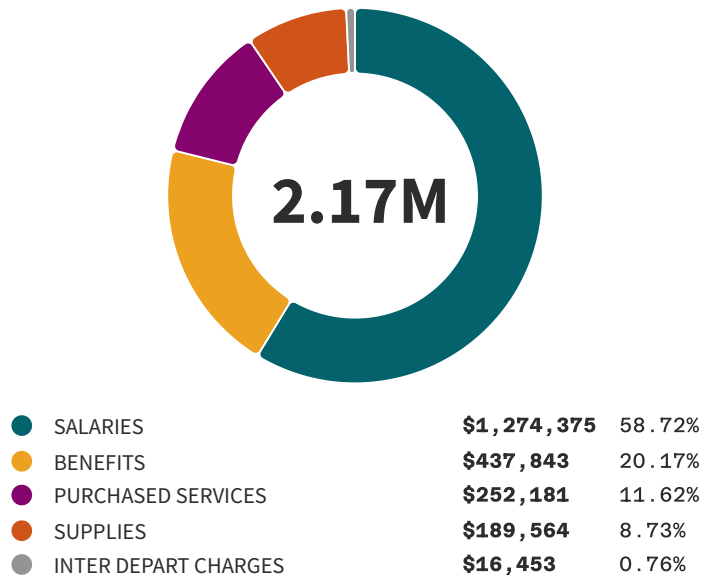
This service is responsible for all operations at Olbrich Botanical Gardens, particularly as it relates to gardens, buildings and guest experience. The City works in partnership with the Olbrich Botanical Society to provide a well-maintained facility that includes 16 acres of gardens and a diverse array of educational, experiential, and cultural programming. The goal of the service is to provide a quality and well-maintained public garden, learning center, and conservatory.

Activities Performed by this Service

- Guest Experience: Provide a welcoming and inclusive experience for all who visit the gardens through dedicated staff focused on the guest experience, facility rental program, and a comprehensive volunteer management program.
- Community Programs: Provide enrichment, cultural, art, and interpretive opportunities centered around the gardens in clean, safe, and accessible public spaces provided for visitors.
- Native Plant Conservation: Maintain sustainable design and plant collections hardy to the American Midwest for study, enjoyment, and public benefit.
- Exotic Plant Conservation: Maintain plant collections native to the world's tropical forests for study, enjoyment, and public benefit.
- Biodiversity & Conservation: Ensure the gardens function not only as beautiful spaces, but also as high functioning habitat for both fauna and flora.
- Maintenance: Ensure specialty buildings, public spaces, and garden infrastructure are safe, operational, and well-maintained.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

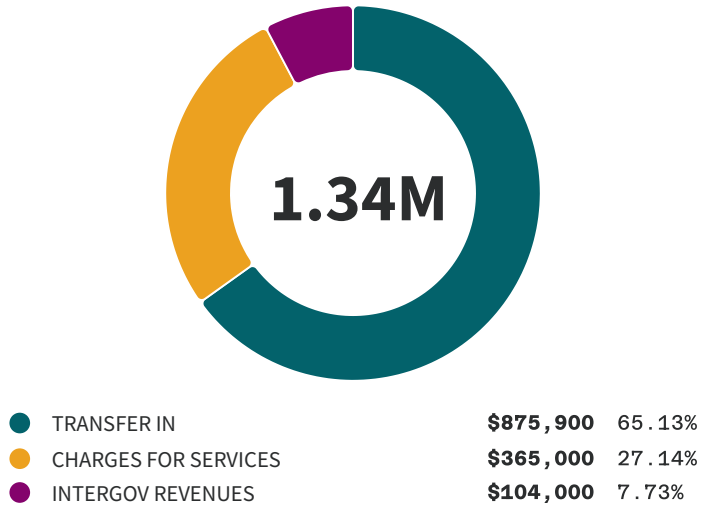


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,191,112	$1,258,499	$1,267,164	$1,261,496	$1,274,375
BENEFITS	$432,449	$473,106	$442,092	$437,843	$437,843
SUPPLIES	$192,671	$198,916	$182,079	$189,564	$189,564
PURCHASED SERVICES	$254,347	$199,233	$252,181	$252,181	$252,181
INTER DEPART CHARGES	$50,987	$43,868	$57,312	$16,453	$16,453
Total Expenditures	**$2,121,567**	**$2,173,623**	**$2,200,828**	**$2,157,536**	**$2,170,415**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$104,000	$109,513	$104,000	$104,000	$104,000
CHARGES FOR SERVICES	$330,000	$375,032	$345,000	$345,000	$365,000
TRANSFER IN	$795,863	$795,863	$1,030,473	$875,900	$875,900
Total Revenues	**$1,229,863**	**$1,280,409**	**$1,479,473**	**$1,324,900**	**$1,344,900**

Service: Parks Land & Facilities Maintenance

Service Description

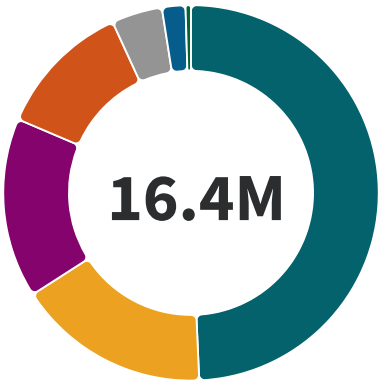
This service is responsible for the maintenance of all park facilities and parkland, including open spaces, conservation land and natural areas, dog parks, and disc golf courses. Specific functions of this service include (1) general park maintenance, (2) facilities maintenance, (3) sustainability work and maintenance in conservation lands and the natural areas in general parks, (4) Mall/Concourse park maintenance, (5) park construction, and (6) the operation of the Forest Hill Cemetery. The goal of the service is to create an inclusive, sustainable, well-maintained, and safe park system.

Activities Performed by this Service

- Maintain Parks Infrastructure: Maintain park buildings, the Goodman Pool, splash pads, park amenities, electrical, and plumbing needs throughout the system. Manage the parks refuse and recycling needs. Amenities include playgrounds, shelters, sport courts, athletic fields, field lighting, irrigation, drinking fountains and restrooms, beaches, ice rinks, hiking and ski trails, Warner Park ball park, and the Mall Concourse Maintenance Service area. Maintenance includes snow removal from bike paths, bus stops, sidewalks, parking lots, and streets.
- Land Stewardship: Maintain and manage parkland open spaces, natural areas in all parks, tree planting, and turf areas. Support sustainability efforts to reduce the impact of climate change.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$8,076,030**	49.31%
INTER DEPART CHARGES	**$2,721,582**	16.62%
BENEFITS	**$2,533,924**	15.47%
PURCHASED SERVICES	**$1,925,906**	11.76%
SUPPLIES	**$713,210**	4.35%
TRANSFER OUT	**$331,500**	2.02%
DEBT OTHR FINANCING	**$76,104**	0.46%

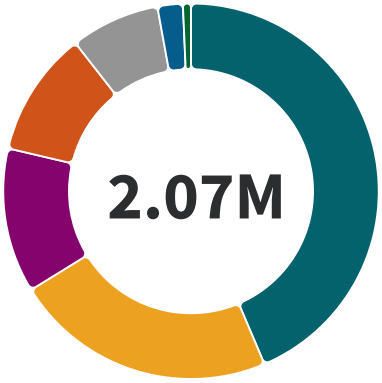
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$7,585,149	$7,188,997	$7,744,333	$8,179,620	$8,076,030
BENEFITS	$2,411,888	$2,350,596	$2,470,537	$2,533,924	$2,533,924
SUPPLIES	$693,892	$710,198	$695,892	$710,438	$713,210
PURCHASED SERVICES	$1,831,694	$1,974,800	$1,923,272	$1,938,152	$1,925,906
DEBT OTHR FINANCING	$29,003	$297,348	$48,737	$48,737	$76,104
INTER DEPART CHARGES	$2,160,861	$2,294,892	$2,280,196	$245,763	$2,721,582

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
TRANSFER OUT	$411,700	$224,073	$421,500	$421,500	$331,500
Total Expenditures	**$15,124,187**	**$15,040,904**	**$15,584,466**	**$14,078,133**	**$16,378,256**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



FINE FORFEITURE ASMT	**$901,822**	43.60%
LICENSES AND PERMITS	**$467,500**	22.60%
CHARGES FOR SERVICES	**$257,750**	12.46%
TRANSFER IN	**$223,500**	10.81%
INVEST OTHER CONTRIB	**$158,500**	7.66%
OTHER FINANCE SOURCE	**$45,000**	2.18%
MISC REVENUE	**$14,400**	0.70%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$257,750	$408,607	$257,750	$257,750	$257,750
LICENSES AND PERMITS	$450,500	$415,332	$467,500	$467,500	$467,500
FINE FORFEITURE ASMT	$901,822	$791,805	$901,822	$901,822	$901,822
INVEST OTHER CONTRIB	$118,800	$289,092	$158,500	$158,500	$158,500
MISC REVENUE	$14,400	$13,246	$14,400	$14,400	$14,400
OTHER FINANCE SOURCE	$113,788	-	$98,773	$100,736	$45,000
TRANSFER IN	$201,500	$217,409	$201,500	$201,500	$223,500
Total Revenues	**$2,058,560**	**$2,135,492**	**$2,100,245**	**$2,102,208**	**$2,068,472**

Service: Planning and Development

Service Description

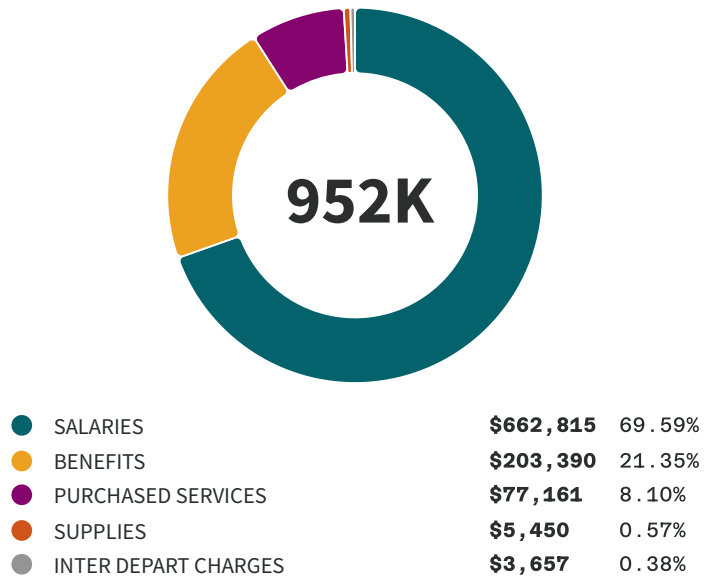
This service is responsible for all park planning, design, and construction of park improvements for over 6,000 acres of parks and open space in the City's park system. Specific functions of this service include (1) developing the Capital Improvement Plan for the parks system, (2) assessing and managing park impact fees on new residential development, (3) maintaining data on park inventory, and (4) preparing the five-year Park and Open Space Plan that is required by the Wisconsin Department of Natural Resources. The goal of the service is a quality, equitably planned and developed park system.

Activities Performed by this Service

- Capital Improvement Program: Prepare the capital improvement program for Parks and complete projects in the capital budget each year.
- Planning: Develop park master plans, park development plans, Park and Open Space Plan, and park policies; participate in City planning efforts such as Area Plans, Community Development Block Grant funded projects, and Neighborhood grants; manage and coordinate requests for use of parkland including Temporary Land Use permits, edible landscapes, regional trail connections, and regional stormwater management; and participate on Neighborhood Resource Teams.
- Development Review: Review residential development proposals to assess park impact fees, evaluate potential parkland dedication, coordinate with developers regarding phasing and potential park development and administer Impact Fee Program for the Parks Division.
- Park Amenity Inventory: Maintain accurate records of park amenities, assess and inspect amenities for needed repairs or replacement to inform capital budgeting, and prepare yearly stormwater basin inspection reports for submission to the Engineering Division.

Expenditures by Major (All Funds)

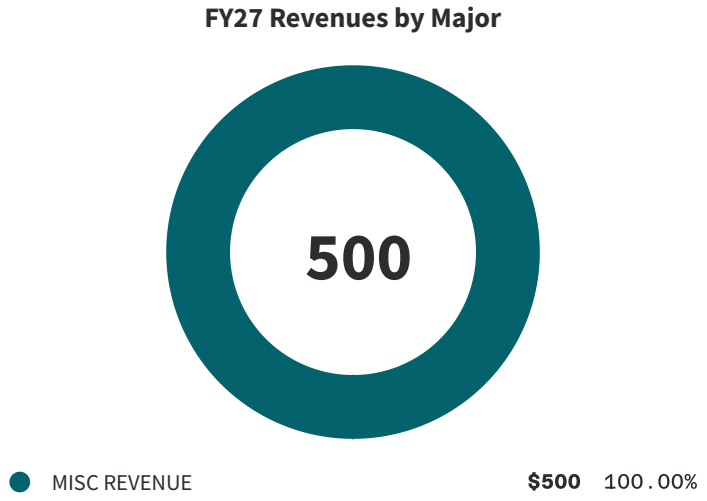
FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$648,997	$609,669	$644,601	$662,263	$662,815
BENEFITS	$212,057	$179,518	$201,709	$203,390	$203,390
SUPPLIES	$9,000	$6,942	$7,500	$7,500	$5,450
PURCHASED SERVICES	$54,777	$54,157	$57,961	$77,661	$77,161
INTER DEPART CHARGES	$10,612	$13,053	$11,976	$3,657	$3,657
Total Expenditures	**$935,443**	**$863,339**	**$923,747**	**$954,471**	**$952,473**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

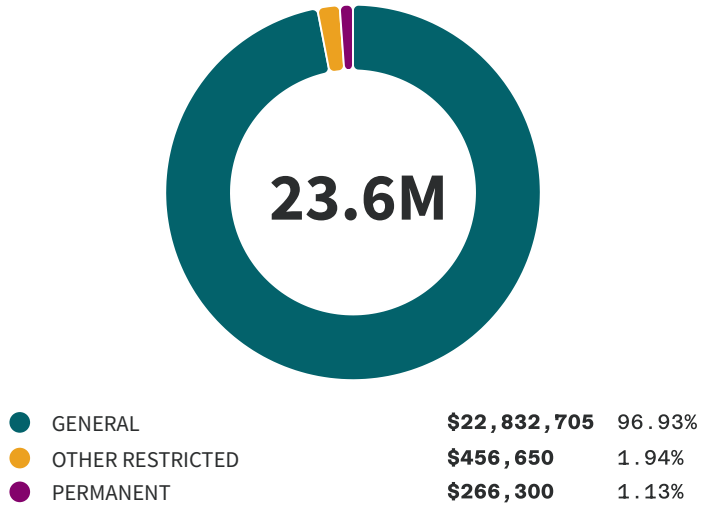
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$1,000	$9,000	-	-	-
MISC REVENUE	$500	$1,850	$500	$500	$500
Total Revenues	**$1,500**	**$10,850**	**$500**	**$500**	**$500**

Parks Division Fund Summary

The graphs and tables below summarize expenditures and agency revenues by fund. This summary is included because the agency has two or more fund types within the operating budget. The pages following this summary show the line-item detail for each fund.

Expenditures by Fund

FY27 Expenditures by Fund

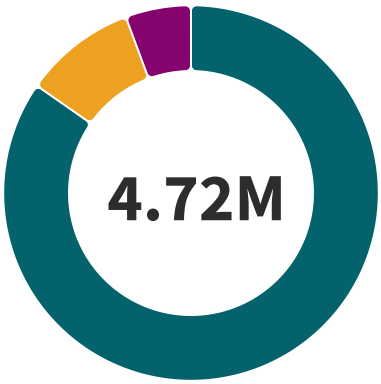


Expenditures by Fund

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$20,006,977	$21,145,458	$20,958,683	$21,930,270	$22,824,075	$22,832,705
OTHER RESTRICTED	$444,011	$497,738	$385,328	$510,423	$512,386	$456,650
PERMANENT	$398,872	$237,300	$370,674	$266,300	$266,300	$266,300
Total Expenditures	**$20,849,860**	**$21,880,496**	**$21,714,685**	**$22,706,992**	**$23,602,762**	**$23,555,655**

Agency Revenues by Fund

FY27 Revenues by Fund



GENERAL	**$3,997,583**	84.68%
OTHER RESTRICTED	**$456,650**	9.67%
PERMANENT	**$266,300**	5.64%

Agency Revenues by Fund

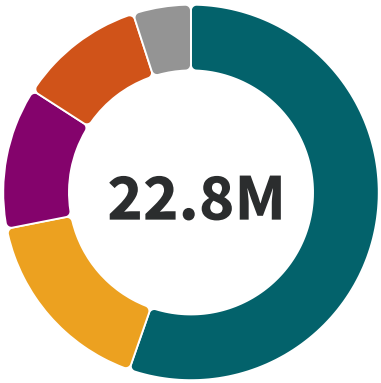
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$3,929,629	$3,888,055	$3,709,309	$4,110,156	$3,955,583	$3,997,583
OTHER RESTRICTED	$444,011	$497,738	$385,328	$510,423	$512,386	$456,650
PERMANENT	$398,872	$237,300	$370,674	$266,300	$266,300	$266,300
Total Revenues	**$4,772,511**	**$4,623,093**	**$4,465,311**	**$4,886,878**	**$4,734,269**	**$4,720,533**

Parks Division: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$12,634,570	55.34%
BENEFITS	$3,784,070	16.57%
INTER DEPART CHARGES	$2,785,084	12.20%
PURCHASED SERVICES	$2,490,165	10.91%
SUPPLIES	$1,138,815	4.99%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$10,878,683	$11,740,171	$11,327,977	$12,178,353	$12,607,020	$12,634,570
PERMANENT WAGES	$9,435,836	$10,504,704	$9,820,099	$10,744,277	$11,226,582	$11,226,582
SALARY SAVINGS	-	-$444,226	-	-$328,455	-$336,797	-$336,797
PENDING PERSONNEL	-	$283,059	-	$243,831	$158,704	$161,264
PREMIUM PAY	$89,938	$77,885	$91,408	$80,221	$82,628	$82,628
WORKERS COMPENSATION WAGES	$3,202	-	$6,555	-	-	-
COMPENSATED ABSENCE	$157,091	$90,268	$123,407	$92,976	$95,765	$95,765
HOURLY WAGES	$1,109,373	$1,239,094	$1,170,621	$1,316,370	$1,358,729	$1,384,718
OVERTIME WAGES PERMANENT	$76,576	$155,762	$98,455	$158,657	$158,657	$157,657
OVERTIME WAGES HOURLY	$5,699	$3,464	$15,010	$3,568	$3,568	$3,568
ELECTION OFFICIALS WAGES	$967	$600	$2,423	$600	$600	$600
BUDGET EFFICIENCIES	-	-$170,439	-	-$133,691	-$141,415	-$141,415
BENEFITS	$3,557,169	$3,575,223	$3,583,961	$3,692,329	$3,784,070	$3,784,070
COMPENSATED ABSENCE ESCROW	$250,828	-	$134,084	-	-	-
BENEFIT SAVINGS	-	-$6,127	-	-	-	-

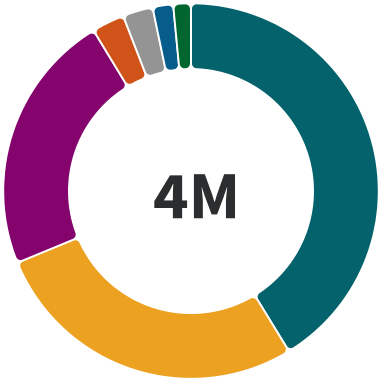
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HEALTH INSURANCE BENEFIT	$1,715,765	$1,951,955	$1,783,986	$1,995,827	$2,010,911	$2,010,911
WAGE INSURANCE BENEFIT	$31,273	$30,856	$30,484	$29,725	$32,284	$32,284
HEALTH INSURANCE RETIREE	$87	-	$31	-	-	-
WI RETIREMENT SYSTEM	$672,914	$730,076	$710,323	$773,588	$806,032	$806,032
FICA MEDICARE BENEFITS	$796,779	$774,400	$831,355	$797,435	$835,187	$835,187
LICENSES AND CERTIFICATIONS	$464	-	$732	-	-	-
POST EMPLOYMENT HEALTH PLANS	$89,039	$94,063	$92,965	$95,754	$99,655	$99,655
WORK PERMITS	$20	-	-	-	-	-
SUPPLIES	$1,036,299	$1,120,413	$1,175,033	$1,116,612	$1,139,893	$1,138,815
OFFICE SUPPLIES	$12,661	$15,250	$13,227	$15,600	$15,600	$15,600
COPY PRINTING SUPPLIES	$22,011	$39,800	$22,414	$38,800	$38,800	$34,000
FURNITURE	-	$6,400	$75	$4,200	$4,200	$9,000
HARDWARE SUPPLIES	$9,806	$11,800	$18,334	$11,000	$16,500	$17,000
SOFTWARE LICENSES & SUPPLIES	$10,296	$3,700	$4,152	$3,881	$5,866	$6,366
POSTAGE	$54,936	$37,658	$59,055	$37,658	$37,658	$37,658
PROGRAM SUPPLIES	$44,146	$19,500	$21,023	$22,050	$22,050	$29,750
BOOKS AND SUBSCRIPTIONS	$485	-	-	-	-	-
WORK SUPPLIES	$186,358	$148,601	$194,593	$150,242	$161,967	$159,467
JANITORIAL SUPPLIES	$58,297	$72,923	$73,169	$68,923	$68,923	$72,695
MEDICAL SUPPLIES	$1,311	$1,500	$1,902	$1,800	$1,800	$1,800
SAFETY SUPPLIES	$30,378	$24,580	$29,970	$25,180	$25,180	$26,180
SNOW REMOVAL SUPPLIES	$8,506	$17,000	$10,204	$17,000	$17,000	$17,000
UNIFORM CLOTHING SUPPLIES	$25,009	$20,190	$25,881	$21,273	$22,173	$23,040
FOOD AND BEVERAGE	$17,000	$36,900	$39,671	$40,300	$40,300	$40,300
BUILDING	$80	-	$175	-	-	-
BUILDING SUPPLIES	$48,340	$65,300	$58,670	$64,350	$64,350	$63,850
HVAC SUPPLIES	$12,896	$13,000	$16,588	$12,000	$12,000	$11,000
PLUMBING SUPPLIES	$7,169	$7,500	$37,188	$11,500	$11,500	$11,500
LANDSCAPING SUPPLIES	$77,399	$86,000	$67,569	$88,000	$88,671	$82,471
TREES SHRUBS PLANTS	$53,752	$74,163	$63,471	$58,163	$58,163	$65,300
FERTILIZERS AND CHEMICALS	$46,581	$69,000	$57,232	$64,960	$66,210	$64,210
MACHINERY AND EQUIPMENT	$46,275	$44,098	$90,165	$45,098	$46,348	$48,348
EQUIPMENT SUPPLIES	$209,572	$251,302	$207,193	$256,719	$256,719	$249,165
TIRES	$3,697	$10,333	$4,287	$11,000	$11,000	$7,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GASOLINE	-	$1,000	$23	$1,000	$1,000	$1,000
DIESEL	-	$1,000	-	$1,000	$1,000	$1,000
PROPANE GAS	$11,695	$11,600	$14,999	$14,600	$14,600	$13,800
OIL	$3,174	$4,900	$4,257	$4,900	$4,900	$4,900
INVENTORY	$34,470	$25,415	$39,547	$25,415	$25,415	$25,415
PURCHASED SERVICES	$2,229,908	$2,382,216	$2,421,439	$2,469,383	$2,508,007	$2,490,165
NATURAL GAS	$136,623	$187,472	$163,933	$187,472	$187,472	$187,472
ELECTRICITY	$568,594	$538,787	$549,680	$588,787	$588,787	$588,787
WATER	$568,833	$657,056	$559,835	$657,056	$657,056	$657,056
STORMWATER	$437,771	$350,000	$453,005	$390,000	$390,000	$390,000
TELEPHONE	$12,742	$14,800	$12,899	$14,950	$14,950	$14,050
CELLULAR TELEPHONE	$15,016	$12,413	$12,341	$13,013	$13,013	$13,313
SYSTEMS COMMUNICATION INTERNET	$5,088	$6,930	$9,803	$7,140	$7,140	$6,640
BUILDING IMPROV REPAIR MAINT	$8,978	$26,849	$18,390	$29,207	$29,207	$29,207
PEST CONTROL	$4,683	$4,770	$3,011	$5,020	$5,020	$4,020
ELEVATOR REPAIR	$12,812	$11,800	$12,601	$11,800	$11,800	$11,800
FACILITY RENTAL	$2,759	$5,500	$565	$5,500	$5,500	$5,500
LANDFILL	$25,666	$29,000	$29,572	$29,000	$29,000	$29,000
GROUNDS IMPROV REPAIR MAINT	$89	$4,872	$5,134	$4,872	$4,872	$2,000
LANDSCAPING	$111	$2,400	$968	$2,400	$2,400	$1,450
EQUIP IMPROV REPAIR MAINT	$32,066	$41,160	$22,982	$44,160	$44,160	$34,660
SYSTEM AND SOFTWARE MAINTENANC	$17,142	$66,602	$36,801	$55,231	$59,625	$59,625
LEASE RENTAL OF EQUIPMENT	$85,261	$129,150	$129,565	$130,150	$132,530	$127,210
RECRUITMENT	$1,570	$2,420	$1,515	$2,420	$2,420	$2,420
MILEAGE	$2,244	$2,200	$1,792	$2,200	$2,200	$2,200
CONFERENCES AND TRAINING	$32,511	$27,520	$44,174	$29,170	$29,170	$30,615
MEMBERSHIPS	$8,576	$13,450	$15,648	$16,850	$16,850	$17,850
UNIFORM LAUNDRY	$2,707	$2,150	$1,369	$2,150	$2,150	$2,150
BANK SERVICES	$81	-	$73	-	-	-
CREDIT CARD SERVICES	-	$755	-	$380	$380	$380
STORAGE SERVICES	$500	$630	$513	$630	$630	$630
CONSULTING SERVICES	$1,290	$1,500	$1,290	$1,000	$1,000	$1,000
ADVERTISING SERVICES	$1,213	$4,100	$610	$4,100	$4,100	$4,100
PRINTING SERVICES	-	$680	$137	$680	$680	$680
ENGINEERING SERVICES	$22,340	$34,277	$44,633	$35,182	$54,882	$54,882
SECURITY SERVICES	$6,237	$7,703	$18,293	$8,595	$10,395	$10,395
PROGRAM SERVICES	$16,737	$16,600	$12,456	$21,090	$23,100	$23,100
OTHER SERVICES AND EXPENSES	$125,903	$166,920	$160,219	$158,929	$167,269	$166,669

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COMMUNITY AGENCY CONTRACTS	$7,000	$7,000	$7,000	$5,000	$5,000	$6,055
TAXES AND SPECIAL ASSESSMENTS	$61,608	-	$85,311	-	-	-
PERMITS AND LICENSES	$5,155	$4,750	$5,323	$5,250	$5,250	$5,250
INTER DEPART CHARGES	$2,309,917	$2,332,434	$2,450,273	$2,473,593	$2,785,084	$2,785,084
ID CHARGE FROM ENGINEERING	$14,111	$15,522	$15,522	$15,522	$15,522	$15,522
ID CHARGE FROM FLEET SERVICES	$1,945,127	$1,996,211	$2,121,070	$2,139,961	$2,475,819	$2,475,819
ID CHARGE FROM TRAFFIC ENGINEE	$24,752	$31,043	$24,021	$31,043	$31,043	$31,043
ID CHARGE FROM INSURANCE	$117,853	$151,015	$151,017	$192,158	$182,800	$182,800
ID CHARGE FROM WORKERS COMP	$208,074	$138,643	$138,643	$94,909	$79,900	$79,900
INTER DEPART BILLING	-$5,000	-$5,000	-	-	-	-
ID BILLING TO COMMUNITY DEVEL	-$5,000	-$5,000	-	-	-	-
Total Expenditures	**$20,006,977**	**$21,145,458**	**$20,958,683**	**$21,930,270**	**$22,824,075**	**$22,832,705**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	**$1,649,361**	41.26%
TRANSFER IN	**$1,099,400**	27.50%
FINE FORFEITURE ASMT	**$901,822**	22.56%
INVEST OTHER CONTRIB	**$112,000**	2.80%
INTERGOV REVENUES	**$104,000**	2.60%
LICENSES AND PERMITS	**$70,500**	1.76%
MISC REVENUE	**$60,500**	1.51%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$106,410	$104,000	$109,513	$104,000	$104,000	$104,000
LOCAL REVENUES OPERATING	$106,410	$104,000	$109,513	$104,000	$104,000	$104,000

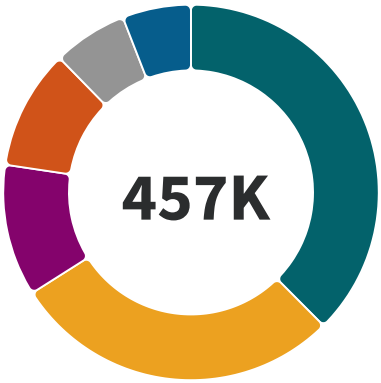
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$1,674,588	$1,587,870	$1,672,021	$1,629,361	$1,629,361	$1,649,361
PARKS USE CHARGES	$60,516	$91,000	$80,648	$106,000	$106,000	$106,000
BOAT LAUNCH	$252,505	$260,000	$244,713	$265,000	$265,000	$265,000
CATERING CONCESSIONS	$91,892	$160,000	$97,410	$160,000	$160,000	$165,000
FACILITY RENTAL	$672,354	$582,670	$633,814	$634,161	$634,161	$649,161
ADMISSIONS	$247,692	$282,500	$246,789	$295,000	$295,000	$295,000
LESSONS	-	$40,000	-	-	-	-
MEMBERSHIPS	$34,550	$45,000	$31,310	$45,000	$45,000	$45,000
REIMBURSEMENT OF EXPENSE	$309,150	$126,700	$293,311	$124,200	$124,200	$124,200
PROGRAM REVENUE	$5,928	-	$44,027	-	-	-
LICENSES AND PERMITS	$50,544	$70,500	$47,375	$70,500	$70,500	$70,500
OTHER PERMITS	$50,544	$70,500	$47,375	$70,500	$70,500	$70,500
FINE FORFEITURE ASMT	$736,387	$901,822	$791,805	$901,822	$901,822	$901,822
SPEC ASSESSMENTS SERVICE	$736,387	$901,822	$791,805	$901,822	$901,822	$901,822
INVEST OTHER CONTRIB	$179,246	$127,000	$40,000	$112,000	$112,000	$112,000
CONTRIBUTIONS AND DONATIONS	$179,246	$127,000	$40,000	$112,000	$112,000	$112,000
MISC REVENUE	$38,022	$99,500	$35,322	$60,500	$60,500	$60,500
MISCELLANEOUS REVENUE	$38,022	$99,500	$35,322	$60,500	$60,500	$60,500
TRANSFER IN	$1,144,432	$997,363	$1,013,272	$1,231,973	$1,077,400	$1,099,400
TRANSFER IN FROM GRANTS	$135,734	-	-	-	-	-
TRANSFER IN FROM OTHER RESTRIC	$795,863	$795,863	$795,863	$1,030,473	$875,900	$875,900
TRANSFER IN FROM PERMANENT	$207,041	$201,500	$201,359	$201,500	$201,500	$201,500
TRANSFER IN FROM STORMWATER UT	-	-	-	-	-	$22,000
TRANSFER IN FROM INSURANCE	$5,794	-	$16,050	-	-	-
Total Revenues	**$3,929,629**	**$3,888,055**	**$3,709,309**	**$4,110,156**	**$3,955,583**	**$3,997,583**

Parks Division: Other Restricted Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Restricted Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$171,469	37.55%
TRANSFER OUT	$130,000	28.47%
BENEFITS	$51,826	11.35%
DEBT OTHR FINANCING	$47,104	10.32%
SUPPLIES	$29,249	6.41%
PURCHASED SERVICES	$27,002	5.91%

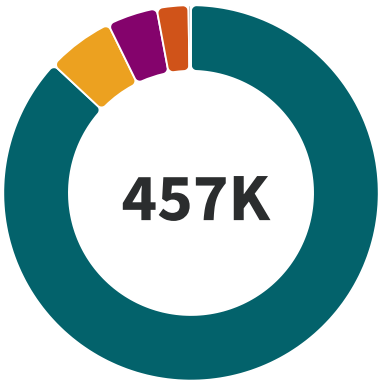
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$141,009	$160,633	$115,479	$164,379	$171,469	$171,469
PERMANENT WAGES	$135,017	$159,736	$108,923	$164,379	$168,876	$168,876
PENDING PERSONNEL	-	$898	-	-	$2,593	$2,593
PREMIUM PAY	$3,079	-	$2,424	-	-	-
WORKERS COMPENSATION WAGES	$3	-	$3	-	-	-
COMPENSATED ABSENCE	$326	-	$551	-	-	-
OVERTIME WAGES PERMANENT	$2,584	-	$3,577	-	-	-
BENEFITS	$44,259	$49,125	$36,546	$56,952	$51,826	$51,826
HEALTH INSURANCE BENEFIT	$24,069	$26,270	$19,821	$32,775	$26,927	$26,927
WAGE INSURANCE BENEFIT	$129	$134	$129	$122	$143	$143
WI RETIREMENT SYSTEM	$9,734	$11,102	$8,026	$11,835	$12,159	$12,159
FICA MEDICARE BENEFITS	$10,328	$11,620	$8,570	$12,221	$12,597	$12,597
SUPPLIES	$23,692	$29,249	$17,497	$29,249	$29,249	$29,249

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COPY PRINTING SUPPLIES	$6,630	$7,600	$6,150	$7,600	$7,600	$7,600
WORK SUPPLIES	$12,353	$20,049	$10,671	$20,049	$20,049	$20,049
FERTILIZERS AND CHEMICALS	-	$1,200	-	$1,200	$1,200	$1,200
EQUIPMENT SUPPLIES	$4,709	$400	$676	$400	$400	$400
PURCHASED SERVICES	$18,794	$19,529	$19,529	$20,106	$20,106	$27,002
WASTE DISPOSAL	$18,794	$19,529	$19,529	$20,106	$20,106	$20,702
OTHER SERVICES AND EXPENSES	-	-	-	-	-	$6,300
DEBT OTHR FINANCING	$123,130	$29,003	$173,563	$19,737	$19,737	$47,104
FUND BALANCE GENERATED	$123,130	$29,003	$173,563	$19,737	$19,737	$47,104
TRANSFER OUT	$93,126	$210,200	$22,714	$220,000	$220,000	$130,000
TRANSFER OUT TO CAPITAL PROJEC	$93,126	$210,200	$22,714	$220,000	$220,000	$130,000
Total Expenditures	**$444,011**	**$497,738**	**$385,328**	**$510,423**	**$512,386**	**$456,650**

Agency Revenues by Major

FY27 Revenues by Major



LICENSES AND PERMITS	$397,000	86.94%
CHARGES FOR SERVICES	$26,450	5.79%
OTHER FINANCE SOURCE	$19,800	4.34%
INVEST OTHER CONTRIB	$12,400	2.72%
MISC REVENUE	$1,000	0.22%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$51,370	$26,450	-	$26,450	$26,450	$26,450
FACILITY RENTAL	$51,370	$25,000	-	$25,000	$25,000	$25,000
REIMBURSEMENT OF EXPENSE	-	$1,450	-	$1,450	$1,450	$1,450
LICENSES AND PERMITS	$374,806	$380,000	$367,957	$397,000	$397,000	$397,000
DOG PARK PERMITS	$268,469	$380,000	$270,739	$280,000	$280,000	$280,000
OTHER PERMITS	$106,337	-	$97,218	$117,000	$117,000	$117,000
INVEST OTHER CONTRIB	$15,595	$1,700	$15,132	$12,400	$12,400	$12,400

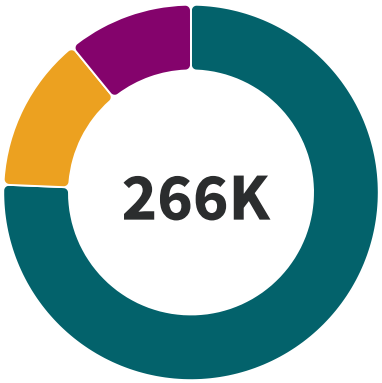
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTEREST	$15,595	$1,700	$15,132	$12,400	$12,400	$12,400
MISC REVENUE	$2,239	$1,000	$2,239	$1,000	$1,000	$1,000
MISCELLANEOUS REVENUE	$2,239	$1,000	$2,239	$1,000	$1,000	$1,000
OTHER FINANCE SOURCE	-	$88,588	-	$73,573	$75,536	$19,800
FUND BALANCE APPLIED	-	$88,588	-	$73,573	$75,536	$19,800
Total Revenues	**$444,011**	**$497,738**	**$385,328**	**$510,423**	**$512,386**	**$456,650**

Parks Division: Permanent Fund

The graphs and tables below provide a summary and line-item details of the agency's Permanent Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



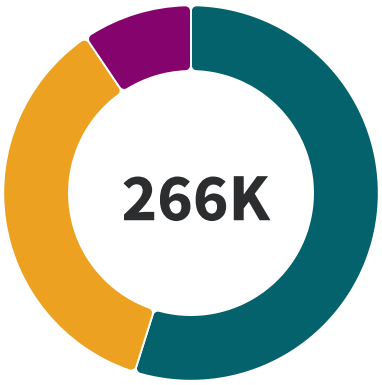
TRANSFER OUT	$201,500	75.67%
PURCHASED SERVICES	$35,800	13.44%
DEBT OTHR FINANCING	$29,000	10.89%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PURCHASED SERVICES	$31,823	$35,800	$45,530	$35,800	$35,800	$35,800
BANK SERVICES	$8,765	$9,100	$8,975	$9,100	$9,100	$9,100
OTHER SERVICES AND EXPENSES	$704	$700	$704	$700	$700	$700
GRANTS	$22,354	$26,000	$35,851	$26,000	$26,000	$26,000
DEBT OTHR FINANCING	$121,770	-	$123,785	$29,000	$29,000	$29,000
FUND BALANCE GENERATED	$121,770	-	$123,785	$29,000	$29,000	$29,000
TRANSFER OUT	$245,278	$201,500	$201,359	$201,500	$201,500	$201,500
TRANSFER OUT TO GENERAL	$207,041	$201,500	$201,359	$201,500	$201,500	$201,500
TRANSFER OUT TO CAPITAL PROJEC	$38,237	-	-	-	-	-
Total Expenditures	**$398,872**	**$237,300**	**$370,674**	**$266,300**	**$266,300**	**$266,300**

Agency Revenues by Major

FY27 Revenues by Major



INVEST OTHER CONTRIB	$146,100	54.86%
CHARGES FOR SERVICES	$95,000	35.67%
OTHER FINANCE SOURCE	$25,200	9.46%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$88,921	$95,000	$96,714	$95,000	$95,000	$95,000
CEMETERY FEES	$72,993	$78,000	$63,438	$78,000	$78,000	$78,000
MAUSOLEUM FEES	$15,928	$17,000	$33,276	$17,000	$17,000	$17,000
INVEST OTHER CONTRIB	$285,483	$117,100	$273,960	$146,100	$146,100	$146,100
INTEREST	$144,272	$87,000	$129,955	$116,000	$116,000	$116,000
NET (INCREASE) DECR FMV INVEST	$141,210	$30,100	$144,005	$30,100	$30,100	$30,100
OTHER FINANCE SOURCE	$24,469	$25,200	-	$25,200	$25,200	$25,200
FUND BALANCE APPLIED	$24,469	$25,200	-	$25,200	$25,200	$25,200
Total Revenues	**$398,872**	**$237,300**	**$370,674**	**$266,300**	**$266,300**	**$266,300**

Parks Division Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ADMIN ASST-20	20	2.00	2.00
ADMIN CLK 1-20	20	4.00	4.00
ADMIN SUPV-18	18	1.00	1.00
ARBORIST 1-16	16	2.00	2.00
ARBORIST 2-16	16	1.00	1.00
ASST PKS SUPERINTENDENT-18	18	2.00	2.00
BOTANICAL CENTER DIR-18	18	1.00	1.00
BUILDING & TRADES FOREPERS-71	71	2.00	2.00
CARPENTER-71	71	2.00	2.00
CEMETERY OPRS LDWKR-16	16	1.00	1.00
CONS CURATOR ASST-16	16	1.00	1.00
CONS RESOURCE SUPV-18	18	1.00	1.00
CONSERVATION TECH-16	16	3.00	3.00
CUSTODIAL WKR 1-16	16	1.00	1.00
DATA ANALYST 2	18	1.00	1.00
ENGINEER 3-18	18	1.00	1.00
EQPT OPR 2-16	16	3.00	3.00
FACILITY MAINT WKR-16	16	4.00	4.00
FINANCE/ADMIN MGR-18	18	1.00	1.00
GARDENER-16	16	6.00	6.00
GARDENER-LEAD-16	16	1.00	1.00
HORTICULTURE SUPV-18	18	1.00	1.00
HORTICULTURIST-16	16	1.00	1.00
LANDSCAPE ARCHITECT 3-18	18	2.00	2.00
LANDSCAPE ARCHITECT 4-18	18	2.00	2.00
LANDSCAPE CONSTR SUP-18	18	1.00	1.00
MAINT MECH 2-16	16	3.00	3.00

		2026 Adopted	2026 Year to Date
OLBR FAC/VOL COORD-18	18	1.00	1.00
PARKS CONSTRUCTION SPEC 2-16	16	4.00	4.00
PARKS PROG COORD-18	18	4.00	4.00
PARKS SUPT-21	21	1.00	1.00
PARKS WORKER-16	16	4.00	5.00
PARKS WORKER16-PT	16	0.75	
PKS COMM SERVS MGR-18	18	1.00	1.00
PKS EQUIP MECH 2-16	16	3.00	3.00
PKS FAC/MAINT SUPV-18	18	1.00	1.00
PKS GEN SUPV-18	18	4.00	4.00
PKS MAINT MECHANIC-16	16	4.00	4.00
PKS MAINT WKR-16	16	39.00	39.00
PKS OPER MGR-18	18	1.00	1.00
PKS OPR LDWKR-16	16	3.00	3.00
PKS PLAN/DEV MGR-18	18	1.00	1.00
PKS RANGER LDWKR-16	16	1.00	1.00
PKS RANGER-16	16	3.00	3.00
PLAN GIS SPECIALIST-18	18	1.00	1.00
PLAYGROUND TECH-16	16	1.00	1.00
PROGRAM ASST 1-20	20	1.00	1.00
PROGRAM ASST 1-20 PT	20	1.60	1.60
PROGRAM ASST 2-20	20	3.00	3.00
PUB WKS LEADWKR-16	16	4.00	4.00
PUBLIC INFORMATION OFF 2-18	18	1.00	1.00
RECR SERVS COORD-18	18	4.00	4.00
TRAFF CONT MAINT WKR-16	16	1.00	1.00
WARNER PK FACILTY MGR-18	18	1.00	1.00
WELDER-16	16	1.00	1.00
Grand Total		**146.35**	**146.60**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☐No – No allocation changes

☒Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☐No – No reclassifications

☒Yes – Includes proposed reclassifications

If yes, you must provide the position number and briefly describe the change in the text box below. If the request involves a new classification, attach an updated position description.

Position #1486: Administrative Supervisor (18-3) to Parks Program Coordinator (18-4)

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

The Parks Division is requesting one allocation change to simply correct a position that is allocated incorrectly when the budget was loaded within the Community Connection & Recreation Service.

The proposed reclassification is needed for the 2027 budget to restructure roles and responsibilities, appropriately align Division-wide customer service activities. The position is currently vacant, which creates an ideal opportunity for restructuring.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

The proposed reclassification positively impacts the Division's ability to effectively administer special event permits, shelter reservations, athletic reservations, and front-facing customer service. The new position will be responsible for ensuring fees and discounts are applied fairly and with an equity lens. The overall customer experience will be improved with the reclassification of this position and change in duties. Additionally, the proposed reclassification of this single position brings the position into alignment with all other Parks Program Coordinators.

Parks 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Parks is **$377,370**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
511 - COMMUNITY CONNECTION AND REC	Reduce hourly Park Ranger Staffing during non-peak months (November- March)	This reduction will decrease proactive ranger presence in parks during the winter shoulder season. Ranger staffing will continue to prioritize peak park use periods and identified public safety concerns. Routine patrols during lower-use periods may occur less frequently, resulting in longer response times for non-emergency quality-of-life issues, education, and compliance activities.	0	32,000
511 - COMMUNITY CONNECTION AND REC	Reduce operating hours at the Warner Park Community Recreation Center during holidays, school breaks, down weeks and Sundays.	WPCRC will remain open and continue to provide core services and facility rentals. However, patrons will experience fewer hours of facility access during designated periods. Reduced operating hours may limit opportunities for open recreation, drop-in use, community gathering, and programming during holidays, school breaks, and Sundays.	0	30,000
511 - COMMUNITY CONNECTION AND REC	Eliminate the annual Ride the Drive open streets event.	Ride the Drive is a signature community event that promotes healthy communities, economic development, social integration, and environmental impact. Eliminating the event would reduce opportunities for residents to participate in a large-scale, free, citywide recreation experience and would eliminate associated community partnerships and volunteer opportunities.	0	40,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
511 - COMMUNITY CONNECTION AND REC	Reduced winter and summer community programming	Residents will continue to have access to the Sina Davis Movies in the Park program, but fewer movie events will be offered throughout the season. This reduction decreases opportunities for free community-based movies while preserving the program in a reduced capacity. Residents will continue to have access to winter recreation opportunities and warming facilities, although fewer staffed activity dates will be available. Programming will focus on the highest-demand sites and weekend offerings.	0	48,000
512 - PARKS LAND & FACILITIES MAINTENANCE	Baseline Submission: Elimination of Clean Beach Program	Clean Beach system has been discontinued due to technical and mechanical issues, as well as ineffectiveness of the system for existing conditions. Reduction is reflected in baseline budget submission.	0	11,370
512 - PARKS LAND & FACILITIES MAINTENANCE	Baseline Submission: Conservation Collaboration with Storwater Utility	GO Support offset by Inter-D Charge to Stormwater due to Conservation staff taking on maintenance of two stormwater parcels adjacent to conservation parks that is currently performed by contractors. Taking on this work will result in slight reduction in hours available to perform work in conservation parks.	0	22,000
512 - PARKS LAND & FACILITIES MAINTENANCE	Reduced availability of drinking fountains and portable toilets system-wide. Partial elimination of portable toilets at 17 sites ($28,000) 30% reduction in drinking fountains available ($4,500)	Portable toilets will be eliminated at 17 specific locations, primarily early season sites and atheltic facilities, which may require athletic organizers to secure portable toilets for recurring reservations or eliminate entirely the availability of restrooms. Fewer drinking fountains will be available throughout the City, which could result in increased complaints during the season.	0	32,500

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
512 - PARKS LAND & FACILITIES MAINTENANCE	Reduced services within the Mall Maintenance service area, including: Spring pansy planting at Mall reduced by 50% ($6,500) Eliminate service of decorative fountains within Mall Concourse service area ($25,750) Reduced Mall Seasonal Staffing ($15,000), resulting in reduced sidewalk powerwashing, grafiti removal and landscape maintenance.	Combined reductions will result in overall reduced quality of maintenance and negatively impact the aesthetic and cleanliness within the Mall Concourse service area. Reduction in services could result in increased complaints from residents, business owners and visitors to the downtown. Amenities not in use may create unintended consequences, including increased instances of vandalism, which could require additional repair expenses.	0	47,250
512 - PARKS LAND & FACILITIES MAINTENANCE	Elimination of select seasonal fishing piers	Fishing piers will not be installed at 7 specific locations throughout the park system. Those wishing to fish from a pier would need to go to alternate park locations where accessible piers will be installed. Individuals may also fish from the shore, which may not be as successful. Elimination of certain piers may cause individuals to not fish at all. These piers would also not be available to other recreational users.	0	8,500
512 - PARKS LAND & FACILITIES MAINTENANCE	Eliminate seasonal staffing at Forest Hill Cemetery	Reduced hourly staffing at Forest Hill Cemetery will result in longer mowing intervals, less string trimming and reduced detailing of cemetery property. This will lower the maintenance standards currently provided for this area.	0	25,000
512 - PARKS LAND & FACILITIES MAINTENANCE	Reduced beach maintenance	Beaches would be properly set-up for the season and remain open to the public when deemed by Public Health Madison & Dane County to be safe. However, beach cleaning would be reduced to one day per week per location, down from two times per week. This will result in an increase in aquatic vegetation and debris on the beach, decreased water quality and swimming conditions, and very likely result in public complaints.	0	22,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
512 - PARKS LAND & FACILITIES MAINTENANCE	Reduced trash collection in mini and neighborhood parks by Parks Division staff	The Streets Division will empty trash cans in approximately 75% of the City's mini and neighborhood parks as part of scheduled trash collection days. This modification to service will require significant communication and education with park users to utilize trash cans placed at the curb where they can be reached by trash trucks. This may result in additional littering in the parks due to park users not placing trash in the receptacles provided if the location is not convenient to them.	0	28,000
512 - PARKS LAND & FACILITIES MAINTENANCE	Reduced seasonal staffing for playground maintenance	Reduction in hourly staffing performing playground maintenance and non-urgent repairs. Scheduled playground maintenance will be slower and there may be delays in identifying more urgent repairs.	0	7,500
512 - PARKS LAND & FACILITIES MAINTENANCE	Reduction in administrative supplies and staffing related to engagement: Reduce postage ($17,500) Reduce AASPIRE Intern funding ($5,750)	The Parks Division remains committed to intentional community engagement. A reduction in postage will result in mailing of fewer postcards related to projects and events. The Parks Division will use alternative means of communication to share details about project and event updates, including through yard signs, e-newsletters and boosting social media posts. The Parks Division will have reduced capacity to support AASPIRE intern program, resulting in fewer hours worked by AASPIRE interns.	0	23,250
			Total	377,370

Golf Enterprise Overview

Agency Mission

The mission of the Golf Enterprise is to provide public golf and recreation at an exceptional value in a sustainable manner.

Agency Overview

The Golf Enterprise is responsible for golf course maintenance and operations at Madison's four golf courses. The goal of the Golf Enterprise is to operate a golf system that is fully self-sustaining. The vision of the agency is to improve the quality of life for the entire community through golf and recreation for generations to come. The Golf Program is committed to providing outstanding experiences on the courses that are welcoming, accessible and affordable to all members of our community regardless of ability or means. Environmental and fiscal sustainability is a core value practiced, through sustainable practices that protect and preserve our natural surroundings, practicing fiscal sustainability and investing in the needs of the system to ensure optimal performance for generations to come. The Golf Program strives to deliver excellent customer service through a welcoming atmosphere, timely interactions and a quality product. The Golf Enterprise will advance these objectives by working with staff and strategic partners to improve the quality of life and opportunities for the entire community who participate in golf and recreation programming.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

The 2027 budget reflects operational changes associated with the planned closure of Odana Hills Golf Course for the full 2027 season while the course undergoes a comprehensive renovation and clubhouse replacement. The request includes temporary reductions to revenues, staffing, supply and service expenses. Significant changes are as follows:

- 11% Net Reduction in Revenues: Because the Odana Clubhouse will not be generating golf-related revenue during construction, proposed 2027 Operating Revenues have been adjusted. Fund Balance Applied of $498,939 is accounted for within the net reduction from 2027 Baseline Budget.
- 12% Net Reduction in Hourly Salaries & Benefits: Staffing expenses specific to Hourly wages, premiums and benefits have been reduced. Permanent Overtime has been increased to allow for specialized technical oversight necessary to support course maintenance as Odana course renovations re-establish. Net reduction of $267,983 is reflected within Salaries and Benefits request.
- 7% Net Reduction in Supplies: Supply expenditures have been reduced by $39,000, including almost entire elimination of supplies within the Odana clubhouse budget, significantly reduced for the Odana maintenance budget, and adjusted among all three remaining courses to reflect the change in operations for the 2027 season. Notable adjustments are included in reduction in inventory due to closure of Odana and increase in Fertilizers & Chemicals, and Equipment supplies due to anticipated uses and increases in costs. The proposed request also includes moving costs related to point of sale software to Purchased Supplies from Purchased Services.
- 16% Net Reduction in Purchased Services: Purchased Services have been reduced by $120,690. Reduction in Lease Rental of Equipment to reflects need for fewer cart rentals and reduced Credit Card Charges reflects extremely limited sales at Odana in 2027. Request also includes moving costs related to point-of-sale software to Purchased Supplies from Purchased Services.

These changes are necessary to accurately reflect the operational needs of the golf program during the construction period and to maintain the financial sustainability of the Golf Enterprise. While golf services at Odana Hills will be unavailable during 2027, golf opportunities will

continue to be provided at Yahara Hills Golf Course, Monona Golf Course, and The Glen Golf Park. Staff will continue to oversee the renovation project and maintain the property as needed to support construction activities and prepare for reopening.

The proposed budget changes result in operational savings by eliminating expenses associated with operating a golf course that will be closed for the season while retaining the resources necessary to support the capital project and the continued operation of the remaining golf facilities. This budget positions the program for the successful reopening of a renovated Odana Hills Golf Course in 2028.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

Although the temporary closure of Odana Hills Golf Course will reduce access to golf on Madison's west side during the 2027 season, the renovation project is intended to significantly improve long-term equity, accessibility, and quality of life for residents. The redesigned course will include improved playing conditions, enhanced accessibility, expanded practice opportunities, upgraded facilities, and new park amenities that will serve a broader range of users. During the closure, residents will continue to have access to affordable public golf at Yahara Hills Golf Course, Monona Golf Course, and The Glen Golf Park.

The project was informed by extensive community engagement, including public meetings, neighborhood focus groups, stakeholder discussions, and a community survey. Feedback consistently emphasized the importance of maintaining affordable public golf, improving accessibility for golfers of all ages and abilities, enhancing environmental sustainability, and creating a park that serves both golfers and non-golfers. These community priorities guided both the capital project and the associated operational budget adjustments. The proposed 2027 budget supports the transition to a more inclusive, sustainable, and financially resilient municipal golf system while preserving affordable recreational opportunities across the Madison Parks Golf system.

Transmittal Memo

Madison Parks Division
330 E. Lakeside St.
Madison, WI 53715
(608) 266-4711
golf@cityofmadison.com
www.cityofmadison.com/parks/golf

TO: Mayor Satya Rhodes-Conway
FROM: Eric Knepp, Parks Superintendent

Golf Enterprise's proposed 2027 Operating Budget includes a request for no levy support for the operations of the four courses. The proposed budget and corresponding service level tie directly to the city-wide priorities of Economy & Opportunities, Culture & Character and Green & Resilient as identified in the City's Comprehensive Plan. Golf Enterprise continues to prioritize implementing the final recommendations from the Task Force on Municipal Golf in Madison Parks. Starting in 2026 Golf Enterprise began operating under a permanent 25% reduction from the historic 72 holes to 54 holes. For the 2027 season the Odana Hills Golf Course will be temporarily closed for major improvements funded through a combination of private and public investment, resulting in only 36 holes of operation for the year.

Goals of the Golf Enterprise's Operating Budget

The proposed request reflects the rightsizing and resource alignment with the Enterprise's overall reduction of holes and temporary closure of Odana Hills Golf Course. The request takes Golf Enterprise's performance over the last five years into consideration and anticipates its performance as a 36-hole operation. The Golf Enterprise's workplan is centered around implementing the recommendations from the Task Force. In addition to reviewing financial performance and rounds/revenue statistics regularly, Parks Division and Golf Enterprise leadership review and adjust the Golf Enterprise's workplan goals and milestones monthly. Golf Enterprise's performance will be measured by rounds of golf played, revenue generated, effective resource management, overall profitability for the year and net position of the Golf Enterprise. In addition, success will be measured by gauging how the game and access to the courses is growing among new golfers and non-golfers.

Enterprise Agency

The Golf Enterprise is projecting revenues below 2026 budget targets based on the planned temporary closure of Odana. The Golf Enterprise anticipates the need to utilize Fund Balance Applied to compensate for revenue losses for the season. Overall, there will be significantly fewer holes available for golf, but not a complete corresponding reduction in expenses. Parks Division Management will closely monitor expenses in 2027 to ensure service standards are maintained, while appropriately managing expenses during a time of limited revenue generation. Golf Enterprise is putting policies, procedures and communications in place to optimize play on the remaining holes. Golf Enterprise is committed to ensuring that quality, affordable municipal golf is available for a diverse community. The Board of Park Commissioners will review and approve any changes in fees in early fall 2026. Staff do not anticipate significant changes to fees, but there is likely to be a slight increase based on demand and local market analysis. Madison's Golf Enterprise plays a critical role in providing a lower-barrier entry point for people of all ages to enter the sport. In addition, Golf Enterprise, in collaboration with Madison Parks Foundation and other partners, will continue to provide quality mixed-use recreational opportunities at The Glen Golf Park and volunteer opportunities at all four courses, as a means of making the golf courses more welcoming and inclusive to everyone within the community while also generating more interest in the game.

Reduction Plan Included in Baseline Submission

The Golf Enterprise Program will effectively operate at a 50% reduction of available holes from historic play, with only 36 holes available to play for the 2027 season. The temporary closure of Odana Hills Golf Course for 2027 results in both reduced revenues and expenses across the program. Reductions from Cost to Continue levels included in the 2027 baseline Operating Budget request for the Golf Enterprise request are as follows:

- 20% Reduction in Operating Revenues
- 12% Reduction in Hourly Salaries & Benefits:

- 7% Reduction in Purchased Supplies:
- 16% Reduction in Purchased Services

Reallocations & Other Changes

The proposed request includes significant changes comparable to 2026 to reflect the temporary closure of Odana Hills Golf Course for the 2027 season. The proposed request reflects resources anticipated to optimize play at the remaining three courses, while addressing minimum maintenance requirements at Odana during construction. Major notable changes are as follows:

1. Revenues: Proposed budget almost entirely eliminates revenues for Odana Clubhouse and slightly increases revenues at the other three courses. Fund Balance Applied is proposed to cover difference between revenue and expenses.
2. Salaries & Benefits: Wages, Benefits and Premium Pay for Hourly staff are proposed to be entirely eliminated from the Odana clubhouse budget, significantly reduced for the Odana maintenance budget, and adjusted among all three remaining courses to reflect the change in operations for the 2027 season. Request reflects increase in permanent overtime to provide specialized technical support course re-establishment throughout the Odana Hills Course Improvements project.

3. Purchased Supplies: Purchased supplies have been almost entirely eliminated from the Odana clubhouse budget, significantly reduced for the Odana maintenance budget, and adjusted among all three remaining courses to reflect the change in operations for the 2027 season. Notable adjustments are included in reduction in inventory due to closure of Odana and increase in Fertilizers & Chemicals, and Equipment supplies due to anticipated uses and increases in costs. The proposed request also includes moving costs related to point of sale software to Purchased Supplies from Purchased Services.

4. Purchased Services: Purchased Services have been reduced Lease Rental of Equipment to reflect need for fewer cart rentals and reduced Credit Card Charges at Odana in 2027. Request also includes moving costs related to point-of-sale software to Purchased Supplies from Purchased Services.

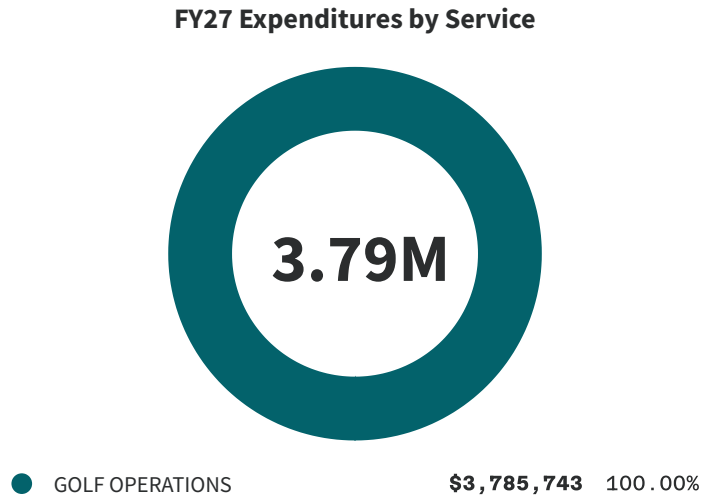
The Odana Hills Golf Course project and temporary closure will certainly have a short-term negative impact on the 2027 Operating Budget. However, in the longer term, the project will provide a significant opportunity to secure a stronger financial future for the Golf Enterprise Fund through intentional reinvestment in aging and failing infrastructure. The Golf Enterprise maintains the overarching goal of operating independently of tax levy support, including both operating and capital costs. Historically, the Golf Enterprise struggled significantly to meet this goal over the 2000-2019 period, with both fund position and condition of infrastructure continuing to weaken. By 2019, liabilities exceeded assets and the Golf Enterprise regularly had negative operating income. Since 2020, the GEF has improved significantly with both a strengthening of net position and annual operating income being positive each year. Now is the time for significant reinvestment in the Golf Enterprise that will position the program to continue to be financially and programmatically successful for generations to come. Over the coming year staff will develop a long-term financial plan to ensure a sustainable program that continues to forward the mission of the program and meet the needs of the community.

Golf Enterprise Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

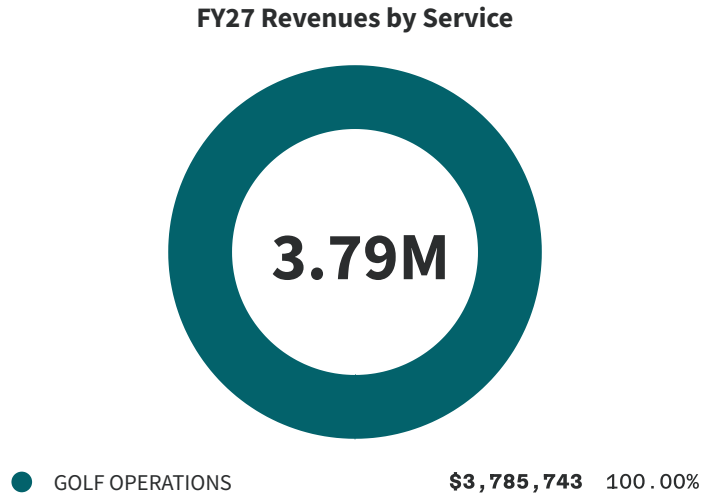
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GOLF OPERATIONS	$4,292,604	$6,132,191	$4,284,681	$4,284,681	$3,785,743
Total Expenditures	**$4,292,604**	**$6,132,191**	**$4,284,681**	**$4,284,681**	**$3,785,743**

Agency Revenues by Service (All Funds)



Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GOLF OPERATIONS	$4,292,604	$6,132,191	$4,284,681	$4,284,681	$3,785,743
Total Revenues	**$4,292,604**	**$6,132,191**	**$4,284,681**	**$4,284,681**	**$3,785,743**

Service: Golf Operations

Service Description

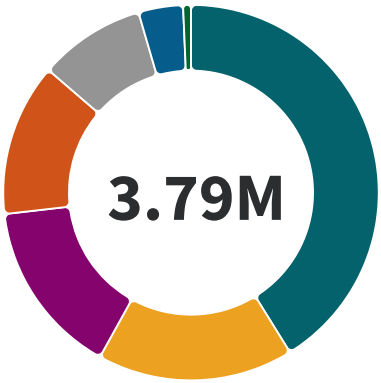
This service is responsible for the operation and maintenance of the Yahara Hills, Odana Hills and Monona Golf Courses along with The Glen Golf Park. The program consists of 54 holes of golf across four courses. The Odana Hills Golf Course is expected to be temporarily closed through the 2027 season for major course improvements, effectively making 36 holes of golf available for play. The goal of the service is a golf enterprise fund that is fully self-sustaining and provides public golf and recreation at an exceptional value in a sustainable manner.

Activities Performed by this Service

- Golf Course Maintenance: Maintain the four golf courses by irrigating, mowing and performing Integrated Pest Management of the greens, tees, fairways and roughs; repairing and caring for mowing equipment and vehicles; and providing tee and green supplies necessary for play.
- Golf Clubhouses: Maintain clubhouses and provide customer service staff that set up tee times, check in players, rent golf carts, and process payment of purchases for greens fees, concessions at the snack bars, and golf accessories at the pro shops.
- Golf Park Programming: Plan, coordinate and host various mixed-use recreational activities at The Glen Golf Park and other courses, including movies, fitness activities, performing arts and other community–focused activities.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$1,558,830	41.18%
PURCHASED SERVICES	$638,914	16.88%
INTER DEPART CHARGES	$572,323	15.12%
SUPPLIES	$497,500	13.14%
BENEFITS	$347,509	9.18%
TRANSFER OUT	$145,000	3.83%
DEBT OTHR FINANCING	$25,667	0.68%

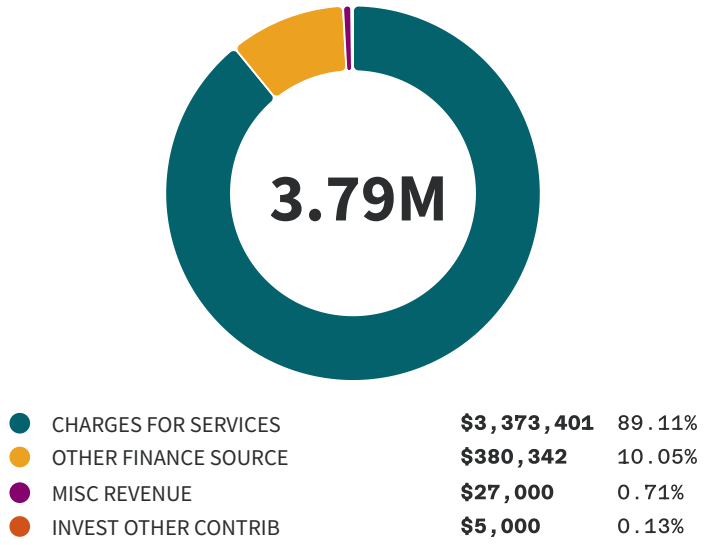
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,592,431	$2,107,667	$1,777,095	$1,826,812	$1,558,830
BENEFITS	$281,515	$434,128	$338,890	$347,509	$347,509
SUPPLIES	$624,329	$721,313	$536,500	$536,500	$497,500
PURCHASED SERVICES	$814,781	$788,100	$759,604	$759,604	$638,914
DEBT OTHR FINANCING	$308,213	$1,421,873	$159,691	$96,933	$25,667
INTER DEPART CHARGES	$471,335	$450,008	$567,902	$572,323	$572,323

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
TRANSFER OUT	$200,000	$209,102	$145,000	$145,000	$145,000
Total Expenditures	**$4,292,604**	**$6,132,191**	**$4,284,681**	**$4,284,681**	**$3,785,743**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

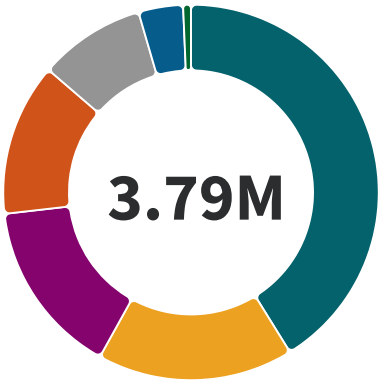
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$4,238,829	$5,816,852	$4,231,681	$4,231,681	$3,373,401
INVEST OTHER CONTRIB	$5,000	$319,527	$5,000	$5,000	$5,000
MISC REVENUE	$48,000	-$4,189	$48,000	$48,000	$27,000
OTHER FINANCE SOURCE	$775	-	-	-	$380,342
Total Revenues	**$4,292,604**	**$6,132,191**	**$4,284,681**	**$4,284,681**	**$3,785,743**

Golf Enterprise: Golf Fund

The graphs and tables below provide a summary and line-item details of the agency's Golf Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$1,558,830**	41.18%
PURCHASED SERVICES	**$638,914**	16.88%
INTER DEPART CHARGES	**$572,323**	15.12%
SUPPLIES	**$497,500**	13.14%
BENEFITS	**$347,509**	9.18%
TRANSFER OUT	**$145,000**	3.83%
DEBT OTHR FINANCING	**$25,667**	0.68%

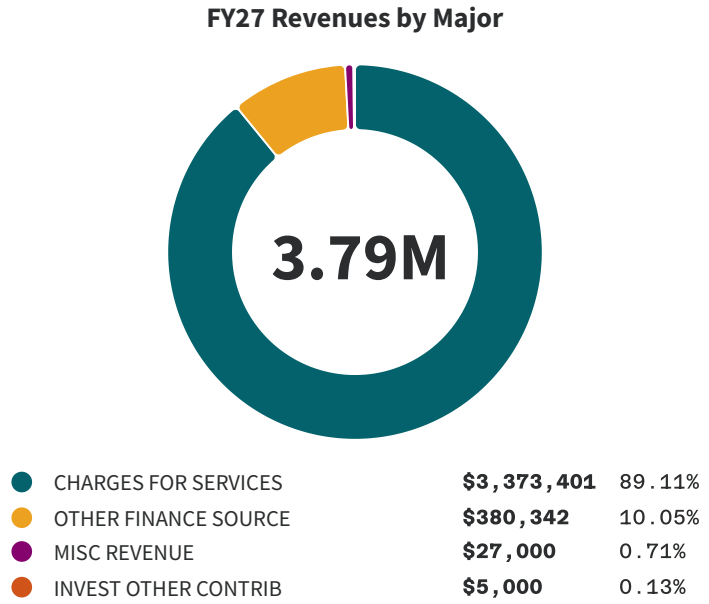
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,875,470	$1,592,431	$2,107,667	$1,777,095	$1,826,812	$1,558,830
PERMANENT WAGES	$608,718	$658,632	$806,909	$785,636	$833,662	$833,662
PENDING PERSONNEL	-	-	-	$84,440	$86,132	$86,132
PREMIUM PAY	$90,207	$66,709	$89,148	$56,086	$56,086	$40,126
COMPENSATED ABSENCE	$18,389	$16,467	$12,135	$16,961	$16,961	$16,961
HOURLY WAGES	$1,012,886	$811,518	$1,089,804	$748,470	$748,470	$500,810
OVERTIME WAGES PERMANENT	$101,944	$14,375	$87,914	$68,759	$68,759	$78,929
OVERTIME WAGES HOURLY	$43,326	$24,730	$21,758	$16,742	$16,742	$2,209
BENEFITS	$364,726	$281,515	$434,128	$338,890	$347,509	$347,509
UNEMPLOYMENT BENEFITS	$41,257	$71,183	$31,348	$71,183	$71,183	$71,183
HEALTH INSURANCE BENEFIT	$85,622	$101,279	$131,348	$130,034	$130,034	$130,034
WAGE INSURANCE BENEFIT	$2,354	$1,530	$2,748	$2,367	$2,068	$2,068
WI RETIREMENT SYSTEM	$77,641	$45,775	$87,050	$56,566	$60,024	$60,024

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FICA MEDICARE BENEFITS	$145,714	$49,017	$161,167	$58,777	$62,451	$62,451
LICENSES AND CERTIFICATIONS	$127	-	$1,086	-	-	-
POST EMPLOYMENT HEALTH PLANS	$12,010	$12,730	$19,382	$19,963	$21,749	$21,749
SUPPLIES	$601,173	$624,329	$721,313	$536,500	$536,500	$497,500
OFFICE SUPPLIES	$10,591	$12,500	$15,091	$10,650	$10,650	$7,650
COPY PRINTING SUPPLIES	$2,029	$400	$529	$3,700	$3,700	$3,400
HARDWARE SUPPLIES	$1,289	$1,929	$17,352	$850	$850	$850
SOFTWARE LICENSES & SUPPLIES	-	-	-	-	-	$40,600
PROGRAM SUPPLIES	$4,356	-	$2,628	$5,000	$5,000	$5,000
WORK SUPPLIES	$23,814	$43,900	$44,387	$40,500	$40,500	$34,500
JANITORIAL SUPPLIES	$8,550	$7,300	$8,834	$9,300	$9,300	$6,300
SAFETY SUPPLIES	$7,730	$3,500	$6,004	$4,000	$4,000	$4,000
UNIFORM CLOTHING SUPPLIES	$965	-	$2,684	-	-	-
BUILDING	$826	$300	$75	$300	$300	-
BUILDING SUPPLIES	$9,203	$11,650	$8,904	$11,000	$11,000	$9,000
LANDSCAPING SUPPLIES	$22,337	$16,150	$19,366	$18,000	$18,000	$13,000
TREES SHRUBS PLANTS	$504	-	-	-	-	-
FERTILIZERS AND CHEMICALS	$99,429	$141,000	$137,292	$99,500	$99,500	$109,500
MACHINERY AND EQUIPMENT	$10,566	$67,000	$23,902	$22,000	$22,000	$22,000
EQUIPMENT SUPPLIES	$156,908	$91,600	$194,245	$96,600	$96,600	$106,600
OIL	$56	$100	-	$100	$100	$100
INVENTORY	$242,022	$227,000	$240,020	$215,000	$215,000	$135,000
PURCHASED SERVICES	$731,906	$814,781	$788,100	$759,604	$759,604	$638,914
NATURAL GAS	$13,115	$15,870	$17,466	$15,870	$15,870	$15,870
ELECTRICITY	$72,965	$76,971	$75,840	$76,971	$76,971	$76,971
WATER	$235,968	$238,340	$210,180	$238,340	$238,340	$246,550
STORMWATER	$46,564	$74,500	$46,662	$74,500	$74,500	$76,500
TELEPHONE	$511	$2,515	$1,118	$625	$625	$625
CELLULAR TELEPHONE	$646	$470	$686	$660	$660	$660
SYSTEMS COMMUNICATION INTERNET	$6,120	$2,000	$7,077	$4,500	$4,500	$2,500
BUILDING IMPROV REPAIR MAINT	-	$5,100	$3,154	$3,100	$3,100	$2,500
PEST CONTROL	$2,880	$2,280	$2,935	$2,490	$2,490	$1,890
EQUIP IMPROV REPAIR MAINT	$16,779	$18,620	$33,365	$23,300	$23,300	$20,300
SYSTEM AND SOFTWARE MAINTENANC	$175	$10,039	-	$8,039	$8,039	$8,039

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
LEASE RENTAL OF EQUIPMENT	$167,186	$180,064	$161,043	$141,032	$141,032	$95,032
MILEAGE	-	-	$93	-	-	-
CONFERENCES AND TRAINING	-	-	$320	-	-	-
MEMBERSHIPS	$176	-	$952	-	-	-
UNIFORM LAUNDRY	-	$700	-	-	-	-
AUDIT SERVICES	$1,525	$1,525	$1,525	$1,525	$1,525	$1,525
CREDIT CARD SERVICES	$146,212	$139,000	$156,254	$139,000	$139,000	$67,550
MANAGEMENT SERVICES	$4,626	$9,850	$2,481	$6,850	$6,850	$3,850
CONSULTING SERVICES	$1,139	-	-	-	-	-
ADVERTISING SERVICES	$120	$14,500	$51,503	$3,000	$3,000	$2,000
PRINTING SERVICES	$921	-	$92	-	-	-
SECURITY SERVICES	$3,648	$1,670	$2,025	$2,235	$2,235	$1,485
OTHER SERVICES AND EXPENSES	$6,562	$18,000	$10,430	$15,500	$15,500	$13,000
PERMITS AND LICENSES	$4,070	$2,767	$2,901	$2,067	$2,067	$2,067
DEBT OTHR FINANCING	$1,642,725	$308,213	$1,421,873	$159,691	$96,933	$25,667
PRINCIPAL	-	$24,621	$24,621	$24,621	$24,621	$24,621
INTEREST	$2,989	$1,539	$1,539	$1,046	$1,046	$1,046
FUND BALANCE GENERATED	$1,639,737	$282,053	$1,395,713	$134,024	$71,266	-
INTER DEPART CHARGES	$314,010	$471,335	$450,008	$567,902	$572,323	$572,323
ID CHARGE FRO GENERAL FUND	$11,394	$11,394	$11,394	$11,397	$11,394	$11,394
ID CHARGE FROM ATTORNEY	-	-	-	-	$3,477	$3,477
ID CHARGE FROM CIVIL RIGHTS	$2,841	$14,253	$14,253	$18,490	$16,414	$16,414
ID CHARGE FROM FINANCE	$39,485	$48,336	$48,336	$54,374	$60,544	$60,544
ID CHARGE FROM HUMAN RESOURCES	$7,528	$33,159	$33,159	$43,550	$40,999	$40,999
ID CHARGE FROM INFORMATION TEC	$25,789	$101,627	$101,627	$94,247	$97,589	$97,589
ID CHARGE FROM MAYOR	$4,989	$23,956	$23,956	$31,031	$25,132	$25,132
ID CHARGE FROM EAP	$749	$2,830	$2,830	$2,565	$1,766	$1,766
ID CHARGE FROM FLEET SERVICES	$182,343	$194,069	$172,742	$263,019	$283,288	$283,288
ID CHARGE FROM INSURANCE	$11,371	$14,161	$14,160	$29,343	$19,000	$19,000
ID CHARGE FROM WORKERS COMP	$27,521	$27,550	$27,550	$19,886	$12,720	$12,720
TRANSFER OUT	$193,966	$200,000	$209,102	$145,000	$145,000	$145,000
TRANSFER OUT TO GENERAL	$193,966	$200,000	$209,102	$145,000	$145,000	$145,000
Total Expenditures	**$5,723,976**	**$4,292,604**	**$6,132,191**	**$4,284,681**	**$4,284,681**	**$3,785,743**

Agency Revenues by Major



Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$5,434,203	$4,238,829	$5,816,852	$4,231,681	$4,231,681	$3,373,401
CATERING CONCESSIONS	$620,447	$504,000	$626,949	$498,000	$498,000	$378,200
FACILITY RENTAL	$1,116,817	$835,000	$1,203,192	$855,000	$855,000	$686,250
MEMBERSHIPS	$446,911	$307,600	$462,760	$328,350	$328,350	$187,401
REIMBURSEMENT OF EXPENSE	$1,680	$2,000	$1,887	$2,000	$2,000	$1,550
GOLF COURSES	$3,248,348	$2,590,229	$3,522,065	$2,548,331	$2,548,331	$2,120,000
INVEST OTHER CONTRIB	$297,538	$5,000	$319,527	$5,000	$5,000	$5,000
INTEREST	$297,538	-	$319,527	-	-	-
CONTRIBUTIONS AND DONATIONS	-	$5,000	-	$5,000	$5,000	$5,000
MISC REVENUE	-$7,765	$48,000	-$4,189	$48,000	$48,000	$27,000
MISCELLANEOUS REVENUE	-$7,765	$48,000	-$4,189	$48,000	$48,000	$27,000
OTHER FINANCE SOURCE	-	$775	-	-	-	$380,342
FUND BALANCE APPLIED	-	$775	-	-	-	$380,342
Total Revenues	**$5,723,976**	**$4,292,604**	**$6,132,191**	**$4,284,681**	**$4,284,681**	**$3,785,743**

Golf Enterprise Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
EQPT OPR 3-16	16	1.00	1.00
GOLF CLUB OPER SUPV 2-18	18	1.00	1.00
GOLF COURSE SUPERINTENDENT 1	16	2.00	2.00
GOLF COURSE SUPERINTENDENT 2	16	1.00	
GOLF COURSE SUPERINTENDENT 3	16	1.00	2.00
GOLF OPERATIONS DIRECTOR-18	18	1.00	1.00
MAINT MECH 1-16	16	1.00	1.00
PKS EQUIP MECH 2-16	16	1.00	1.00
PKS MAINT WKR-16	16	2.00	2.00
PKS OPR LDWKR-16	16	1.00	1.00
PUB WKS LEADWKR-16	16	2.00	2.00
Grand Total		**14.00**	**14.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Golf 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges).

Golf Enterprise did not submit a 2% reduction proposal. As noted in the agency's transmittal memo, the request budget includes planned reductions in revenues and expenses related to the temporary closure of the Odana Hills Golf Course for the 2027 season. The agency did not submit additional service reductions.

Streets Division Overview

Agency Mission

The mission of the Streets Division is to provide a clean, safe, welcoming atmosphere for the City of Madison residents, businesses, and guests by providing high quality, cost-effective, and essential public works services.

Agency Overview

The Agency is responsible for the City's recycling program, roadside clean up, snow and ice control, solid waste management, and street maintenance. The Agency's goal is to effectively provide these services for the City of Madison with an emphasis on customer service and reduced environmental impact.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

Resource Recovery Special Charge: Increase recycling fees by $1.1 million, decrease sale of recyclables by $300,000, decrease salary savings by $237,000 (technical correction for salary budgeting), increase recycling fees by $600,000. Changes to the RRSC charge and expenses reflect the increase in new RRSC customers and increased cost of processing recyclables due to fluctuations in the recycling market.

Urban Forestry Special Charge: Increase in the Urban Forestry Special Charge of $1.0 million and decrease Fund Balance Applied by $1.0 million to align the revenue with expenses to administer the Urban Forestry Special Charge.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

N/A

Transmittal Memo

Streets Division
1501 W. Badger Rd.
Madison, WI 53713
(608) 266-4681
streets@cityofmadison.com
www.cityofmadison.com/streets

TO: Mayor Satya Rhodes-Conway
FROM: Roger Kleist, Streets & Urban Forestry Division Manager

Goals of Agency's Operating Budget

The 2027 Streets Division's plan is focused on protecting our core basic services while achieving the City's requested 2% budget reduction. Although we continue to identify efficiencies, the demand for Streets services continues to grow each year as the City expands. Every new lane mile, neighborhood, and resident, increases the workload associated with snow and ice control, solid waste collection, street maintenance, brush collection, tree maintenance and other essential services.

In 2026, we added two full-time employees to support our third full-time drop off site on Olin Ave and operate the City's new electric slow-speed grinder. These investments have already improved service levels while generating an estimated annual savings of nearly $225,000 through reduced landfill tipping fees. These operational improvements demonstrate our commitment to finding long-term efficiencies while maintaining high-quality public services.

The Streets Division continues to expand its use of operational data to guide budgeting, staffing, and service delivery decisions.

One example is our leaf collection program. By analyzing collection data and listening to resident feedback we implemented a leaf collection schedule, we reduced overtime costs by approximately 75% while collecting nearly the same volume of material as previous years.

Another example is in the City's continued investment in the urban forest. Over the past two years, more than 1,400 additional trees have been planted annually within the public right-of-way. This achievement reflects the coordinated efforts of tree removal crews, stump removal crews, planting crews, inspectors working with developers, and many other staff members. Importantly, these service levels have been accomplished without proportional increases to the operating budget.

Our most dynamic operational challenge continues to be snow and ice control. Winter weather patterns have become increasingly variable, with more freezing rain, icing events, and rapidly changing conditions occurring outside of traditional snowstorms. These events require significant staffing and salt usage despite relatively low seasonal snow totals. To improve decision-making, the Streets Division has invested in technologies such as pavement temperature sensors and other weather monitoring tools that allow staff to better target salt applications, deploy personnel more efficiently, and manage overtime while maintaining safe roadway conditions.

99.25% Budget for General Funds

The streets division will continue managing its 2027 budget target by emphasizing operational efficiency, strategic vacancy management, and data-driven decision making before considering reductions to core public services. Staff will continue evaluating opportunities to improve routing efficiencies, expand the use of technology to support operational decisions, optimize equipment utilization, and cross train employees to provide greater flexibility across work units. The Division will also continue reviewing purchasing practices, fleet utilization and contracted services to identify cost saving opportunities while maintaining service levels. These efforts are intended to slow the growth of operating costs while preserving the essential services residents rely on.

The largest variable affecting the division's operating budget continues to be winter operations. Investments in pavement temperature sensors, weather forecasting tools, and improved deployment strategies that allow staff to better target salt applications, deploy personnel more efficiently, and manage overtime while maintaining safe road conditions. These operational improvements help reduce unnecessary expenditure without compromising public safety.

Special Charges

UFSC (Urban Forestry Special Charge) – The 2027 Budget includes a 2% ($177,610) reduction to the Urban Forestry Special Charge (USFC), the first reduction since the special charge was established. Forestry proposes achieving this reduction by decreasing the Emerald Ash Borer (EAB) treatment program by approximately 75% ($177,610), reducing annual treatments by roughly 7,500 trees. The savings will come primarily from reduced chemical purchases while maintain existing staffing levels. Forestry Specialist Assistants normally assigned to EAB treatments will be redirected to other essential forestry work, including tree planting, establishment care, low-level pruning, and other maintenance activities including identifying ash trees for priority removal. While this approach preserves staffing and service capacity in other program areas, untreated ash trees will become more susceptible to Emerald Ash Borer infestation, resulting in an increase in preemptive tree removals and a continued decline in the City's ash tree canopy over time. While this proposal achieves the required budget reduction, it is expected to accelerate the need for tree removals and replacement plantings in the future years, shifting costs from treatment to removal and reforestation. The current USFC rate is $7.63 per month per rate payer. We get our updated customer list in September, so our new estimate is just that, an estimate off last year's customer list. The new proposed cost to continue rate would be $8.72, if the $175k in cuts are made it would reduce the monthly rate per month by $.19 cents per rate payer.

RRSC (Resource Recovery Special Charge) – The 2027 Budget includes a 2% reduction to the RRSC while the market value of recyclable materials has declined significantly over the last year, increasing the net cost of recycling operations. Given continued uncertainty in global recycling markets, staff does not anticipate commodity revenues rebounding enough to offset these increased costs.

To achieve the required reduction, Streets proposes eliminating the $74,000 Food Scrap Partnership with Sustain Dane. This change would discontinue all community food scrap drop-off locations outside of City-owned sites. As a result, approximately 25 tons of food scraps that are currently diverted from the landfill each year would instead be landfilled. In addition, operational changes at City drop-off sites would reduce hourly staffing costs by approximately $8,000 contributing to the overall budget reduction. The current RRSC rate is $3.50 per month per rate payer. We get our updated customer list in September, so our new estimate is just that an estimate off last year's customer list. The new cost to continue proposed rate would be $4.97, if the $82k in cuts were made it would reduce the monthly rate per month by $.09 cents per rate payer.

Reduction Scenarios

The 2027 Budget directs Streets to reduce General Fund expenditures by 2% while preserving core services whenever possible. Staff developed a reduction plan that minimizes impacts to essential operations by first identifying operational efficiencies before proposing service reductions.

- Large Item Processing: Grinding approximately 4,000 tons of large item waste rather than landfilling it, reduces tipping fees by approximately $225,000 as the grindings are repurposed for daily landfill cover at no charge to the City.
- Ground Temperature Sensors: Reduce the number of ground temperature sensors by seven, saving approximately $10,500 while maintaining adequate coverage for snow and ice decision-making
- Seasonal Staffing: Eliminate hourly staffing at the City's three drop-off sites, saving approximately $150,000 in wages and benefits. This change would reduce summer operating hours to Monday, Tuesday, Thursday, Friday: 7:30am – 2:30pm, and Saturday, 9:00am – 4:00pm, eliminating Tuesday and Thursday evening hours. Existing full-time staff would be reassigned to maintain operations during regular business hours.
- Position Reduction: Eliminate two vacant or anticipated vacant full-time positions through retirements or other attrition, generating $229,410 in salary, benefit savings, along with fleet-related savings. As a result, scheduled curbside brush collection would be reduced from five collections annually to three.
- The reduction in curbside brush collections from five to three assumes all proposed staffing reductions, including seasonal staffing and full-time position reductions, are approved. If the final staffing reductions are less than proposed during the budget process, the Streets Division will reevaluate staffing allocations and adjust drop-off site operating hours, curbside brush collections, or both, based on available staffing.

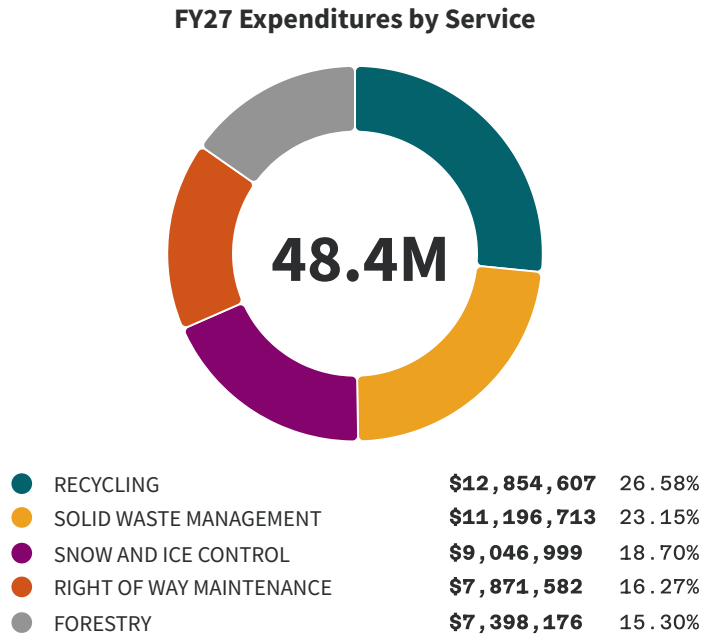
These recommendations represent the least operationally disruptive approach identified by staff. However, they will reduce customer service levels at drop-off sites, decrease the frequency of curbside brush collection, and leave fewer personnel available to respond during winter operations. While the full impact on snow and ice operations cannot be predicted in advance of the winter season, a smaller workforce will reduce operational flexibility during prolonged or severe weather events.

Streets Division Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflects all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

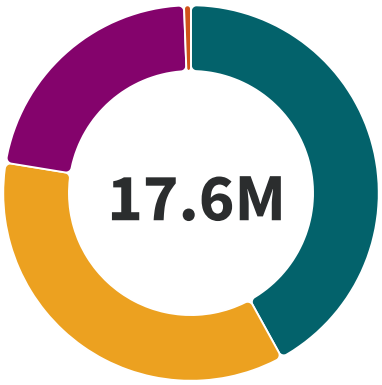


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SOLID WASTE MANAGEMENT	$10,722,799	$10,963,309	$10,995,626	$8,319,372	$11,196,713
RECYCLING	$11,563,895	$11,323,944	$11,823,522	$9,382,768	$12,854,607
SNOW AND ICE CONTROL	$8,574,159	$7,527,958	$8,849,587	$15,439,340	$9,046,999
FORESTRY	$6,039,867	$6,536,162	$6,490,833	$7,789,486	$7,398,176
RIGHT OF WAY MAINTENANCE	$7,752,096	$8,022,484	$7,662,390	$6,600,272	$7,871,582
Total Expenditures	**$44,652,816**	**$44,373,857**	**$45,821,958**	**$47,531,238**	**$48,368,077**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



FORESTRY	**$7,398,176**	41.98%
RECYCLING	**$6,273,615**	35.60%
RIGHT OF WAY MAINTENANCE	**$3,845,918**	21.82%
SOLID WASTE MANAGEMENT	**$104,990**	0.60%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SOLID WASTE MANAGEMENT	$104,990	$88,507	$104,990	$104,990	$104,990
RECYCLING	$5,322,261	$5,234,023	$5,235,545	$5,370,821	$6,273,615
FORESTRY	$7,541,956	$7,592,222	$6,490,833	$6,490,833	$7,398,176
RIGHT OF WAY MAINTENANCE	$2,839,031	$2,419,657	$3,677,554	$4,819,217	$3,845,918
ROADSIDE CLEANUP	-	$79,914	-	-	-
SNOW AND ICE CONTROL	-	$6,790	-	-	-
Total Revenues	**$15,808,239**	**$15,421,112**	**$15,508,921**	**$16,785,861**	**$17,622,699**

Service: Forestry

Service Description

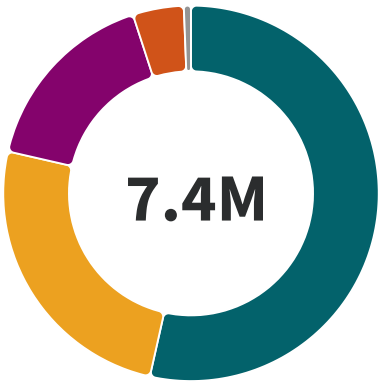
This service is responsible for all forestry activities associated with maintaining Madison's urban forest. This service was new in 2020 and reflects transferring the Forestry team from the Parks Division to Streets and combining with the stump grubbing activities performed by Streets. The goal of the service is to maintain a vibrant and thriving urban forest.

Activities Performed by this Service

- Forestry operations: Maintain the City's urban canopy and care for street trees through activities including terrace tree planting, maintenance, storm clean-up, stump removal, and Emerald Ash Borer eradication.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



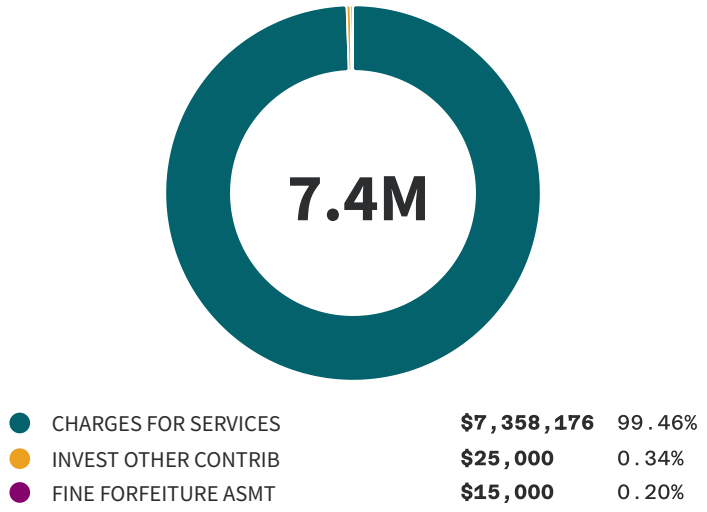
SALARIES	**$3,959,504**	53.52%
INTER DEPART CHARGES	**$1,854,992**	25.07%
BENEFITS	**$1,213,204**	16.40%
SUPPLIES	**$325,476**	4.40%
PURCHASED SERVICES	**$45,000**	0.61%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$3,546,251	$3,487,832	$3,899,721	$3,959,504	$3,959,504
BENEFITS	$1,032,378	$1,378,443	$1,205,725	$1,213,204	$1,213,204
SUPPLIES	$325,476	$311,155	$325,476	$325,476	$325,476
PURCHASED SERVICES	$68,700	$52,271	$45,000	$45,000	$45,000
INTER DEPART CHARGES	$1,067,062	$1,306,460	$1,014,911	$2,246,302	$1,854,992
Total Expenditures	**$6,039,867**	**$6,536,162**	**$6,490,833**	**$7,789,486**	**$7,398,176**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$7,526,956	$7,539,945	$6,450,833	$6,450,833	$7,358,176
FINE FORFEITURE ASMT	$7,500	$25,300	$15,000	$15,000	$15,000
INVEST OTHER CONTRIB	$7,500	$26,155	$25,000	$25,000	$25,000
MISC REVENUE	-	$823	-	-	-
Total Revenues	**$7,541,956**	**$7,592,222**	**$6,490,833**	**$6,490,833**	**$7,398,176**

Service: Recycling

Service Description

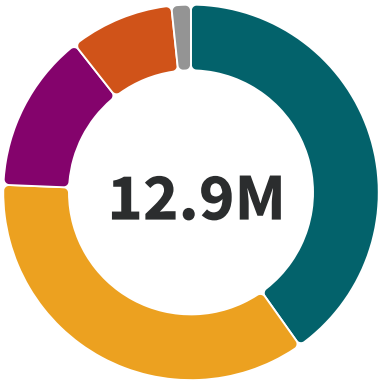
This service is responsible for the City's recycling program. Specific functions of the service include: (1) bi-weekly curbside collection of recyclables, (2) curbside yard waste and leaf collection, (3) operating three City yard waste drop-off sites, and (4) curbside brush collection. The goal of this service is to collect recyclables and yard waste on a timely basis for City residents and promote processes that work towards achieving zero waste.

Activities Performed by this Service

- Recycling collection: Bi-weekly curbside recycling collection.
- Brush Collection: Curbside brush collection.
- Leaf/Yard Waste Collection: Spring and fall curbside collection (expense shared 50-50 with Stormwater).
- Drop Off Sites: Operation of three drop-off locations for residents to bring materials.
- Brush Processing: Brush processing at the Transfer Station.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



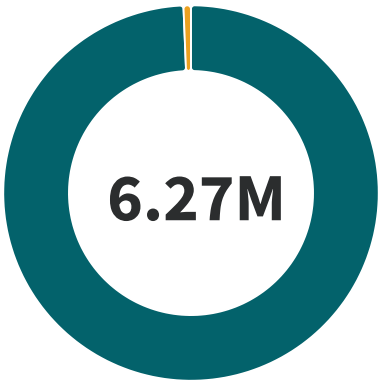
SALARIES	$5,163,819	40.17%
INTER DEPART CHARGES	$4,559,547	35.47%
BENEFITS	$1,767,989	13.75%
PURCHASED SERVICES	$1,148,502	8.93%
SUPPLIES	$214,750	1.67%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$4,615,626	$4,398,638	$4,846,495	$4,926,980	$5,163,819
BENEFITS	$1,630,033	$1,581,759	$1,767,448	$1,767,989	$1,767,989
SUPPLIES	$214,750	$209,540	$214,750	$214,750	$214,750
PURCHASED SERVICES	$528,576	$475,605	$546,576	$548,502	$1,148,502
INTER DEPART CHARGES	$4,574,909	$4,658,403	$4,448,252	$1,924,547	$4,559,547
Total Expenditures	**$11,563,895**	**$11,323,944**	**$11,823,522**	**$9,382,768**	**$12,854,607**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$6,233,615**	99.36%
MISC REVENUE	**$40,000**	0.64%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$5,282,261	$5,076,921	$5,195,545	$5,330,821	$6,233,615
FINE FORFEITURE ASMT	-	$12,158	-	-	-
INVEST OTHER CONTRIB	-	$11,515	-	-	-
MISC REVENUE	$40,000	$17,762	$40,000	$40,000	$40,000
OTHER FINANCE SOURCE	-	$115,667	-	-	-
Total Revenues	**$5,322,261**	**$5,234,023**	**$5,235,545**	**$5,370,821**	**$6,273,615**

Service: Right of Way Maintenance

Service Description

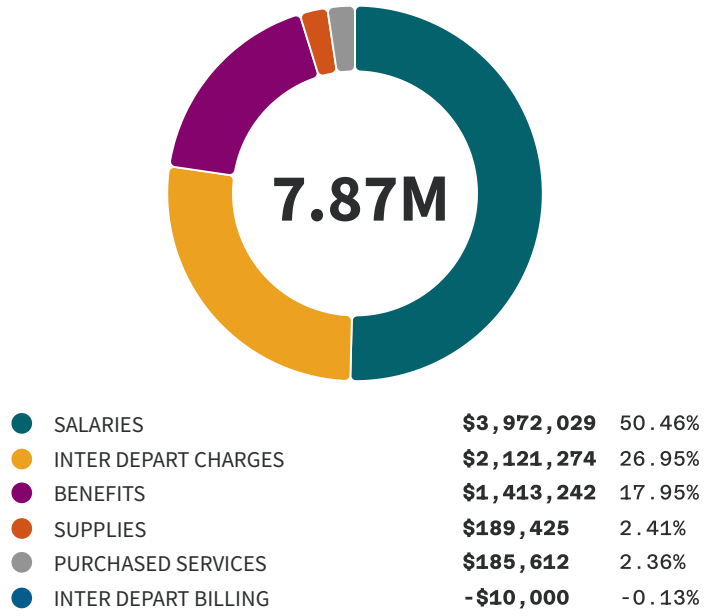
The primary purpose of this service is to provide safe travel and maintain infrastructure throughout the City by providing minor street repairs as well as medians and Right-of-Ways free of vision hazards and accumulating debris.

Activities Performed by this Service

- Filling Potholes: Filling problematic potholes to maintain roadways and create safe roads for transportation.
- Sealcoating/Chip Sealing: Sealcoating unimproved streets on a rotating basis to maintain roadways and create safe roads for transportation.
- Hand Sweeping: Removing excess sand, salt, debris, and leaves from medians to prevent contaminants from entering the water supply.
- Street Sweeping & Leaf Collection: Conduct street sweeping and leaf collection.
- Removal of Noxious Weeds: Remove weeds in violation of Madison General Ordinance 23.29 and Wisconsin State Statute 66.0517(3)(a).
- Eradication of Graffiti: Removal of graffiti from City, utility, and railroad property.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$4,014,601	$4,049,732	$3,876,746	$3,972,029	$3,972,029
BENEFITS	$1,387,667	$1,485,086	$1,400,395	$1,413,242	$1,413,242
SUPPLIES	$189,425	$361,368	$189,425	$189,425	$189,425
PURCHASED SERVICES	$185,612	$157,688	$185,612	$185,612	$185,612
INTER DEPART CHARGES	$1,984,791	$1,978,610	$2,020,214	$849,964	$2,121,274
INTER DEPART BILLING	-$10,000	-$10,000	-$10,000	-$10,000	-$10,000
Total Expenditures	**$7,752,096**	**$8,022,484**	**$7,662,390**	**$6,600,272**	**$7,871,582**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES **$3,845,918** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$2,839,031	$2,419,657	$3,662,232	$3,777,363	$3,845,918
OTHER FINANCE SOURCE	-	-	$15,321	$1,041,854	-
Total Revenues	**$2,839,031**	**$2,419,657**	**$3,677,554**	**$4,819,217**	**$3,845,918**

Service: Snow and Ice Control

Service Description

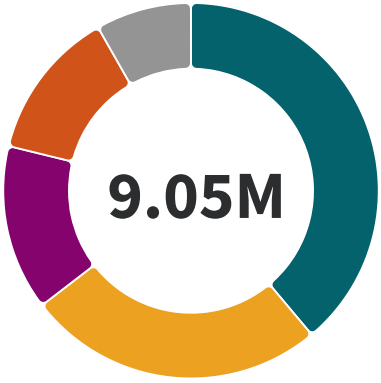
This service is responsible for the removal of snow and ice from all City streets and bicycle paths. The goal of the service is to maintain the desired response times for salting, sanding, and snow plowing through the Streets Division's use of 90 pieces of equipment and private contractors. This service provides community safety on the City's roadways and paths. The service budget funds staffing, contractors, supplies, and equipment costs for 5.5 general plow snow events of 3 inches or more.

Activities Performed by this Service

- Plowing & Spreading: Snow removal efforts during snow events, and salting, sanding, and brining streets.
- Crosswalks: Clearing crosswalks, sidewalks, and handicap-accessible areas.
- Sand Barrels: Placing sand strategically around the City for residents, including in piles in parks and sand barrels at intersections throughout the City.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$3,518,902	38.90%
INTER DEPART CHARGES	$2,322,088	25.67%
SUPPLIES	$1,289,900	14.26%
BENEFITS	$1,170,527	12.94%
PURCHASED SERVICES	$745,583	8.24%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$3,243,081	$2,662,821	$3,411,253	$3,518,902	$3,518,902
BENEFITS	$1,043,227	$1,011,347	$1,163,581	$1,170,527	$1,170,527
SUPPLIES	$1,216,003	$831,445	$1,216,003	$1,289,900	$1,289,900
PURCHASED SERVICES	$728,083	$520,228	$728,083	$745,583	$745,583
INTER DEPART CHARGES	$2,343,765	$2,502,117	$2,330,667	$8,714,429	$2,322,088
Total Expenditures	**$8,574,159**	**$7,527,958**	**$8,849,587**	**$15,439,340**	**$9,046,999**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	-	$420	-	-	-
TRANSFER IN	-	$6,370	-	-	-
Total Revenues	**-**	**$6,790**	**-**	**-**	**-**

Service: Solid Waste Management

Service Description

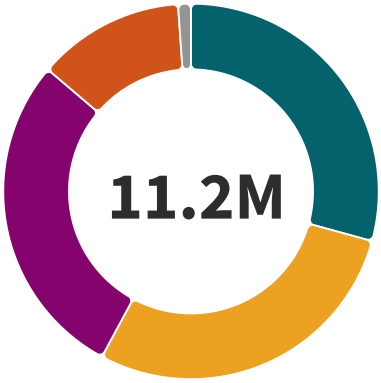
This service is responsible for the collection and disposal of solid waste materials. The goal of this service is to collect all City refuse in accordance with the scheduled pick-up days throughout the City.

Activities Performed by this Service

- Solid Waste Collection: Weekly refuse route service.
- Large Item Collection: Collect large items from the curbside to be disposed of properly.
- Transfer Station Operations: Sort refuse for hauling to the appropriate location.
- Transfer Station Hauling: Remove refuse from the transfer station and bring it to the appropriate final destination.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



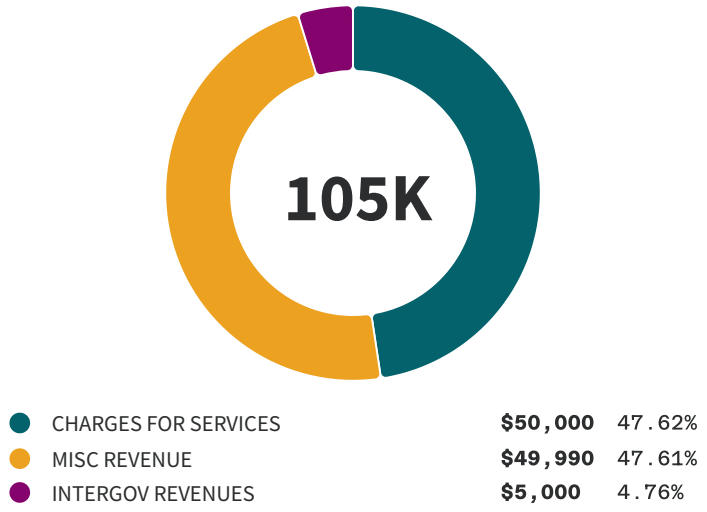
PURCHASED SERVICES	**$3,276,836**	29.27%
SALARIES	**$3,201,620**	28.59%
INTER DEPART CHARGES	**$3,176,713**	28.37%
BENEFITS	**$1,418,093**	12.67%
SUPPLIES	**$123,450**	1.10%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,871,825	$3,273,296	$3,065,689	$3,201,620	$3,201,620
BENEFITS	$1,404,701	$1,310,710	$1,395,934	$1,418,093	$1,418,093
SUPPLIES	$123,450	$176,995	$123,450	$123,450	$123,450
PURCHASED SERVICES	$3,134,841	$2,970,316	$3,223,454	$3,276,836	$3,276,836
INTER DEPART CHARGES	$3,187,983	$3,231,993	$3,187,099	$299,372	$3,176,713
Total Expenditures	**$10,722,799**	**$10,963,309**	**$10,995,626**	**$8,319,372**	**$11,196,713**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

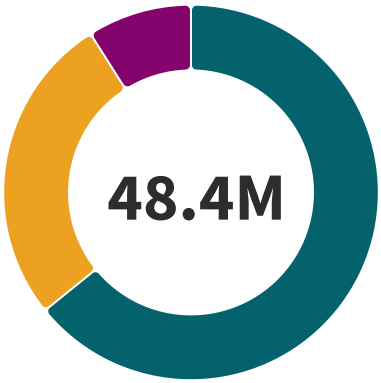
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$5,000	$5,200	$5,000	$5,000	$5,000
CHARGES FOR SERVICES	$50,000	$35,475	$50,000	$50,000	$50,000
MISC REVENUE	$49,990	$47,832	$49,990	$49,990	$49,990
Total Revenues	**$104,990**	**$88,507**	**$104,990**	**$104,990**	**$104,990**

Streets Division Fund Summary

The graphs and tables below summarize expenditures and agency revenues by fund. This summary is included because the agency has two or more fund types within the operating budget. The pages following this summary show the line-item detail for each fund.

Expenditures by Fund

FY27 Expenditures by Fund



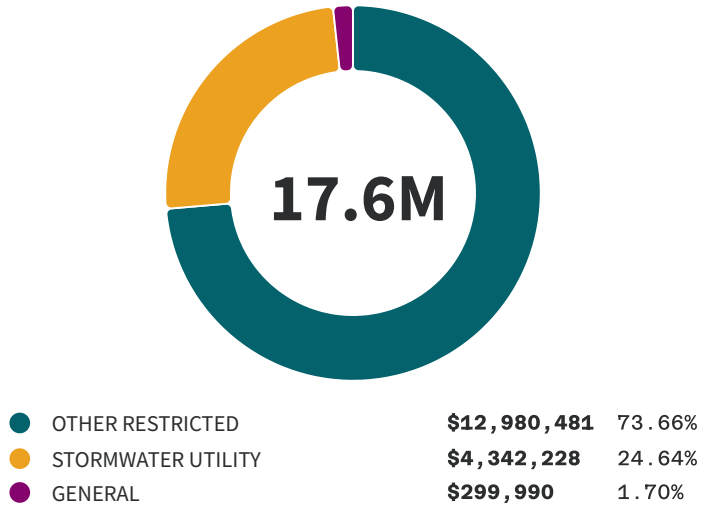
GENERAL	$31,045,368	64.19%
OTHER RESTRICTED	$12,980,481	26.84%
STORMWATER UTILITY	$4,342,228	8.98%

Expenditures by Fund

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$28,555,887	$29,204,568	$29,222,588	$30,613,027	$31,045,368	$31,045,368
OTHER RESTRICTED	$11,555,975	$10,903,759	$11,141,238	$10,981,834	$12,143,643	$12,980,481
STORMWATER UTILITY	$3,963,489	$4,544,490	$4,010,031	$4,227,097	$4,342,228	$4,342,228
Total Expenditures	**$44,075,350**	**$44,652,816**	**$44,373,857**	**$45,821,958**	**$47,531,238**	**$48,368,077**

Agency Revenues by Fund

FY27 Revenues by Fund



Agency Revenues by Fund

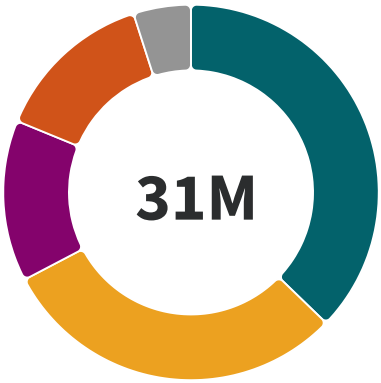
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$304,839	$359,990	$269,843	$299,990	$299,990	$299,990
OTHER RESTRICTED	$11,555,975	$10,903,759	$11,141,238	$10,981,834	$12,143,643	$12,980,481
STORMWATER UTILITY	$3,963,489	$4,544,490	$4,010,031	$4,227,097	$4,342,228	$4,342,228
Total Revenues	**$15,824,303**	**$15,808,239**	**$15,421,112**	**$15,508,921**	**$16,785,861**	**$17,622,699**

Streets Division: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$11,560,857**	37.24%
INTER DEPART CHARGES	**$9,345,148**	30.10%
BENEFITS	**$4,312,443**	13.89%
PURCHASED SERVICES	**$4,299,644**	13.85%
SUPPLIES	**$1,537,275**	4.95%
INTER DEPART BILLING	**-$10,000**	-0.03%

Line-Item Expenditures

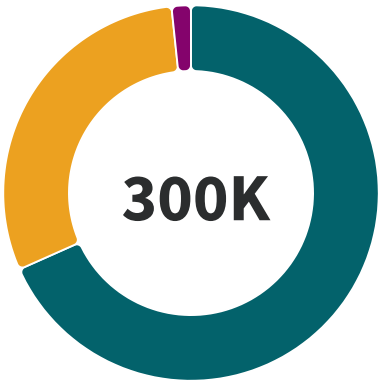
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$9,745,045	$10,142,454	$10,329,628	$11,256,276	$11,560,857	$11,560,857
PERMANENT WAGES	$9,048,179	$10,106,506	$9,581,619	$10,814,587	$11,218,998	$11,218,998
SALARY SAVINGS	-	-$593,401	-	-$432,583	-$448,760	-$448,760
PENDING PERSONNEL	-	$76,055	-	$227,355	$146,766	$146,766
PREMIUM PAY	$49,901	$85,000	$51,590	$87,550	$87,550	$87,550
WORKERS COMPENSATION WAGES	$9,784	-	$31,711	-	-	-
COMPENSATED ABSENCE	$118,671	$89,781	$117,281	$92,474	$95,248	$95,248
HOURLY WAGES	$89,702	$130,793	$101,523	$134,717	$134,717	$134,717
OVERTIME WAGES PERMANENT	$426,914	$542,399	$442,527	$558,671	$558,671	$558,671
OVERTIME WAGES HOURLY	$1,101	-	$2,370	-	-	-
ELECTION OFFICIALS WAGES	$792	-	$1,008	-	-	-
BUDGET EFFICIENCIES	-	-$294,680	-	-$226,495	-$232,333	-$232,333
BENEFITS	$3,716,457	$3,918,736	$3,917,600	$4,267,197	$4,312,443	$4,312,443
COMPENSATED ABSENCE ESCROW	$165,331	-	$102,024	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
HEALTH INSURANCE BENEFIT	$1,936,213	$2,212,712	$2,110,802	$2,441,379	$2,418,296	$2,418,296
WAGE INSURANCE BENEFIT	$35,083	$31,437	$37,370	$36,001	$35,680	$35,680
WI RETIREMENT SYSTEM	$665,401	$702,417	$709,930	$778,637	$807,755	$807,755
FICA MEDICARE BENEFITS	$713,142	$764,691	$750,839	$799,403	$830,894	$830,894
LICENSES AND CERTIFICATIONS	$1,033	-	$1,025	-	-	-
POST EMPLOYMENT HEALTH PLANS	$200,253	$207,479	$205,610	$211,778	$219,818	$219,818
SUPPLIES	$1,451,877	$1,463,378	$1,305,507	$1,463,378	$1,537,275	$1,537,275
OFFICE SUPPLIES	$6,789	$7,500	$9,307	$7,500	$7,500	$7,500
COPY PRINTING SUPPLIES	$12,805	$15,000	$32,324	$15,000	$15,000	$15,000
FURNITURE	-	$2,000	-	$2,000	$2,000	$2,000
HARDWARE SUPPLIES	$6,446	$3,000	$6,182	$3,000	$3,000	$3,000
SOFTWARE LICENSES & SUPPLIES	$94	-	-	-	-	-
POSTAGE	$13,234	$5,000	$5,811	$5,000	$5,000	$5,000
WORK SUPPLIES	$338,908	$247,000	$325,375	$247,000	$247,000	$247,000
ASPHALT REPAIR MATERIALS	$42,288	$55,000	$49,488	$55,000	$55,000	$55,000
JANITORIAL SUPPLIES	$20,767	$15,000	$16,704	$15,000	$15,000	$15,000
MEDICAL SUPPLIES	$900	$1,775	$674	$1,775	$1,775	$1,775
SAFETY SUPPLIES	$31,129	$15,000	$21,071	$15,000	$15,000	$15,000
SNOW REMOVAL SUPPLIES	$867,494	$1,032,103	$688,908	$1,032,103	$1,106,000	$1,106,000
UNIFORM CLOTHING SUPPLIES	$19,352	$25,000	$17,300	$25,000	$25,000	$25,000
BUILDING SUPPLIES	$6,558	$10,000	$47,635	$10,000	$10,000	$10,000
MACHINERY AND EQUIPMENT	-	-	$5,870	-	-	-
EQUIPMENT SUPPLIES	$85,114	$30,000	$78,859	$30,000	$30,000	$30,000
PURCHASED SERVICES	$3,735,345	$4,138,223	$3,735,820	$4,226,836	$4,299,644	$4,299,644
NATURAL GAS	$45,161	$107,983	$46,607	$107,983	$107,983	$107,983
ELECTRICITY	$87,070	$91,096	$84,605	$91,096	$91,096	$91,096
WATER	$76,699	$72,360	$71,451	$72,360	$72,360	$72,360
STORMWATER	$12,238	$10,000	$12,299	$10,000	$10,000	$10,000
TELEPHONE	$3,982	$6,839	$5,361	$6,839	$6,839	$6,839
CELLULAR TELEPHONE	$11,484	$10,000	$12,002	$10,000	$10,000	$10,000
SYSTEMS COMMUNICATION INTERNET	-	$5,000	-	$5,000	$5,000	$5,000
BUILDING IMPROV REPAIR MAINT	$67,562	$32,000	$41,575	$32,000	$32,000	$32,000
WASTE DISPOSAL	$99,165	$104,574	$102,140	$104,574	$106,500	$106,500
PEST CONTROL	$2,133	$2,500	$2,029	$2,500	$2,500	$2,500
ELEVATOR REPAIR	$1,756	-	$1,802	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
LANDFILL	$2,684,054	$2,954,505	$2,702,371	$3,043,118	$3,096,500	$3,096,500
RESOURCE RECOVERY	$69,341	$26,500	$111,654	$26,500	$26,500	$26,500
GROUNDS IMPROV REPAIR MAINT	$408	-	$2,141	-	-	-
SNOW REMOVAL	$442,928	$578,500	$377,956	$578,500	$596,000	$596,000
EQUIP IMPROV REPAIR MAINT	$39,076	$24,100	$36,804	$24,100	$24,100	$24,100
SYSTEM AND SOFTWARE MAINTENANC	$1,180	-	$291	-	-	-
LEASE RENTAL OF EQUIPMENT	-$15,000	-	-	-	-	-
STREET IMPROV REPAIR MAINT	$1,025	-	$575	-	-	-
RECRUITMENT	$189	-	$280	-	-	-
MILEAGE	$95	-	-	-	-	-
CONFERENCES AND TRAINING	$7,009	$6,000	$5,566	$6,000	$6,000	$6,000
MEMBERSHIPS	$50	-	$51	-	-	-
UNIFORM LAUNDRY	$6,601	$7,500	$6,725	$7,500	$7,500	$7,500
CONSULTING SERVICES	$2,370	$27,150	$8,259	$27,150	$27,150	$27,150
ADVERTISING SERVICES	$17,675	$5,000	$17,883	$5,000	$5,000	$5,000
PRINTING SERVICES	$110	-	$1,651	-	-	-
PROGRAM SERVICES	$5,492	-	$2,172	-	-	-
OTHER SERVICES AND EXPENSES	$58,254	$59,116	$74,584	$59,116	$59,116	$59,116
PERMITS AND LICENSES	$7,238	$7,500	$6,986	$7,500	$7,500	$7,500
INTER DEPART CHARGES	$9,917,163	$9,551,777	$9,944,033	$9,409,340	$9,345,148	$9,345,148
ID CHARGE FROM ENGINEERING	$55,153	$60,668	$60,668	$60,668	$60,668	$60,668
ID CHARGE FROM FLEET SERVICES	$9,170,429	$8,830,187	$9,228,987	$8,720,175	$8,557,341	$8,557,341
ID CHARGE FROM TRAFFIC ENGINEE	$44,119	$38,874	$38,331	$38,874	$38,874	$38,874
ID CHARGE FROM INSURANCE	$272,970	$304,453	$304,453	$391,903	$475,749	$475,749
ID CHARGE FROM WORKERS COMP	$374,492	$317,594	$311,594	$197,720	$212,516	$212,516
INTER DEPART BILLING	-$10,000	-$10,000	-$10,000	-$10,000	-$10,000	-$10,000
ID BILLING TO MONONA TERRACE	-$10,000	-$10,000	-$10,000	-$10,000	-$10,000	-$10,000
Total Expenditures	**$28,555,887**	**$29,204,568**	**$29,222,588**	**$30,613,027**	**$31,045,368**	**$31,045,368**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	$205,000	68.34%
MISC REVENUE	$89,990	30.00%
INTERGOV REVENUES	$5,000	1.67%

Line-Item Agency Revenues

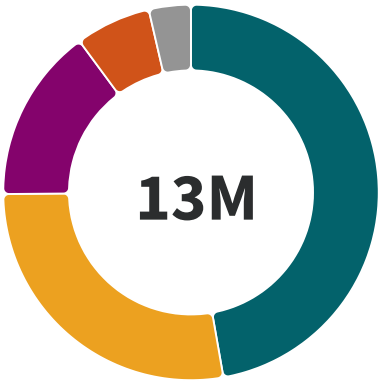
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$5,200	$5,000	$5,200	$5,000	$5,000	$5,000
LOCAL REVENUES OPERATING	$200	-	$200	-	-	-
OTHER UNIT OF GOV REVENUES OP	$5,000	$5,000	$5,000	$5,000	$5,000	$5,000
CHARGES FOR SERVICES	$197,044	$265,000	$202,083	$205,000	$205,000	$205,000
MISCELLANEOUS CHRGS FOR SERVIC	$1,630	-	-	-	-	-
APPLIANCE COLLECTION	$9,395	-	$7,025	-	-	-
REFUSE COLLECTION	$172,174	$260,000	$179,708	$200,000	$200,000	$200,000
GRAFFITI REMOVAL	$5,445	$5,000	$8,350	$5,000	$5,000	$5,000
REIMBURSEMENT OF EXPENSE	$8,400	-	$7,000	-	-	-
MISC REVENUE	$88,345	$89,990	$56,190	$89,990	$89,990	$89,990
MISCELLANEOUS REVENUE	$88,345	$89,990	$56,190	$89,990	$89,990	$89,990
TRANSFER IN	$14,250	-	$6,370	-	-	-
TRANSFER IN FROM INSURANCE	$14,250	-	$6,370	-	-	-
Total Revenues	**$304,839**	**$359,990**	**$269,843**	**$299,990**	**$299,990**	**$299,990**

Streets Division: Other Restricted Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Restricted Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$6,130,444	47.23%
INTER DEPART CHARGES	$3,587,291	27.64%
BENEFITS	$1,949,270	15.02%
PURCHASED SERVICES	$844,000	6.50%
SUPPLIES	$469,476	3.62%

Line-Item Expenditures

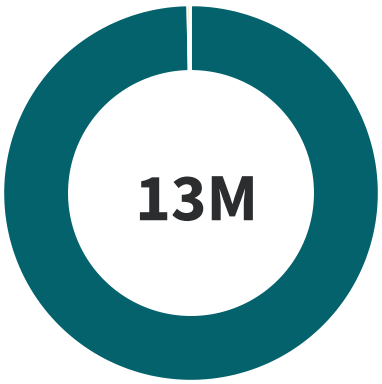
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$5,334,196	$5,812,867	$5,529,202	$5,745,969	$5,893,606	$6,130,444
PERMANENT WAGES	$5,090,532	$5,557,002	$5,332,478	$5,754,790	$5,920,959	$5,920,959
SALARY SAVINGS	-	-	-	-$230,192	-$236,838	-
PENDING PERSONNEL	-	$172,865	-	$145,981	$132,536	$132,536
PREMIUM PAY	$26,239	$10,000	$39,004	$10,000	$10,000	$10,000
WORKERS COMPENSATION WAGES	$18,361	$5,000	$30,277	-	-	-
COMPENSATED ABSENCE	$42,357	$13,000	$40,716	$8,390	$8,390	$8,390
HOURLY WAGES	$69,586	$45,000	$66,443	$52,000	$53,560	$53,560
OVERTIME WAGES PERMANENT	$86,793	$10,000	$19,542	$5,000	$5,000	$5,000
OVERTIME WAGES HOURLY	$328	-	$742	-	-	-
BENEFITS	$1,934,136	$1,792,254	$2,079,789	$1,951,101	$1,949,270	$1,949,270
COMPENSATED ABSENCE ESCROW	-	-	$60,584	-	-	-
BENEFIT SAVINGS	-	-$286,013	-	-$286,013	-$286,013	-$286,013
HEALTH INSURANCE BENEFIT	$1,140,491	$1,238,974	$1,189,236	$1,346,538	$1,324,445	$1,324,445

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WAGE INSURANCE BENEFIT	$16,451	$15,863	$16,114	$15,428	$16,821	$16,821
WI RETIREMENT SYSTEM	$362,613	$386,216	$382,335	$417,542	$426,306	$426,306
FICA MEDICARE BENEFITS	$389,343	$409,943	$404,581	$429,011	$438,630	$438,630
LICENSES AND CERTIFICATIONS	$452	$1,000	$148	$1,000	$1,000	$1,000
POST EMPLOYMENT HEALTH PLANS	$24,784	$26,272	$26,791	$27,595	$28,081	$28,081
SUPPLIES	$415,876	$469,476	$450,510	$469,476	$469,476	$469,476
OFFICE SUPPLIES	$2,362	$2,500	$5,365	$2,500	$2,500	$2,500
COPY PRINTING SUPPLIES	$3,234	$2,000	$9,320	$2,000	$2,000	$2,000
HARDWARE SUPPLIES	$2,612	$2,000	$2,284	$2,000	$2,000	$2,000
POSTAGE	$3,224	-	$5,597	-	-	-
BOOKS AND SUBSCRIPTIONS	$3,318	$2,000	$182	$2,000	$2,000	$2,000
WORK SUPPLIES	$93,661	$144,000	$91,770	$144,000	$144,000	$144,000
JANITORIAL SUPPLIES	$4,142	-	$3,749	-	-	-
MEDICAL SUPPLIES	$73	-	$138	-	-	-
SAFETY SUPPLIES	$14,631	$12,000	$14,039	$12,000	$12,000	$12,000
UNIFORM CLOTHING SUPPLIES	$3,325	$7,500	$12,229	$7,500	$7,500	$7,500
BUILDING SUPPLIES	$3,083	-	$12,777	-	-	-
LANDSCAPING SUPPLIES	$36,581	-	$127	-	-	-
TREES SHRUBS PLANTS	-	-	$2,376	-	-	-
FERTILIZERS AND CHEMICALS	$192,292	$235,000	$203,118	$235,000	$235,000	$235,000
EQUIPMENT SUPPLIES	$51,722	$60,000	$87,248	$60,000	$60,000	$60,000
OIL	$1,615	$2,476	$192	$2,476	$2,476	$2,476
PURCHASED SERVICES	$259,245	$249,700	$244,562	$244,000	$244,000	$844,000
NATURAL GAS	$10,000	$5,000	$8,406	$5,000	$5,000	$5,000
ELECTRICITY	$15,500	$7,000	$16,693	$7,000	$7,000	$7,000
WATER	$659	$5,000	-	$5,000	$5,000	$5,000
STORMWATER	$22	-	-	-	-	-
TELEPHONE	$347	-	$885	-	-	-
CELLULAR TELEPHONE	$14,563	$13,200	$16,738	$13,200	$13,200	$13,200
BUILDING IMPROV REPAIR MAINT	$6,303	-	$5,785	-	-	-
PEST CONTROL	$472	-	$527	-	-	-
PROCESS FEES RECYCLABLES	-	-	-	-	-	$600,000
RESOURCE RECOVERY	$141,527	$140,000	$126,796	$158,000	$158,000	$158,000
EQUIP IMPROV REPAIR MAINT	$5,569	$6,000	$4,335	$6,000	$6,000	$6,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SYSTEM AND SOFTWARE MAINTENANC	-	$2,600	-	-	-	-
SIDEWALK IMPROV REPAIR MAINT	$2,543	$8,000	$1,470	$5,000	$5,000	$5,000
RECRUITMENT	$660	$200	$375	$200	$200	$200
CONFERENCES AND TRAINING	$13,999	$32,700	$17,200	$15,000	$15,000	$15,000
MEMBERSHIPS	$3,536	$2,500	$2,917	$2,500	$2,500	$2,500
UNIFORM LAUNDRY	$1,510	-	$1,711	-	-	-
ADVERTISING SERVICES	$16,391	$17,500	$5,792	$17,100	$17,100	$17,100
PRINTING SERVICES	$2,748	-	$5,712	-	-	-
PROGRAM SERVICES	-	-	$6,330	-	-	-
OTHER SERVICES AND EXPENSES	$21,625	$10,000	$21,619	$10,000	$10,000	$10,000
BAD DEBT EXPENSE	$547	-	$1,194	-	-	-
PERMITS AND LICENSES	$723	-	$78	-	-	-
DEBT OTHR FINANCING	$1,112,580	-	-	-	-	-
FUND BALANCE GENERATED	$1,112,580	-	-	-	-	-
INTER DEPART CHARGES	$2,423,860	$2,579,461	$2,837,175	$2,571,288	$3,587,291	$3,587,291
ID CHARGE FROM FLEET SERVICES	$2,037,808	$2,191,210	$2,440,699	$2,163,911	$3,173,507	$3,173,507
ID CHARGE FROM TRAFFIC ENGINEE	$9,310	$10,000	$13,163	$5,000	$5,000	$5,000
ID CHARGE FROM INSURANCE	$18,153	$22,251	-	$28,642	$34,770	$34,770
ID CHARGE FROM WORKERS COMP	$6,000	$6,000	$6,000	$3,735	$4,014	$4,014
ID CHARGE FROM PARKING	-	-	$1,000	-	-	-
ID CHARGE FROM WATER	$352,589	$350,000	$376,312	$370,000	$370,000	$370,000
TRANSFER OUT	$76,082	-	-	-	-	-
TRANSFER OUT TO CAPITAL PROJEC	$76,082	-	-	-	-	-
Total Expenditures	**$11,555,975**	**$10,903,759**	**$11,141,238**	**$10,981,834**	**$12,143,643**	**$12,980,481**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	$12,940,481	99.69%
INVEST OTHER CONTRIB	$25,000	0.19%
FINE FORFEITURE ASMT	$15,000	0.12%

Line-Item Agency Revenues

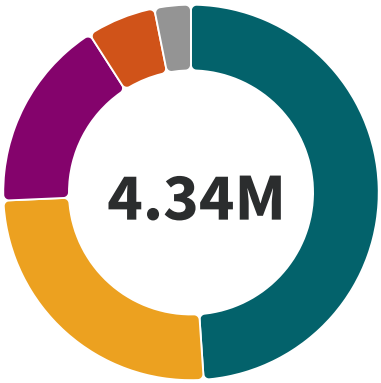
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$9,700,630	$10,888,759	$10,907,311	$10,926,513	$11,061,789	$12,940,481
SALE OF RECYCLABLES	-	$300,000	$300,000	$300,000	$300,000	-
URBAN FOREST SPECIAL CHARGE	$6,985,972	$7,526,956	$7,537,688	$7,608,870	$7,608,870	$8,650,724
REIMBURSEMENT OF EXPENSE	$3,387	-	$2,256	-	-	-
UTILITY FEE	$455,477	-	$406,625	-	-	-
STORMWATER ONLY	$5,288	-	$4,638	-	-	-
RESIDENTIAL	$2,728,230	$3,061,802	$2,456,866	$3,017,642	$3,152,919	$4,289,757
COMMERCIAL	$82,707	-	$73,897	-	-	-
PUBLIC AUTHORITIES	$5,205	-	$4,881	-	-	-
RESOURCE RECOVERY SPECIAL CHG	-$565,636	-	$120,459	-	-	-
FINE FORFEITURE ASMT	$29,051	$7,500	$37,458	$15,000	$15,000	$15,000
LATE FEES	$29,051	$7,500	$37,458	$15,000	$15,000	$15,000
INVEST OTHER CONTRIB	$44,052	$7,500	$37,670	$25,000	$25,000	$25,000
INTEREST	$35,552	$7,500	$37,670	$25,000	$25,000	$25,000
CONTRIBUTIONS AND DONATIONS	$8,500	-	-	-	-	-
MISC REVENUE	$10,095	-	$10,647	-	-	-
MISCELLANEOUS REVENUE	$10,095	-	$10,647	-	-	-
OTHER FINANCE SOURCE	$1,772,147	-	$148,152	$15,321	$1,041,854	-
FUND BALANCE APPLIED	$1,772,147	-	$148,152	$15,321	$1,041,854	-
Total Revenues	**$11,555,975**	**$10,903,759**	**$11,141,238**	**$10,981,834**	**$12,143,643**	**$12,980,481**

Streets Division: Stormwater Utility Fund

The graphs and tables below provide a summary and line-item details of the agency's Stormwater Utility Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$2,124,572	48.93%
INTER DEPART CHARGES	$1,102,175	25.38%
BENEFITS	$721,343	16.61%
PURCHASED SERVICES	$257,889	5.94%
SUPPLIES	$136,250	3.14%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,974,521	$2,336,064	$2,013,490	$2,097,659	$2,124,572	$2,124,572
PERMANENT WAGES	$1,984,021	$2,155,064	$1,913,055	$1,906,168	$1,977,449	$1,977,449
SALARY SAVINGS	-	-	-	-$76,247	-$79,098	-$79,098
PENDING PERSONNEL	-	-	-	$81,308	$39,790	$39,790
PREMIUM PAY	$8,902	$6,000	$8,212	$6,180	$6,180	$6,180
WORKERS COMPENSATION WAGES	$2,086	-	$6,202	-	-	-
COMPENSATED ABSENCE	-$60,220	$40,000	$20,554	$41,200	$41,200	$41,200
HOURLY WAGES	$32,017	$70,000	$44,202	$72,100	$72,100	$72,100
OVERTIME WAGES PERMANENT	$7,601	$65,000	$21,133	$66,950	$66,950	$66,950
OVERTIME WAGES HOURLY	$113	-	$132	-	-	-
BENEFITS	$732,355	$787,016	$769,957	$714,785	$721,343	$721,343
HEALTH INSURANCE BENEFIT	$434,791	$471,828	$479,149	$430,315	$426,246	$426,246
WAGE INSURANCE BENEFIT	$7,233	$6,680	$7,451	$6,326	$6,270	$6,270
WI RETIREMENT SYSTEM	$139,539	$149,780	$136,873	$137,242	$142,374	$142,374

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FICA MEDICARE BENEFITS	$150,792	$158,727	$146,484	$140,902	$146,452	$146,452
SUPPLIES	$134,209	$136,250	$134,485	$136,250	$136,250	$136,250
OFFICE SUPPLIES	$1,198	$2,000	$1,685	$2,000	$2,000	$2,000
COPY PRINTING SUPPLIES	$1,869	$2,100	$6,102	$2,100	$2,100	$2,100
HARDWARE SUPPLIES	$311	$750	$348	$750	$750	$750
POSTAGE	$2,741	$1,600	$952	$1,600	$1,600	$1,600
WORK SUPPLIES	$119,313	$119,450	$110,525	$119,450	$119,450	$119,450
JANITORIAL SUPPLIES	$4,062	$2,500	$2,871	$2,500	$2,500	$2,500
MEDICAL SUPPLIES	$69	$300	$100	$300	$300	$300
SAFETY SUPPLIES	$1,944	$1,500	$1,785	$1,500	$1,500	$1,500
UNIFORM CLOTHING SUPPLIES	$2,232	$4,500	$2,869	$4,500	$4,500	$4,500
BUILDING SUPPLIES	$470	$1,500	$7,249	$1,500	$1,500	$1,500
EQUIPMENT SUPPLIES	-	$50	-	$50	$50	$50
PURCHASED SERVICES	$179,237	$257,889	$195,725	$257,889	$257,889	$257,889
NATURAL GAS	-	$13,886	$6,071	$13,886	$13,886	$13,886
ELECTRICITY	$468	$16,538	$12,056	$16,538	$16,538	$16,538
WATER	$10,811	$15,065	$9,663	$15,065	$15,065	$15,065
STORMWATER	$402	$2,000	$406	$2,000	$2,000	$2,000
TELEPHONE	$324	$650	$987	$650	$650	$650
CELLULAR TELEPHONE	$2,329	$2,150	$2,245	$2,150	$2,150	$2,150
BUILDING IMPROV REPAIR MAINT	$5,897	$7,500	$4,184	$7,500	$7,500	$7,500
WASTE DISPOSAL	$81,135	$81,000	$83,569	$81,000	$81,000	$81,000
PEST CONTROL	$442	$250	$383	$250	$250	$250
LANDFILL	$66,048	$105,000	$68,744	$105,000	$105,000	$105,000
EQUIP IMPROV REPAIR MAINT	$9,574	$2,500	$4,692	$2,500	$2,500	$2,500
CONFERENCES AND TRAINING	$662	$750	$946	$750	$750	$750
UNIFORM LAUNDRY	$901	$1,500	$1,235	$1,500	$1,500	$1,500
ADVERTISING SERVICES	-	$2,500	-	$2,500	$2,500	$2,500
PRINTING SERVICES	-	-	$275	-	-	-
OTHER SERVICES AND EXPENSES	$244	$6,600	$247	$6,600	$6,600	$6,600
PERMITS AND LICENSES	-	-	$20	-	-	-
INTER DEPART CHARGES	$943,168	$1,027,272	$896,375	$1,020,514	$1,102,175	$1,102,175
ID CHARGE FROM FLEET SERVICES	$919,104	$996,574	$861,081	$984,158	$1,060,394	$1,060,394
ID CHARGE FROM TRAFFIC ENGINEE	$7,426	$5,000	$10,614	$5,000	$5,000	$5,000
ID CHARGE FROM INSURANCE	$10,411	$19,698	$18,411	$25,356	$30,781	$30,781
ID CHARGE FROM WATER	$6,227	$6,000	$6,268	$6,000	$6,000	$6,000
Total Expenditures	**$3,963,489**	**$4,544,490**	**$4,010,031**	**$4,227,097**	**$4,342,228**	**$4,342,228**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES **$4,342,228** 100.00%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$3,959,206	$4,544,490	$3,962,657	$4,227,097	$4,342,228	$4,342,228
Stormwater Charges	$3,959,206	$4,544,490	$3,962,657	$4,227,097	$4,342,228	$4,342,228
OTHER FINANCE SOURCE	-	-	$47,374	-	-	-
FUND BALANCE APPLIED	-	-	$47,374	-	-	-
TRANSFER IN	$4,283	-	-	-	-	-
TRANSFER IN FROM INSURANCE	$4,283	-	-	-	-	-
Total Revenues	**$3,963,489**	**$4,544,490**	**$4,010,031**	**$4,227,097**	**$4,342,228**	**$4,342,228**

Streets Division Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCT TECH 2-20	20	1.00	1.00
ADMIN CLK 1-20	20	2.00	2.00
ARBORIST 1-16	16	18.00	18.00
ARBORIST 2-16	16	6.00	6.00
ASST STREETS SUPER-18	18	1.00	
ASST. CITY FORESTER-18	18	1.00	1.00
CITY FORESTER-18	18	1.00	1.00
EQPT OPR 3-16	16	3.00	3.00
FORESTRY SPEC-16	16	3.00	3.00
GIS SPECIALIST 3-18	18	1.00	1.00
MAINT MECH 1-15	15	2.00	2.00
MAINT/REPR COORD-18	18	2.00	2.00
OPERATING ASST-15	15	1.00	1.00
OPERATING MAINT WKR-15	15	7.00	7.00
OPERATIONS CLERK-16	16	2.00	2.00
PKS OPR LDWKR-16	16	2.00	2.00
PROCESS PLANT SUPV-18	18	1.00	1.00
PROGRAM ASST 1-20	20	1.00	1.00
PUB WKS FORE 2-18	18	6.00	4.00
PUB WKS GEN FORE-18	18		2.00
PUB WKS GEN SUPV-18	18	2.00	1.00
PUB WKS LABORER-15	15	10.00	10.00
SMO 1-15	15	96.00	96.00
SMO 2-15	15	27.00	27.00
SMO 3-15	15	30.00	30.00
SSMW 1-15	15	4.00	4.00
SSMW 2-15	15	6.00	6.00

		2026 Adopted	2026 Year to Date
STREETS GEN SUPV-18	18	6.00	6.00
STREETS OPER LEADWORKER-15	15	4.00	4.00
STREETS PIO-SIC	18	1.00	1.00
STREETS SUPT-21	21	1.00	1.00
STS OPER ANAL-18	18	1.00	1.00
STREETS OPS MGR-18	18		1.00
STREETS DIV MGR-18	18		1.00
Grand Total		**249.00**	**249.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Streets Division: General Fund 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Streets Division General Fund is **$614,908**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
441 - SOLID WASTE MANAGEMENT	Large Item grindings	The investment in our new Electric Grinder will reduce landfill tipping fees by approximately $225,000 annually by decreasing the volume of large items requiring disposal.	0	225,000
442 - RECYCLING	Salary & Benefits for Hourly Employees	Reducing this funding will require shorter operating hours at all three drop-off sites, including elimination of evening hours (2:30pm-7:00pm) on Tuesday's and Thursday's during the summer. To maintain minimum staffing at the drop-off sites, full-time field staff would be reassigned from other operations, resulting in reduced curbside brush collection and decreased operational flexibility.	0	150,000
443 - SNOW AND ICE CONTROL	Ground Temperature Sensors	After three seasons of collecting pavement temperature data, staff have determined that fewer sensors can provide the information necessary to support winter maintenance decisions. This reduction maintains operational effectiveness while lowering annual equipment costs.	0	10,500

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
442 - RECYCLING	Reduction in Brush Collection: Includes Salary & Benefits of 2 SMO1's along with associated Fleet Charges	Eliminating two SMO1 positions will reduce the annual curbside brush collection schedule from five collections to three. The staffing reduction will also limit resources available for leaf collection in the fall and snow and ice control during the winter. As Madison continues to grow and service demands increase, this reduction will result in a measurable decrease in service levels provided to residents.	2	229,410
			Total	614,910

Streets Division: Other Restricted Fund 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges).

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
447 - FORESTRY	EAB Treatments	This reduction will eliminate EAB treatment of nearly 7,500 Ash trees. Without treatment, these trees will become susceptible to EAB infestation, resulting in increased tree mortality and the need for additional removals and replacement plantings. While this proposal reduces short-term expenditures, it shifts costs to significantly more expensive removal and replanting operations in future years.	0	177,610
442 - RECYCLING	Food Scraps contract with Sustain Dane	This reduction will discontinue the City's community food scraps collection program and partnership with Sustain Dane. Approximately 25 tons of food waste annually would no longer be diverted from the landfill, reducing waste diversion opportunities for residents and impacting the City's sustainability goals.	0	74,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
442 - RECYCLING	Hourly Wages & Benefits from GF Seasonal reductions	Reducing this funding will require shorter operating hours at all three drop-off sites, including elimination of evening hours (2:30pm-7:00pm) on Tuesday's and Thursday's during the summer. To maintain minimum staffing at the drop-off sites, full-time field staff would be reassigned from other operations, resulting in reduced curbside brush collection and decreased operational flexibility.	0	8,000
			Total	259,610

Water Utility Overview

Agency Mission

The mission of the Madison Water Utility is to provide the essential supply of water for consumption and fire protection via quality service and price, for present and future generations.

Agency Overview

The Agency seeks to maintain the City's water utility network by replacing and rehabilitating new and existing infrastructure. The goal of the Water Utility is to supply high quality water for consumption and fire protection at a reasonable cost, while conserving and protecting our groundwater resources for present and future generations. The Utility operates as a business regulated by the Wisconsin Public Service Commission, which establishes rates and rules of service.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

Due to the new rate case approved by the PSC in 2026, our revenues increased by approximately 10%. We are using those funds for general operating expenses. However, PSC mandated that $10M (up from $5M previously) of that revenue be designated as Expense Depreciation and set aside for main replacements and improvements. We do not anticipate any changes in our current service levels per the requirements set forth by the PSC.

Following are notes on some of the major changes:

- 43 - Rate Case increasing rates by approximately 10% effective May 1, 2026
- 46 - Increase of $400K in interest income. More reserves to earn interest on
- 47 - Decrease of $600K for PFAS settlement amounts
- 48 - Increase of $3.1M in Other Finance Sources - 1st year budgeting for Capital Contributions
- 49 - Increase of $188K due to MadCap moved to GF
- 51 - Increase of $53K for Hourly Wages and $16K for OT
- 53 - Increase $212K in postage. Includes 2nd mailing for water quality report in 2027
- 54 - Decrease $500K for tank maintenance (expected reduced scope)
- 54 - Decrease of $100K of sidewalk improvement (avg. prior years)
- 54 - Increase of $163K in grants due to MadCap moved to GF
- 56 - Decrease of $277K - see debt service schedule
- 58 - Increase of $110K to streets and sewer for est. change in sewer/storm billing
- 59 - Increase in expense depreciation of $5M (100% from prior)
- 59 - This also increases requirements to cover project expenses beyond the mains themselves
- 59 - Transfer to General is to cover increases in PILOT payment

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

The Madison Water Utility provides the essential supply of water for consumption and fire protection to all of our customers on an equal and unbiased basis. This is part of our mission as well as mandated by the Wisconsin PSC.

Transmittal Memo

Water Utility
119 E Olin Ave
Madison, WI 53713
(608) 266-4651
water@cityofmadison.com
www.cityofmadison.com/water

TO: Mayor Satya Rhodes-Conway
FROM: January Vang, Interim Water Utility General Manager

Major Goals

Madison Water Utility (MWU) is comprised of 7 core service lines; Water Communication and Outreach, Customer Service including Meter Shop, Water Engineering, Water Finance and General Administration,
Water Operations & Maintenance, Water Quality and Water Supply. Our 2027 operating budget request
seeks to fund these service lines to carry out the mission of MWU to supply high quality water for consumption and fire protection, at a reasonable cost, while conserving and protecting our ground water resources for present and future generations.

- Communication and Outreach – inform, engage and educate the community about the Utility's sustainability and conservation efforts, programs, construction projects and general utility operations through a variety of outreach methods
- Customer Service and Meter Shop – generate accurate water consumption and billing data to ensure proper billing
- Engineering – use Asset Management and Water Master Plan to meet or exceed levels of service to our customers
- Finance and General Administration – provide accurate, reliable and transparent financial information to internal and external stakeholders while exploring ways to make utility rates affordable for all customers and generate water consumption and billing data to ensure proper billing
- Water Operations and Maintenance – maintain and upgrade the water supply system to ensure customers are provided with an adequate quantity of high-quality water for consumption and fire protection
- Water Quality – ensure the delivery of safe, high-quality water to customers and to comply with requirements of the Safe Drinking Water Act
- Water Supply - monitor water supply system to ensure customers are provided with adequate quantity of high-quality water for consumption and fire protection

Revenue Projections for 2027 compared to 2026 adopted budget

MWU has based its 2027 operating revenues on a rate case submitted in December 2024 to the Wisconsin Public Service Commission that was approved in April 2026. The new rates were implemented on May 1, 2026, and resulted in an overall increase of 9.89% over 2025 revenues. This increase is anticipated to cover inflationary increases in operating costs, fund ongoing capital infrastructure programs and add an additional $5 million in expense depreciation fund for water main pipe replacements for a total of $10 million of expense depreciation in 2027. MWU continues to explore potential ways to address water affordability issues while staying within regulatory guidelines. MWU does not anticipate any major changes to our services based on revenue.

Reduction Scenario

MWU has reviewed all services and activities to determine core services while identifying lower priority services. MWU plans to continue to invest in our infrastructure while ensuring that we maintain our current level of services. With that, MWU recognizes the need to minimize the burden on already-stressed City taxpayers and ratepayers and has proposed the reduction of $415K of tank maintenance and recoat budgeted

in purchased services. This will reduce the budget in 2027 and allow MWU to review and prioritize the tank maintenance schedule for future years.

Major Changes in 2027 Operating Request

MWU continues to maintain or reduce expenses where applicable to build up our cash reserves. The following items were the largest changes from our 2026 Operating Budget to our 2027 Operating Budget request:

Permanent Wages: increase of $598K mainly due to increase in permanent wages

Supplies: increase of $185K mainly due to postage for municipal services bills

Purchased Services: decrease of $605K mainly due to building improvements and repairs

Debt Other Financing: decrease of $277K mainly due to interest payments for debt

Transfer Out: increase of $6.6M mainly due to increase of expense depreciation funded water main pipe projects in addition to increase in anticipated PILOT payment

Actual and Projected Fund Balances

Madison Water Utility
Actual and Projected Fund Balance (2025-2027)

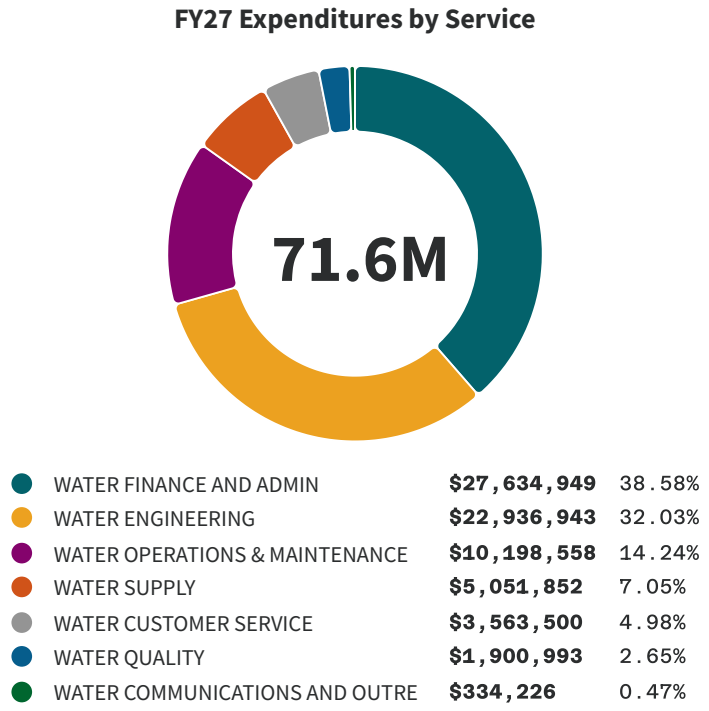
Operating Fund Balance Summary (in $ Millions)	**FY 2025 Actual**	**FY 2026 Adopted**	**FY 2026 Estimate**	**FY 2027 Request**
Opening Available Cash Fund Balance	**18.2**	**21.4**	**21.4**	**16.8**
Operating Revenues	59.2	63.0	67.0	71.6
Operating Expenditures	-19.3	-27.5	-30.4	-27.1
PILOT	-7.2	-6.4	-7.4	-7.8
Debt Payments	-19.3	-19.3	-18.0	-19.0
Transfer to Construction	-10.2	-15.6	-15.8	-17.7
Operating Surplus (Deficit)	3.2	-5.8	-4.6	0.0
Ending Available Cash Fund Balance	**21.4**	**15.6**	**16.8**	**16.8**
Cash Adjustments / Reserves				
Revenue Bond GAAP Adjustment	1.6	0.0	0.0	0.0
Reserved for Tank Maintenance	2.4	3.2	1.3	0.2
Reserved for Catastrophic	5.0	5.0	5.0	5.0
Reserved for AMI 2.0	0.0	0.0	4.0	8.0
Ending Total Cash Fund Balance	**30.4**	**23.8**	**27.1**	**30.0**

Water Utility Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

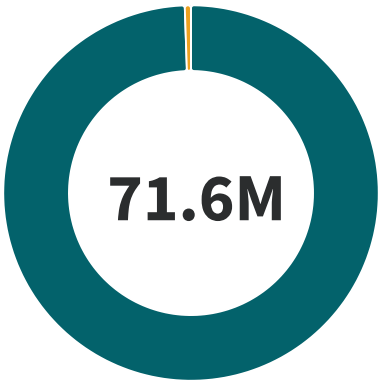


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WATER QUALITY	$1,626,147	$18,972,009	$1,739,898	$1,866,701	$1,900,993
WATER ENGINEERING	$14,832,082	$2,938,551	$18,069,622	$18,167,943	$22,936,943
WATER OPERATIONS & MAINTENANCE	$10,168,122	$8,134,873	$10,280,374	$10,329,861	$10,198,558
WATER CUSTOMER SERVICE	$3,077,498	$3,425,447	$3,289,463	$3,331,976	$3,563,500
WATER FINANCE AND ADMIN	$26,768,114	$24,872,556	$26,304,094	$26,457,711	$27,634,949
WATER SUPPLY	$4,932,586	$4,271,571	$4,900,026	$4,957,362	$5,051,852
WATER COMMUNICATIONS AND OUTRE	$285,269	$312,083	$308,742	$323,226	$334,226
Total Expenditures	**$61,689,819**	**$62,927,089**	**$64,892,218**	**$65,434,780**	**$71,621,021**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



●	WATER FINANCE AND ADMIN	**$71,243,521**	99.47%
●	WATER ENGINEERING	**$376,000**	0.52%
●	WATER OPERATIONS & MAINTENANCE	**$1,500**	0.00%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
WATER OPERATIONS & MAINTENANCE	-	$129,980	-	-	$1,500
WATER FINANCE AND ADMIN	$61,669,819	$62,581,389	$64,892,218	$65,434,780	$71,243,521
WATER COMMUNICATIONS AND OUTRE	$20,000	-	-	-	-
WATER ENGINEERING	-	$215,721	-	-	$376,000
Total Revenues	**$61,689,819**	**$62,927,089**	**$64,892,218**	**$65,434,780**	**$71,621,021**

Service: Water Communications and Outreach

Service Description

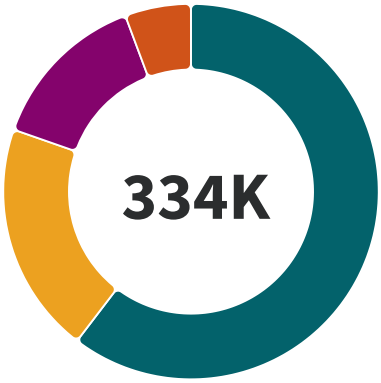
This service works collaboratively with Billing, Customer Service, and Meter Operations to conduct the Water Utility's communication and community outreach pertaining to conservation and sustainability education, media relations, external and interdepartmental communication, and promotion of the Utility's various programs and conservation initiatives. The Communications Department also develops Madison Water Utility's evolving crisis communication in addition to other strategic communication plans. Water Utility's outreach program includes Home Water Conservation Program, Water Wagon, and Toilet Rebate, in addition to conducting well site tours and educational presentations, as well as hosting open houses and public meetings.

Activities Performed by this Service

- Inform, engage, and educate the community (including staff) about the Utility's sustainability and conservation efforts, programs, construction projects, and general utility operations through a variety of outreach methods.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

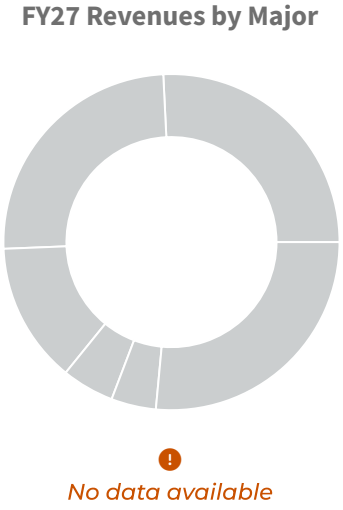


SALARIES	$201,829	60.39%
BENEFITS	$66,757	19.97%
PURCHASED SERVICES	$46,630	13.95%
SUPPLIES	$19,010	5.69%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$169,573	$153,843	$187,008	$199,329	$201,829
BENEFITS	$58,557	$45,419	$64,594	$66,757	$66,757
SUPPLIES	$14,010	$60,445	$14,010	$14,010	$19,010
PURCHASED SERVICES	$43,130	$43,159	$43,130	$43,130	$46,630
INTER DEPART CHARGES	-	$9,217	-	-	-
Total Expenditures	**$285,269**	**$312,083**	**$308,742**	**$323,226**	**$334,226**

Agency Revenues by Major (All Funds)



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INVEST OTHER CONTRIB	$20,000	-	-	-	-
Total Revenues	**$20,000**	**-**	**-**	**-**	**-**

Service: Water Customer Service

Service Description

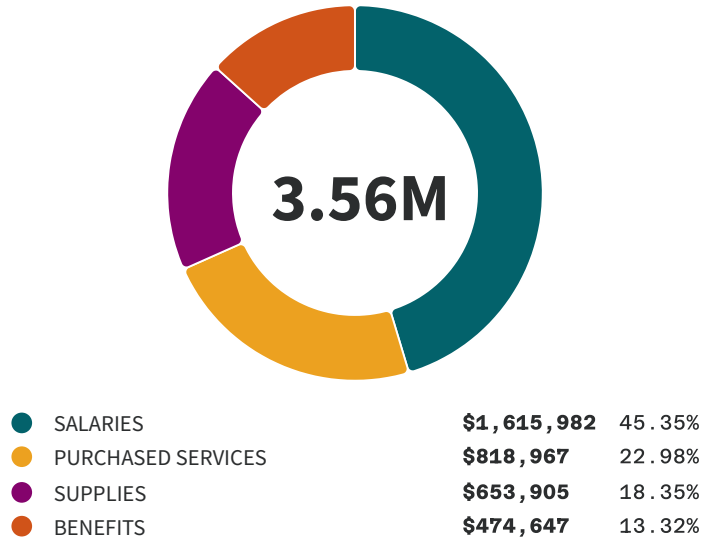
This service provides customer service and meter operations for 80,000 active municipal service accounts. This service also ensures accurate water consumption billing along with sewer, stormwater, landfill, urban forestry, and resource recovery.

Activities Performed by this Service

- Customer Billing: Manage meter reading and customer billing data to provide monthly billing to 80,000 accounts.
- Manage Customer Inquiries: Conduct inquiries into customer accounts to address billing questions from ratepayers. This can be over the phone, by email, or in person.
- Provide final billings to title companies.
- Handle payment processing and adjustments to accounts.
- Meter Installation & Inspection: Conduct on-site visits to customer properties to install, inspect, and replace customer meters to enable accurate consumption readings and provide reliable billing.
- Provide meter testing, repair, refurbishment, and non-standard meter reading.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,435,148	$1,254,947	$1,546,265	$1,586,982	$1,615,982
BENEFITS	$450,974	$362,416	$478,539	$474,647	$474,647
SUPPLIES	$387,381	$992,449	$451,381	$451,381	$653,905
PURCHASED SERVICES	$803,995	$647,226	$813,278	$818,967	$818,967
INTER DEPART CHARGES	-	$168,409	-	-	-
Total Expenditures	**$3,077,498**	**$3,425,447**	**$3,289,463**	**$3,331,976**	**$3,563,500**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Water Engineering

Service Description

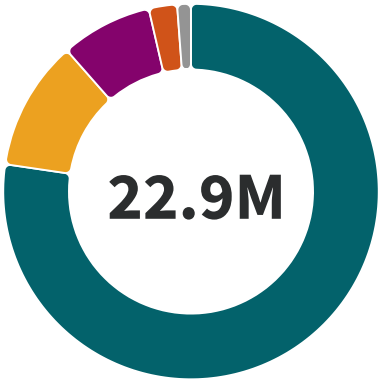
This service provides technical support, mapping, long-term planning, and direction to the Water Utility capital improvement and infrastructure renewal program. The goal of this service is to use Asset Management and Master Plan technology to meet and maintain levels of service to customers.

Activities Performed by this Service

- Infrastructure Planning & Design: Develop infrastructure necessary to provide the Utility's desired level of service.
- Construction Project Management & Regulatory Compliance: Monitor shared construction projects to determine specification requirements associated with the Utility's infrastructure and maintain compliance with federal, state, and local regulations.
- GIS & Asset Management: Map systems infrastructure and monitor conditions of Water Utility's system assets for planning and maintenance purposes.
- Construction Inspection & Field Surveying: Monitor compliance with internal and contractor specifications to ensure facilities and systems are adequately constructed.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



TRANSFER OUT	$17,737,000	77.33%
PURCHASED SERVICES	$2,566,697	11.19%
SALARIES	$1,803,837	7.86%
BENEFITS	$558,810	2.44%
SUPPLIES	$270,600	1.18%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,619,957	$1,358,632	$1,713,144	$1,803,837	$1,803,837
BENEFITS	$460,275	$600,610	$521,181	$558,810	$558,810
SUPPLIES	$192,100	$543,169	$270,600	$270,600	$270,600
PURCHASED SERVICES	$1,329,750	$279,220	$3,066,697	$3,066,697	$2,566,697
INTER DEPART CHARGES	-	$156,919	-	-	-
TRANSFER OUT	$11,230,000	-	$12,498,000	$12,468,000	$17,737,000
Total Expenditures	**$14,832,082**	**$2,938,551**	**$18,069,622**	**$18,167,943**	**$22,936,943**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES **$376,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	-	$214,951	-	-	$376,000
MISC REVENUE	-	$770	-	-	-
Total Revenues	**-**	**$215,721**	**-**	**-**	**$376,000**

Service: Water Finance and Admin

Service Description

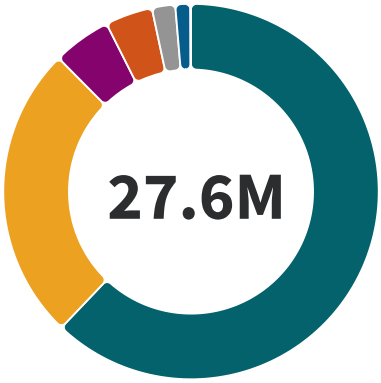
This service is responsible for financial services including general accounting, financial reporting, regulatory reporting/compliance, budgeting, debt management, and utility-rate management. The goal of this service is to provide accurate, reliable, and transparent financial information to internal and external stakeholders while managing utility rates.

Activities Performed by this Service

- Processing Transactions: Complete daily invoice, payroll, reconciliation, approval, and other transactional processes.
- Financial Closing: Process all activity related to monthly closing activities including reconciliations, coordination with Finance, and data preparation.
- Statement & Report Preparation: Creation of monthly, quarterly, and annual financial reports for use in decision-making, analysis, and presentation to the Water Utility Board.
- Budgeting & Finance: Manage finances of the Water Utility, including establishing and maintaining funding and spending targets, and analysis and completion of rate studies with the Public Service Commission.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



DEBT OTHR FINANCING	**$19,042,337**	68.91%
TRANSFER OUT	**$7,800,000**	28.23%
INTER DEPART CHARGES	**$1,536,459**	5.56%
SALARIES	**$1,249,352**	4.52%
PURCHASED SERVICES	**$616,560**	2.23%
BENEFITS	**$392,892**	1.42%
SUPPLIES	**$17,350**	0.06%
INTER DEPART BILLING	**-$3,020,000**	-10.93%

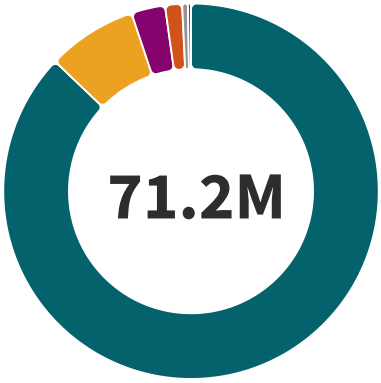
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$814,013	$2,927,688	$1,102,600	$1,238,244	$1,249,352
BENEFITS	$366,438	$1,031,480	$368,679	$392,892	$392,892
SUPPLIES	$17,350	-$2,224,965	$17,350	$17,350	$17,350
PURCHASED SERVICES	$463,560	$289,974	$463,560	$463,560	$616,560
DEBT OTHR FINANCING	$19,395,918	$18,179,920	$19,319,207	$19,319,207	$19,042,337
INTER DEPART CHARGES	$1,420,835	$480,087	$1,542,698	$1,536,459	$1,536,459
INTER DEPART BILLING	-$2,110,000	-$2,975,172	-$2,910,000	-$2,910,000	-$3,020,000

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
TRANSFER OUT	$6,400,000	$7,163,544	$6,400,000	$6,400,000	$7,800,000
Total Expenditures	**$26,768,114**	**$24,872,556**	**$26,304,094**	**$26,457,711**	**$27,634,949**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$62,082,000**	87.14%
OTHER FINANCE SOURCE	**$5,504,521**	7.73%
INVEST OTHER CONTRIB	**$2,078,000**	2.92%
MISC REVENUE	**$1,036,000**	1.45%
FINE FORFEITURE ASMT	**$355,000**	0.50%
TRANSFER IN	**$188,000**	0.26%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$56,693,144	$55,983,226	$59,375,000	$59,375,000	$62,082,000
FINE FORFEITURE ASMT	$293,000	$338,254	$305,000	$305,000	$355,000
INVEST OTHER CONTRIB	$1,070,000	$2,610,067	$1,685,000	$1,685,000	$2,078,000
MISC REVENUE	$920,000	$3,649,842	$1,671,000	$1,671,000	$1,036,000
OTHER FINANCE SOURCE	$2,693,674	-	$1,856,218	$2,398,780	$5,504,521
TRANSFER IN	-	-	-	-	$188,000
Total Revenues	**$61,669,819**	**$62,581,389**	**$64,892,218**	**$65,434,780**	**$71,243,521**

Service: Water Operations & Maintenance

Service Description

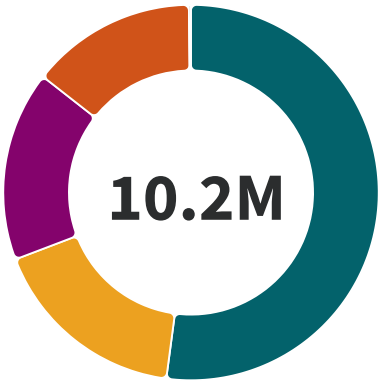
This service provides the maintenance, repair, and replacement of the water distribution system, as well as the maintenance, repair, and replacement of deep wells, booster stations, and facilities/properties. The goal of this service is to maintain and upgrade the water supply system to ensure customers are provided with an adequate quantity of high-quality water for consumption and fire protection.

Activities Performed by this Service

- Water Main & Pipe Maintenance: Repair and replace distribution facilities that allow the Utility to provide a high level of service with minimal service interruption.
- Equipment & Facility Maintenance: Repair and replace operational equipment that allows supply facilities to operate efficiently and in a timely manner.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



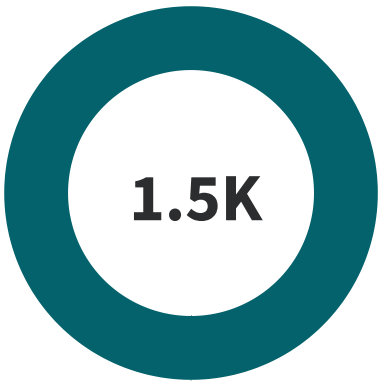
SALARIES	**$5,313,200**	52.10%
BENEFITS	**$1,745,709**	17.12%
SUPPLIES	**$1,668,150**	16.36%
PURCHASED SERVICES	**$1,452,500**	14.24%
INTER DEPART CHARGES	**$19,000**	0.19%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$5,176,654	$3,574,122	$5,239,779	$5,313,200	$5,313,200
BENEFITS	$1,738,796	$1,425,502	$1,769,642	$1,745,709	$1,745,709
SUPPLIES	$1,680,953	$1,490,222	$1,674,953	$1,674,953	$1,668,150
PURCHASED SERVICES	$1,547,170	$1,298,052	$1,577,000	$1,577,000	$1,452,500
INTER DEPART CHARGES	$24,549	$358,032	$19,000	$19,000	$19,000
INTER DEPART BILLING	-	-$11,058	-	-	-
Total Expenditures	**$10,168,122**	**$8,134,873**	**$10,280,374**	**$10,329,861**	**$10,198,558**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



OTHER FINANCE SOURCE **$1,500** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	-	$115,194	-	-	-
MISC REVENUE	-	$23,208	-	-	-
OTHER FINANCE SOURCE	-	$1,313	-	-	$1,500
TRANSFER IN	-	-$9,734	-	-	-
Total Revenues	**-**	**$129,980**	**-**	**-**	**$1,500**

Service: Water Quality

Service Description

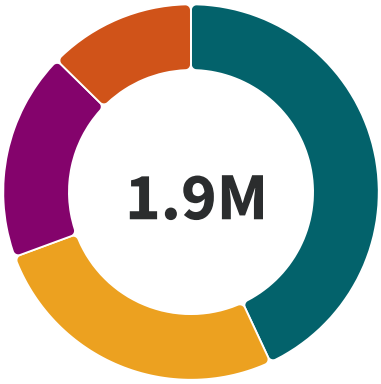
This service provides field testing, routine and specialty water sample collection, laboratory results interpretation, and long-term trend analysis for a variety of potential chemical and biological contaminants in drinking water. The goal of the service is to ensure delivery of safe, high-quality water to customers and to comply with requirements of the Safe Drinking Water Act. This service also oversees compliance monitoring, wellhead protection, private well permitting and abandonment, and cross connection control.

Activities Performed by this Service

- Water Quality Regulation Objectives: Monitor and determine compliance with federal, state, and internal water quality requirements.
- Water Quality Scheduling: Manage sampling and monitoring techniques at all Water Utility infrastructure assets.
- Well Operation Permits & Private Plumbing Inspections: Manage, inspect, and maintain quality at non-utility assets connected to the Utility's distribution system.
- Long-Term Planning: Identify current and potential sources of contamination and determine resources necessary to mitigate those sources.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$818,311	43.05%
SUPPLIES	$500,850	26.35%
PURCHASED SERVICES	$341,570	17.97%
BENEFITS	$240,262	12.64%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$740,943	$586,328	$681,047	$807,919	$818,311
BENEFITS	$218,655	$245,744	$240,332	$240,262	$240,262
SUPPLIES	$316,750	$347,865	$482,750	$482,750	$500,850
PURCHASED SERVICES	$349,800	$183,471	$335,770	$335,770	$341,570
DEBT OTHR FINANCING	-	$17,571,733	-	-	-
INTER DEPART CHARGES	-	$36,869	-	-	-
Total Expenditures	**$1,626,147**	**$18,972,009**	**$1,739,898**	**$1,866,701**	**$1,900,993**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Water Supply

Service Description

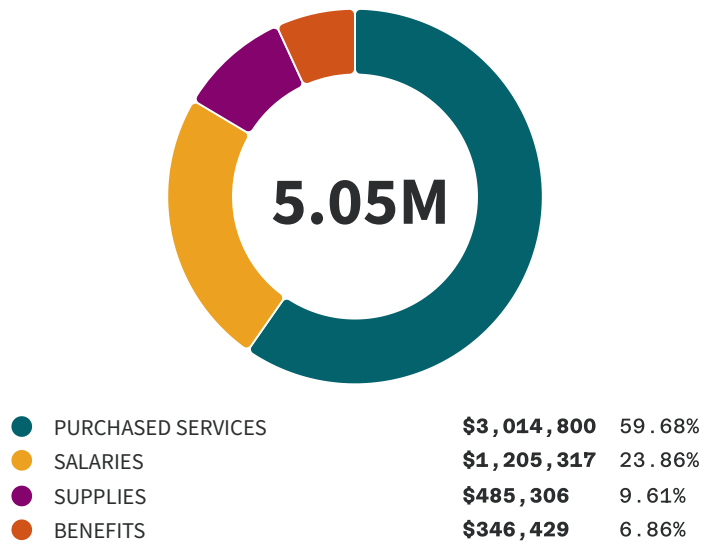
This service provides the operation and monitoring of wells, booster stations and reservoirs, and supplying fire protection. The goal of this service is to operate and to monitor the water supply system to ensure customers are provided with an adequate quantity of high-quality water for consumption and fire protection.

Activities Performed by this Service

- Operation and Monitoring of Wells, Booster Stations and Reservoirs & Suppling Fire Protection: Manage infrastructure that draws water from its source and distributes it timely and efficiently throughout the distribution system.
- Water Testing & Treatment: Treat raw water from its source and test it to monitor that a quality product enters the distribution system before delivery to the community.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,175,830	$841,431	$1,139,572	$1,189,317	$1,205,317
BENEFITS	$373,476	$227,517	$338,837	$346,429	$346,429
SUPPLIES	$423,630	$604,890	$450,817	$450,817	$485,306
PURCHASED SERVICES	$2,959,650	$2,537,821	$2,970,800	$2,970,800	$3,014,800
INTER DEPART CHARGES	-	$59,912	-	-	-
Total Expenditures	**$4,932,586**	**$4,271,571**	**$4,900,026**	**$4,957,362**	**$5,051,852**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

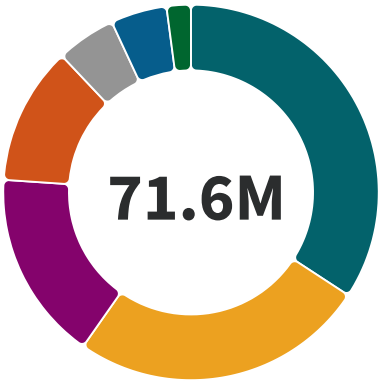
No data available

Water Utility: Water Utility Fund

The graphs and tables below provide a summary and line-item details of the agency's Water Utility Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



TRANSFER OUT	$25,537,000	35.66%
DEBT OTHR FINANCING	$19,042,337	26.59%
SALARIES	$12,207,827	17.05%
PURCHASED SERVICES	$8,857,723	12.37%
BENEFITS	$3,825,504	5.34%
SUPPLIES	$3,615,171	5.05%
INTER DEPART CHARGES	$1,555,459	2.17%
INTER DEPART BILLING	-$3,020,000	-4.22%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$10,209,985	$11,132,117	$10,696,991	$11,609,414	$12,138,827	$12,207,827
PERMANENT WAGES	$9,431,892	$10,492,343	$9,788,895	$10,737,953	$11,181,169	$11,181,169
SALARY SAVINGS	-	-$420,890	-	-$325,313	-$335,435	-$335,435
PENDING PERSONNEL	-	$42,201	-	$216,051	$311,261	$311,261
PREMIUM PAY	$40,936	$42,563	$56,959	$36,924	$38,032	$38,032
WORKERS COMPENSATION WAGES	$22,928	$30,000	$32,327	$30,900	$30,900	$30,900
COMPENSATED ABSENCE	$130,026	$200,000	$183,240	$206,000	$206,000	$206,000
HOURLY WAGES	$111,118	$215,500	$153,714	$223,500	$223,500	$276,500
OVERTIME WAGES PERMANENT	$471,121	$524,500	$480,237	$479,500	$479,500	$495,500
OVERTIME WAGES HOURLY	$1,964	$5,000	$1,619	$3,000	$3,000	$3,000
ELECTION OFFICIALS WAGES	-	$900	-	$900	$900	$900
BENEFITS	$3,475,782	$3,667,171	$3,938,687	$3,781,804	$3,825,504	$3,825,504

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COMPENSATED ABSENCE ESCROW	$88,730	$171,115	$349,248	$171,115	$171,115	$171,115
UNEMPLOYMENT BENEFITS	$6,956	-	$16,280	-	-	-
HEALTH INSURANCE BENEFIT	$1,732,669	$1,865,596	$1,853,584	$1,912,161	$1,887,506	$1,887,506
WAGE INSURANCE BENEFIT	$31,683	$26,981	$33,195	$29,754	$29,363	$29,363
WI RETIREMENT SYSTEM	$734,577	$729,220	$768,754	$773,132	$805,046	$805,046
FICA MEDICARE BENEFITS	$794,127	$776,724	$829,323	$799,310	$833,807	$833,807
LICENSES AND CERTIFICATIONS	$593	$5,900	$603	$6,000	$6,000	$6,000
POST EMPLOYMENT HEALTH PLANS	$86,448	$91,635	$87,701	$90,332	$92,667	$92,667
SUPPLIES	$1,811,453	$3,032,174	$1,814,075	$3,361,861	$3,361,861	$3,615,171
OFFICE SUPPLIES	$12,330	$14,734	$11,838	$15,234	$15,234	$15,584
COPY PRINTING SUPPLIES	$4,809	$5,300	$4,798	$4,800	$4,800	$4,800
FURNITURE	$18,409	$11,600	$1,600	$13,000	$13,000	$30,800
HARDWARE SUPPLIES	$92,366	$124,484	$55,697	$166,484	$166,484	$167,484
SOFTWARE LICENSES & SUPPLIES	$6,471	$107,580	$56,374	$142,911	$142,911	$154,400
POSTAGE	$422,663	$404,663	$473,117	$468,663	$468,663	$681,400
PROGRAM SUPPLIES	$8,019	$10,000	$244	$10,000	$10,000	$15,000
BOOKS AND SUBSCRIPTIONS	$867	$2,540	$750	$2,540	$2,540	$1,900
WORK SUPPLIES	$751,557	$761,550	$790,039	$761,550	$761,550	$767,900
ASPHALT REPAIR MATERIALS	$169,387	$140,000	$145,299	$140,000	$140,000	$160,000
JANITORIAL SUPPLIES	$30,554	$30,255	$19,838	$30,255	$30,255	$30,655
LAB AND PHOTO SUPPLIES	$37,960	$45,100	$20,515	$41,800	$41,800	$39,000
SAFETY SUPPLIES	$60,877	$59,300	$54,089	$69,300	$69,300	$69,100
SNOW REMOVAL SUPPLIES	-	$2,090	$2,129	$1,090	$1,090	$2,090
UNIFORM CLOTHING SUPPLIES	$16,978	$23,200	$13,443	$24,200	$24,200	$32,000
FOOD AND BEVERAGE	$3,280	$4,350	$2,480	$4,350	$4,350	$4,750
BUILDING	$831	$1,900	$10,156	$10,900	$10,900	$10,900
BUILDING SUPPLIES	$33,671	$15,130	$5,034	$26,630	$26,630	$12,630
ELECTRICAL SUPPLIES	$28,725	$46,700	$27,771	$41,200	$41,200	$36,150
HVAC SUPPLIES	$18,663	$25,040	$32,648	$25,040	$25,040	$29,940
PLUMBING SUPPLIES	$9,067	$19,200	$4,487	$17,200	$17,200	$17,474
LANDSCAPING SUPPLIES	$4,858	$11,220	$3,224	$11,220	$11,220	$8,220
FERTILIZERS AND CHEMICALS	$197,639	$232,600	$205,663	$251,325	$251,325	$251,325
MACHINERY AND EQUIPMENT	$20,421	$55,000	$19,348	$30,000	$30,000	$30,000

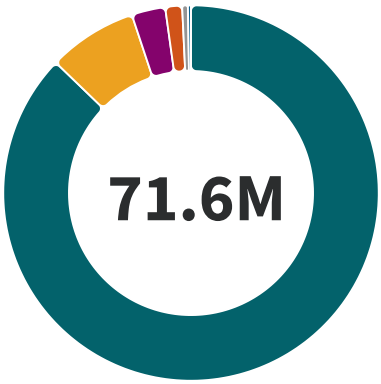
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
EQUIPMENT SUPPLIES	$265,577	$517,138	$234,266	$720,669	$720,669	$720,669
TIRES	$19,850	$40,000	$16,248	$40,000	$40,000	$30,000
GASOLINE	$120,806	$165,000	$104,729	$150,000	$150,000	$150,000
DIESEL	$75,178	$135,000	$76,683	$120,000	$120,000	$120,000
OIL	$6,498	$12,000	$8,732	$12,000	$12,000	$12,000
LUBRICANTS	$2,110	$4,500	$1,676	$4,500	$4,500	$4,000
INVENTORY	-$44,485	$5,000	$16,054	$5,000	$5,000	$5,000
CONTRA EXP ALL EQUIP	-$68,988	-	-$56,268	-	-	-
CONTRA EXP ALL STORES	-$55,783	-	-$49,674	-	-	-
CONTRA EXPENSE AL LBR BRD	-$130,526	-	-$132,584	-	-	-
CONTRA EXP ALL PR BENE	-$159,045	-	-$193,053	-	-	-
CONTRA EXPENSE ALL PR TAX	-$54,875	-	-$57,250	-	-	-
CONTRA EXP ALL TOOLS	-$38,367	-	-$38,802	-	-	-
CONTRA EXPENSE	-$76,901	-	-$77,605	-	-	-
SWR OP ADM TOOLS	-	-	$342	-	-	-
PURCHASED SERVICES	$5,369,650	$7,497,055	$5,278,924	$9,270,234	$9,275,923	$8,857,723
NATURAL GAS	$47,993	$108,280	$65,873	$88,280	$88,280	$88,280
ELECTRICITY	$2,675,259	$2,885,500	$2,568,970	$2,865,500	$2,865,500	$2,865,500
SEWER	$36,436	$72,650	$37,950	$72,650	$72,650	$132,650
STORMWATER	$30,388	$36,480	$30,482	$36,571	$36,571	$36,571
TELEPHONE	$4,117	$15,560	$4,261	$12,774	$12,774	$12,774
CELLULAR TELEPHONE	$16,778	$21,800	$18,881	$32,837	$32,837	$32,837
TELEVISION	$2,157	$3,500	$2,355	$3,500	$3,500	$3,500
BUILDING IMPROV REPAIR MAINT	$80,743	$863,650	$177,136	$2,483,650	$2,483,650	$1,983,650
WASTE DISPOSAL	-	$1,000	-	$500	$500	-
FIRE PROTECTION	-	$2,000	-	$1,000	$1,000	-
PEST CONTROL	$2,637	$5,290	$2,994	$5,290	$5,290	$6,290
ELEVATOR REPAIR	$5,872	$8,600	$6,091	$8,600	$8,600	$7,100
FACILITY RENTAL	-	-	$286	-	-	-
LANDFILL	$2,143	$3,738	$1,847	$3,738	$3,738	$2,738
PROCESS FEES RECYCLABLES	-	$500	$196	$500	$500	$500
GROUNDS IMPROV REPAIR MAINT	-	$5,000	-	$5,000	$5,000	$5,000
LANDSCAPING	-	-	-	$60,000	$60,000	-
OFFICE EQUIPMENT REPAIR	-	$500	-	$500	$500	$500
COMMUNICATION DEVICE RPR MAIN	-	$1,000	-	$1,000	$1,000	$1,000
EQUIP IMPROV REPAIR MAINT	$65,714	$65,900	$62,317	$75,900	$75,900	$75,900
SYSTEM AND SOFTWARE	$427,638	$502,300	$396,042	$496,000	$501,689	$526,339

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MAINTENANC						
VEHICLE REPAIR AND MAINTENANCE	$81,732	$55,000	$68,918	$70,000	$70,000	$70,000
LEASE RENTAL OF EQUIPMENT	$8,913	$28,255	$4,509	$27,255	$27,255	$12,255
STREET IMPROV REPAIR MAINT	$251,554	$502,000	$416,907	$500,000	$500,000	$500,000
SIDEWALK IMPROV REPAIR MAINT	$54,477	$200,000	$34,298	$200,000	$200,000	$100,000
PLANT IN SERVICE IMPROV REPAIR	$221,078	$70,000	$64,107	$70,000	$70,000	$70,000
RECRUITMENT	$175	$3,680	$147	$3,680	$3,680	$3,680
MILEAGE	$1,099	$3,500	$1,104	$2,100	$2,100	$1,100
CONFERENCES AND TRAINING	$54,148	$71,872	$48,732	$66,272	$66,272	$72,772
MEMBERSHIPS	$51,229	$64,740	$53,868	$63,820	$63,820	$73,970
UNIFORM LAUNDRY	$8,018	$15,000	$8,624	$15,000	$15,000	$15,000
AUDIT SERVICES	$19,853	$13,000	$17,454	$13,000	$13,000	$20,000
BANK SERVICES	$26,282	$27,000	$35,159	$27,000	$27,000	$27,000
CREDIT CARD SERVICES	$70,698	$73,000	$76,038	$73,000	$73,000	$73,000
DELIVERY FREIGHT CHARGES	$4,210	$3,600	$4,042	$3,600	$3,600	$3,600
CONSULTING SERVICES	$73,424	$600,000	$235,623	$715,000	$715,000	$700,000
ADVERTISING SERVICES	$1,163	$2,500	$1,281	$3,900	$3,900	$3,900
PRINTING SERVICES	$114,328	$168,400	$144,905	$161,900	$161,900	$167,900
INSPECTION SERVICES	$13,024	$50,000	$4,951	$40,000	$40,000	$30,000
LOCATING MARKING SERVICES	$16,872	$25,000	$17,446	$25,000	$25,000	$25,000
LAB SERVICES	$95,109	$130,000	$83,022	$151,000	$151,000	$150,000
PARKING TOWING SERVICES	$1,510	$2,500	$1,985	$2,000	$2,000	$4,000
SECURITY SERVICES	$16,617	$17,100	$18,017	$17,100	$17,100	$19,600
OTHER SERVICES AND EXPENSES	$679,657	$546,500	$469,437	$544,657	$544,657	$549,617
GRANTS	$120,320	$149,960	$127,364	$149,960	$149,960	$313,000
BAD DEBT EXPENSE	$3,899	-	$7,947	-	-	-
TAXES AND SPECIAL ASSESSMENTS	-$54,173	$14,500	-$83,029	$14,500	$14,500	$14,500
PERMITS AND LICENSES	$36,561	$56,700	$40,385	$56,700	$56,700	$56,700
DEBT OTHR FINANCING	$33,278,099	$19,395,918	$35,751,653	$19,319,207	$19,319,207	$19,042,337
PRINCIPAL	-	$13,778,944	$13,778,944	$14,370,190	$14,370,190	$14,520,529
INTEREST	$5,623,085	$5,592,974	$5,563,077	$4,925,017	$4,925,017	$4,497,808
INTEREST LEASES	$9,204	-	-	-	-	-
AMORTIZATION	-$1,170,557	-	-$1,170,557	-	-	-
BOND NOTES ISSUANCE SERVICES	$29,500	$20,000	$5,456	$20,000	$20,000	$20,000
PAYING AGENT SERVICES	$3,500	$4,000	$3,000	$4,000	$4,000	$4,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
LEASE AMORTIZATION	$67,894	-	-	-	-	-
FUND BALANCE GENERATED	$28,715,472	-	$17,571,733	-	-	-
INTER DEPART CHARGES	$1,203,835	$1,445,384	$1,269,445	$1,561,698	$1,555,459	$1,555,459
ID CHARGE FRO GENERAL FUND	$3,509	$3,509	$3,509	$8,655	$16,592	$16,592
ID CHARGE FROM ATTORNEY	$9,207	$8,600	$8,600	-	$17,584	$17,584
ID CHARGE FROM CIVIL RIGHTS	$35,506	$39,814	$39,814	$43,192	$46,403	$46,403
ID CHARGE FROM FINANCE	$260,080	$357,755	$189,055	$187,883	$217,963	$217,963
ID CHARGE FROM HUMAN RESOURCES	$100,815	$98,580	$98,580	$107,145	$130,162	$130,162
ID CHARGE FROM INFORMATION TEC	$332,774	$341,819	$341,819	$579,273	$504,435	$504,435
ID CHARGE FROM MAYOR	$62,350	$66,918	$66,918	$72,490	$71,050	$71,050
ID CHARGE FROM EAP	$9,364	$7,905	$7,905	$5,991	$4,993	$4,993
ID CHARGE FROM ENGINEERING	-	-	-	$594	-	-
ID CHARGE FROM FLEET SERVICES	$186	$5,549	$26	-	-	-
ID CHARGE FROM TRAFFIC ENGINEE	$44,963	$50,535	$48,820	$56,425	$69,167	$69,167
ID CHARGE FROM INSURANCE	$173,978	$303,534	$303,534	$395,332	$369,600	$369,600
ID CHARGE FROM WORKERS COMP	$171,103	$160,866	$160,866	$104,718	$107,510	$107,510
INTER DEPART BILLING	-$2,845,913	-$2,110,000	-$2,986,230	-$2,910,000	-$2,910,000	-$3,020,000
ID BILLING TO LANDFILL	-$204,237	-$203,000	-$217,467	-$220,000	-$220,000	-$220,000
ID BILLING TO STREETS	-$352,589	-$350,000	-$376,312	-$370,000	-$370,000	-$380,000
ID BILLING TO SEWER	-$2,082,517	-$1,352,000	-$2,173,526	-$2,100,000	-$2,100,000	-$2,200,000
ID BILLING TO STORMWATER	-$206,571	-$205,000	-$218,926	-$220,000	-$220,000	-$220,000
TRANSFER OUT	$6,633,220	$17,630,000	$7,163,544	$18,898,000	$18,868,000	$25,537,000
TRANSFER OUT TO GENERAL	$6,626,591	$6,400,000	$7,163,544	$6,400,000	$6,400,000	$7,800,000
TRANSFER OUT TO CAPITAL PROJEC	$6,629	$11,230,000	-	$12,498,000	$12,468,000	$17,737,000
Total Expenditures	**$59,136,111**	**$61,689,819**	**$62,927,089**	**$64,892,218**	**$65,434,780**	**$71,621,021**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	$62,458,000	87.21%
OTHER FINANCE SOURCE	$5,506,021	7.69%
INVEST OTHER CONTRIB	$2,078,000	2.90%
MISC REVENUE	$1,036,000	1.45%
FINE FORFEITURE ASMT	$355,000	0.50%
TRANSFER IN	$188,000	0.26%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$56,174,057	$56,693,144	$56,313,371	$59,375,000	$59,375,000	$62,458,000
MISCELLANEOUS CHRGS FOR SERVIC	$148,830	$164,000	$151,151	$164,000	$164,000	$151,000
FACILITY RENTAL	$364,922	$80,000	$336,114	$80,000	$80,000	$96,000
DEVELOPMENT FEES	$405,300	-	$330,145	-	-	$376,000
METERED REVENUE	$14,080,984	$13,987,144	$14,166,436	$14,810,000	$14,810,000	$14,900,000
RESIDENTIAL	$23,205,325	$24,200,000	$23,468,043	$24,950,000	$24,950,000	$26,900,000
COMMERCIAL	$9,231,876	$9,350,000	$9,430,058	$9,900,000	$9,900,000	$10,600,000
INDUSTRIAL	$1,063,618	$1,100,000	$1,113,968	$1,150,000	$1,150,000	$1,300,000
PUBLIC AUTHORITIES	$6,980,297	$7,080,000	$6,627,537	$7,572,000	$7,572,000	$7,375,000
FIRE EMS PROTECTION	$118,711	$125,000	$118,675	$124,000	$124,000	$150,000
WHOLESALE WATER	$574,195	$607,000	$571,243	$625,000	$625,000	$610,000
FINE FORFEITURE ASMT	$343,362	$293,000	$338,254	$305,000	$305,000	$355,000
SPEC ASSESSMENTS SERVICE	$34,667	$42,000	$33,268	$35,000	$35,000	$41,000
LATE FEES	$293,720	$240,000	$287,586	$255,000	$255,000	$300,000
NSF FEES	$14,975	$11,000	$17,400	$15,000	$15,000	$14,000
INVEST OTHER CONTRIB	$2,080,920	$1,090,000	$2,610,067	$1,685,000	$1,685,000	$2,078,000
INTEREST	$1,812,220	$1,000,000	$2,226,697	$1,600,000	$1,600,000	$2,000,000
NET (INCREASE) DECR FMV INVEST	$268,700	-	$383,370	-	-	-
INTEREST ON LEASES	-	$70,000	-	$85,000	$85,000	$78,000
CONTRIBUTIONS AND DONATIONS	-	$20,000	-	-	-	-
MISC REVENUE	$451,569	$920,000	$3,673,819	$1,671,000	$1,671,000	$1,036,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INSURANCE RECOVERIES	-	-	$40,026	-	-	-
LEASE REVENUE	-	$320,000	-	$320,000	$320,000	$305,000
MISCELLANEOUS REVENUE	$451,569	$600,000	$3,633,794	$1,351,000	$1,351,000	$731,000
OTHER FINANCE SOURCE	$30,292	$2,693,674	$1,313	$1,856,218	$2,398,780	$5,506,021
SALE OF ASSETS	$1,801	-	$1,313	-	-	$1,500
(GAIN) LOSS ON SALE OF ASSET	$6,816	-	-	-	-	-
CAPITAL CONTRIBUTIONS	-	-	-	-	-	$3,800,000
FUND BALANCE APPLIED	$21,675	$2,693,674	-	$1,856,218	$2,398,780	$1,704,521
TRANSFER IN	$55,912	-	-$9,734	-	-	$188,000
TRANSFER IN FROM GENERAL	-	-	-	-	-	$188,000
TRANSFER IN FROM INSURANCE	$55,912	-	-$9,734	-	-	-
Total Revenues	**$59,136,111**	**$61,689,819**	**$62,927,089**	**$64,892,218**	**$65,434,780**	**$71,621,021**

Water Utility Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCOUNTANT 3-18	18	2.00	2.00
ACCOUNTANT 4-18	18	1.00	1.00
ACCT TECH 3-20	20	1.00	1.00
ADMIN ASST-20	20	1.00	1.00
ADMIN CLK 1-20	20	5.00	5.00
ASSET MGR 2-18	18	1.00	1.00
AUTO MECH-16	16	2.00	2.00
BUILDING & TRADES FOREPERS-71	71	1.00	1.00
COMP MAP/GIS COORD-18	18	1.00	1.00
CONSTRUCTION SUPV-18	18	1.00	1.00
CONTROL SYSTEMS TECH-16	16	1.00	1.00
CROSS CONNECT CTRL INSPEC-16	16	4.00	4.00
CTRL SYS PROG-18	18	1.00	1.00
CUST SERV SUPV-18	18	1.00	1.00
DATA ANALYST 3	18	1.00	1.00
DISPATCHER-16	16	1.00	1.00
ENGINEER 3-18	18	1.00	1.00
ENGINEER 4-18	18	2.00	2.00
ENGR AIDE 1-16	16	1.00	1.00
EQPT OPR 1-16	16	10.00	10.00
EQPT OPR 3-16	16	7.00	7.00
FIELD SERV REP 2-16	16	4.00	4.00
FIELD SERV REP 3-16	16	1.00	1.00
FIELD SERVICE ANALYST-16	16	3.00	3.00
FIELD SERVICE LDWKR 1-16	16	1.00	1.00
FIELD SERVICE LDWKR 2-16	16	1.00	1.00
FIN OPER LDWKR-20	20	2.00	2.00

		2026 Adopted	2026 Year to Date
GIS SPECIALIST 2-18	18	2.00	2.00
MAINT MECH 1-16	16	1.00	1.00
MAINT MECH 2-16	16	5.00	5.00
MASTER MECHANIC-16	16	1.00	1.00
PAINTER-71	71	1.00	1.00
PRINCIPAL ENGR 1-18	18	1.00	1.00
PROGRAM ASST 1-20	20	2.00	2.00
PROGRAM ASST 2-20	20	1.00	1.00
PUB WKS GEN FORE-18	18	3.00	3.00
PUB WKS GEN SUPV-18	18	1.00	1.00
PUB WKS LEADWKR-16	16	1.00	1.00
PUB WKS MAINT WKR 1-16	16	5.00	5.00
PUB WKS MAINT WKR 2-16	16	4.00	4.00
PUB WKS MAINT WKR 3-16	16	9.00	9.00
PUBLIC INFORMATION OFF 2-18	18	1.00	1.00
SURVEYOR 2-18	18	1.00	1.00
WATER CIVIL TECH 2-16	16	3.00	3.00
WATER CIVIL TECH 3-16	16	2.00	2.00
WATER COMM OUTREACH SPEC-18	18	1.00	1.00
WATER HYDRANT INSPEC-16	16	3.00	3.00
WATER ONE CALL COORD-16	16	3.00	3.00
WATER QUAL PROG SUP-18	18	1.00	1.00
WATER QUALITY MGR-18	18	1.00	1.00
WATER QUALITY SAMPLER 2-16	16	1.00	1.00
WATER QUALITY SAMPLER 3-16	16	1.00	1.00
WATER UTIL ACCT/COMP SPEC-20	20	1.00	1.00
WATER UTIL ASST GEN MGR-18	18	1.00	1.00
WATER UTIL FIN MGR-18	18	1.00	1.00
WATER UTIL GEN MGR-21	21	1.00	1.00
WATER UTIL MAINT SUPV-18	18	1.00	1.00
WATER UTIL OPER MGR-18	18	1.00	1.00
WATER UTIL OPR LDWKR-16	16	5.00	5.00

		2026 Adopted	2026 Year to Date
WATERWKS OPR 1-16	16	4.00	4.00
WATERWKS OPR 2-16	16	5.00	5.00
Grand Total		**133.00**	**133.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Water Utility 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges).

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
862 - WATER ENGINEERING	Delay partial tank maintenance	Utility will determine which tank maintenance can be deferred for another year	0	414,961
			Total	414,961



Transportation

Department of Transportation

Metro Transit

Parking Division

Traffic Engineering

Department of Transportation

Agency Mission

The mission of the Department of Transportation is to develop and maintain a safe, efficient, economical, equitable, and sustainable transportation system for Madison's residents and visitors in a way that is consistent with the City's land use plans and regional transportation goals.

Agency Overview

The Department of Transportation consists of the Metro Transit, Parking, and Traffic Engineering divisions as well as the transportation planning team. The agency is responsible for planning and maintaining each element of the City's transportation system, including bicycle, bus, freight, automobile traffic, parking, pedestrians, street, curb and right-of-way use, and public transit. The operating budgets for the three divisions are broken out separately. This budget covers the director's office and the transportation planning team.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Enter your line-item budget in Munis Central Budget. Does your budget propose reallocations of $10,000+ by service or major?

☒No – No changes or reallocations of $10,000+ by service or major

☐Yes – Request proposes reallocations

Transmittal Memo

Department of Transportation
Madison Municipal Building
215 Martin Luther King, Jr. Blvd.
Suite 109
P.O. Box 2986
Madison, WI 53701
Phone: (608) 266-4761
Fax: (608) 267-1158

TO: Mayor Rhodes-Conway
FROM: Christof Spieler

Goals of Agency's Operating Budget

The Department of Transportation includes Metro, Traffic Engineering, and Parking. Those divisions have submitted individual budget requests, and the memos attached to those requests detail priorities for those budgets. The divisions work closely together and their goals are aligned with the department's overall goals.

This budget covers two primary functions that exist outside of the three divisions:

- The department director
- The transportation planning team

The primary role of the director is to set overall strategic priorities, to ensure that the divisions work with each other and with other city departments to advance the city's goals, and to coordinate with the mayor, alders, partner agencies, and the public.

The transportation planning team is taking on an expanded role to support our vision of a multimodal transportation network and Complete Green Streets. It will:

- Manage cross-divisional multimodal transportation planning efforts
- Support area plans and other planning efforts in the Planning Division
- Lead the interface with WisDOT and other transportation agencies
- Act as a resource for other transportation planning efforts as needed

The goal for 2027 is to create the structure for these collaborations and work on key planning efforts including:

- Intercity Rail (ongoing)
- Let's Talk Streets (ongoing)
- Curb Management (starting 2026)
- Regional Transit Plan (starting 2026)
- Wayfinding Plan (starting 2026)
- Transportation Plan (new for 2027)

99.25% Budget

With all positions filled, salary savings will be minimal. However, we expect that several members of the planning team will be working on capital projects, which will decrease their cost in the operating budget.

We will carefully manage expenditures for office supplies, furniture, and IT equipment.

Reduction Scenarios

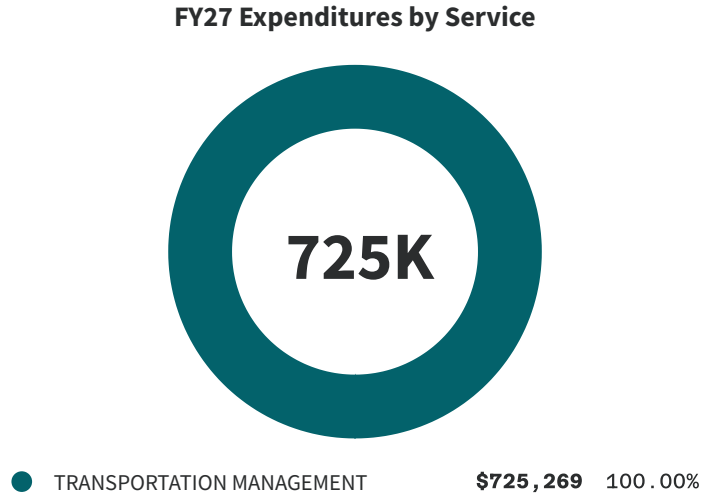
For a 2% reduction, we propose to reduce the efforts resources committed to pursuing federal grants for planning work. It is unlikely that any grants will be able to support our primary departmental goals. Grant applications can require both staff time and consultant support. To realize these savings, we would cut budget for consultant support. This applies only to grant applications that the transportation planning team works on; the divisions would continue to apply for grants.

Department of Transportation Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

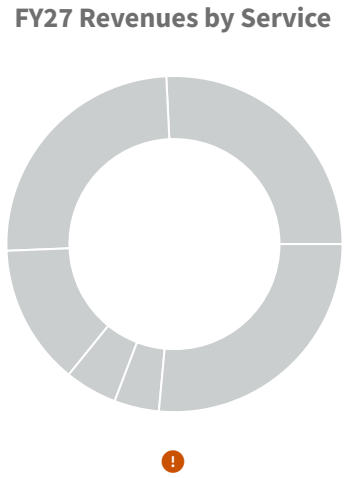
Expenditures by Service (All Funds)



Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
TRANSPORTATION MANAGEMENT	$653,974	$703,262	$697,163	$725,269	$725,269
Total Expenditures	**$653,974**	**$703,262**	**$697,163**	**$725,269**	**$725,269**

Agency Revenues by Service (All Funds)



No data available

Agency Revenues by Service

No data available

Service: Transportation Management

Service Description

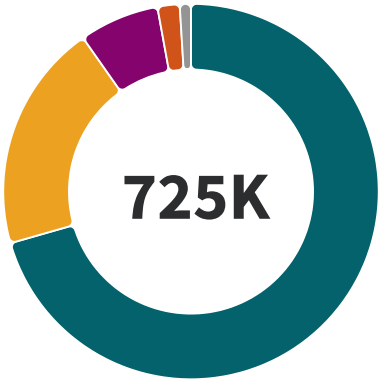
This service is responsible for leadership of the department and for transportation planning.

Activities Performed by this Service

- Transportation Management: Lead the Traffic Engineering Division, the Parking Division, and Metro Transit to develop a coordinated effort toward meeting Madison's Transportation goals and to work collaboratively with elected leadership, other departments, other government agencies, and the public.
- Planning: Manage cross-divisional multimodal transportation planning efforts, support area plans and other planning efforts in the Planning Division, lead the city's interface with WisDOT and other transportation agencies, and act as a resource for other transportation planning efforts as needed.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$511,738**	70.56%
BENEFITS	**$142,873**	19.70%
PURCHASED SERVICES	**$49,789**	6.86%
INTER DEPART CHARGES	**$13,920**	1.92%
SUPPLIES	**$6,950**	0.96%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$457,422	$436,787	$487,237	$511,738	$511,738
BENEFITS	$128,559	$206,635	$139,893	$142,873	$142,873
SUPPLIES	$3,000	$10,223	$9,739	$9,739	$6,950
PURCHASED SERVICES	$52,000	$36,624	$47,000	$47,000	$49,789
INTER DEPART CHARGES	$12,993	$12,993	$13,294	$13,920	$13,920
Total Expenditures	**$653,974**	**$703,262**	**$697,163**	**$725,269**	**$725,269**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

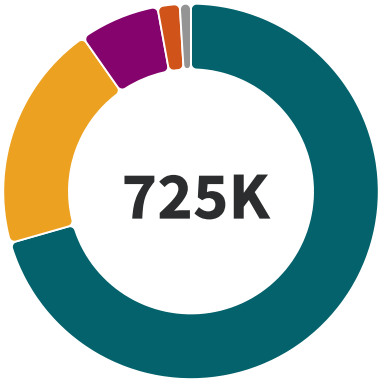
No data available

Department of Transportation: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



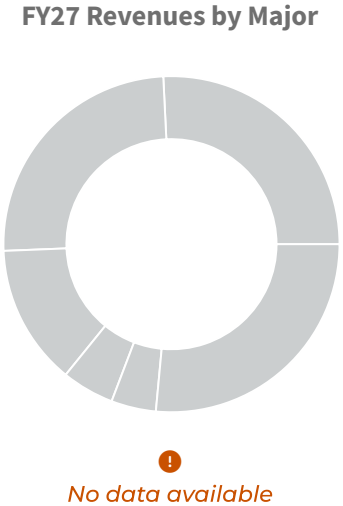
SALARIES	$511,738	70.56%
BENEFITS	$142,873	19.70%
PURCHASED SERVICES	$49,789	6.86%
INTER DEPART CHARGES	$13,920	1.92%
SUPPLIES	$6,950	0.96%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$403,449	$457,422	$436,787	$487,237	$511,738	$511,738
PERMANENT WAGES	$397,732	$464,496	$414,499	$494,192	$517,219	$517,219
COMPENSATED ABSENCE	-	-	$14,730	-	-	-
HOURLY WAGES	$1,182	-	$7,319	-	-	-
OVERTIME WAGES PERMANENT	$4,535	-	$221	-	-	-
OVERTIME WAGES HOURLY	-	-	$18	-	-	-
BUDGET EFFICIENCIES	-	-$7,074	-	-$6,955	-$5,481	-$5,481
BENEFITS	$110,685	$128,559	$206,635	$139,893	$142,873	$142,873
COMPENSATED ABSENCE ESCROW	-	-	$69,323	-	-	-
HEALTH INSURANCE BENEFIT	$52,505	$62,049	$49,757	$67,313	$67,313	$67,313
WAGE INSURANCE BENEFIT	$1,675	$1,224	$1,286	$1,635	$1,117	$1,117
WI RETIREMENT SYSTEM	$27,769	$32,283	$28,918	$35,582	$37,240	$37,240

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FICA MEDICARE BENEFITS	$28,735	$33,003	$34,396	$35,363	$37,203	$37,203
MOVING EXPENSES	-	-	$22,956	-	-	-
SUPPLIES	$22,865	$3,000	$10,223	$9,739	$9,739	$6,950
OFFICE SUPPLIES	$432	$1,000	$261	$3,239	$3,239	$450
FURNITURE	$21,502	-	$1,896	$500	$500	-
HARDWARE SUPPLIES	$175	-	$7,152	$2,000	$2,000	$3,500
SOFTWARE LICENSES & SUPPLIES	$756	$2,000	$885	$4,000	$4,000	$3,000
UNIFORM CLOTHING SUPPLIES	-	-	$29	-	-	-
PURCHASED SERVICES	$29,741	$52,000	$36,624	$47,000	$47,000	$49,789
STORMWATER	$4,036	-	$4,060	-	-	-
CELLULAR TELEPHONE	-	-	$435	-	-	-
SYSTEM AND SOFTWARE MAINTENANC	-	-	$1,877	-	-	-
RECRUITMENT	-	-	$4,530	-	-	-
MILEAGE	$40	-	-	-	-	-
CONFERENCES AND TRAINING	$11,625	$9,000	$13,460	$9,000	$9,000	$11,784
MEMBERSHIPS	$13,404	$13,000	$12,264	$13,000	$13,000	$13,500
CONSULTING SERVICES	-	$30,000	-	$25,000	$25,000	$24,505
OTHER SERVICES AND EXPENSES	$636	-	-	-	-	-
INTER DEPART CHARGES	$11,394	$12,993	$12,993	$13,294	$13,920	$13,920
ID CHARGE FROM ENGINEERING	$10,236	$11,260	$11,260	$11,260	$11,260	$11,260
ID CHARGE FROM INSURANCE	$941	$1,129	$1,129	$1,416	$1,400	$1,400
ID CHARGE FROM WORKERS COMP	$217	$604	$604	$618	$1,260	$1,260
Total Expenditures	**$578,133**	**$653,974**	**$703,262**	**$697,163**	**$725,269**	**$725,269**

Agency Revenues by Major



Line-Item Agency Revenues

No data available

Department of Transportation Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
DIR OF TRANSPORTATION-21	21	1.00	1.00
ENGINEER 3-18	18	1.00	1.00
PLANNER 3-18	18	1.00	1.00
PRINCIPAL PLANNER-18	18	1.00	1.00
PUBLIC INFORMATION OFF 2-18	18	1.00	1.00
Grand Total		**5.00**	**5.00**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Department of Transportation 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Department of Transportation is **$14,505**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
431 - TRANSPORTATION MANAGEMENT	Fewer grant applications (less consultant support)	Less capacity to respond to federal/state grant opportunities; would mean we miss out on some grants	0	15,000
			Total	15,000

Metro Transit

Agency Mission

The mission of Metro Transit is to provide safe, reliable, convenient, and efficient public transportation to the residents and visitors of the Metro service area.

Agency Overview

Metro Transit is responsible for the maintenance, operation, planning, development, and coordination of the public transit system in the Madison metropolitan area. The agency provides essential, multi-modal transportation options designed to connect people to jobs, education, medical care, and vital community services across the region.

Services Provided

Metro Transit operates a comprehensive transit network covering more than 110 square miles across the City of Madison and surrounding communities, including Fitchburg, Middleton, Monona, Sun Prairie, and Verona. The agency's service portfolio utilizes a workforce of over 500 employees and an active fleet of 193 total buses (comprising 131 diesel 40-foot buses and 62 battery electric 60-foot articulated buses) to deliver several distinct services:

Bus Rapid Transit (BRT): High-frequency service via Rapid Route A, operating east-west to provide streamlined regional connectivity.

Local Routes: Fixed-route service spanning 29 distinct routes to maintain core urban and suburban mobility.

Peak-Only & Specialized Routes: Commuter-focused peak service (Routes 55, 65, and 75) and dedicated University of Wisconsin (UW) campus services (Routes 80–84).

Supplemental Service: Targeted neighborhood routes (Routes 601–642) to support localized community and secondary education transit needs.
Paratransit Services: Essential, contracted shared-ride ADA accessible transportation providing 136,404 paratransit rides annually to eligible passengers.

Ridership & Community Impact

Metro Transit serves as a mobility catalyst for the metropolitan region, supporting local economic stability and workforce access:

Annual Volume: The system served approximately 12.3 million passengers in 2025 across its fixed-route and BRT network.

Daily Network Demand: System-wide productivity achieves an average of 39 rides per revenue hour on weekdays, 36 on Saturdays, and 38 on Sundays.

Economic Connectivity: The core high-frequency lines directly link tens of thousands of residents to major regional employment centers. For example, the East-West BRT corridor (Route A) alone provides direct transit access to an estimated 74,258 jobs, 55,799 residents, and 30,980 housing units within a quarter mile of its stops.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Enter your line-item budget in Munis Central Budget. Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

The 2027 request makes two kinds of changes to the cost-to-continue base. First, and most significantly, all budget categories were allocated across Metro's three services (Fixed Route, BRT, and Paratransit). As a result, nearly all budget lines reflect changes from the allocation of revenues and costs to the BRT service, which was not classified separately when the 2026 operating budget was adopted. Each budget line was assigned to the cost "driver" that causes it, using three service statistics: Service Hours for labor and general overhead, Miles for vehicle operating costs such as fuel and maintenance, and Trips (passenger ridership) for fare and pass revenue. Driver rates are based on the most recent twelve-month actuals (June 2025 through May 2026) by service, which are expected to remain consistent through 2027. Shared costs were split between Fixed Route and BRT by the applicable driver rate. Paratransit was assigned directly, with its dedicated staff, benefits, and purchased-transportation contract charged 100% to that service.

Second, individual majors were adjusted to reflect actual spending trends, updated revenue assumptions, and the reallocation of eligible expenses to the 2027 capital budget, that are expected to produce operating savings, noted below. These budget adjustments are primarily reallocations and re-estimates and will not result in changes to Metro's current service levels.

The table below summarizes all the changes by each major category:

Major	$ Change	Description
42 - INTERGOV REVENUES	-$406,614	A portion of Section 5307 formula funds ($744,000) moves from federal operating revenue to the 2027 capital budget to cover preventive maintenance and capital lease expenses previously budgeted in operating. State operating revenue was reduced by $100,000 to reflect more realistic assumptions. These decreases are partially offset by a $437,386 increase in local revenues from partner communities.
43 - CHARGES FOR SERVICES	$445,000	Increase based on updated sales trends and projected revenue under the Unlimited Ride Pass Program.
48- OTHER FINANCE SOURCE	$2,519,000	Increase reflects one-time tax refund received for Metro's 60 ft articulated electric bus acquisitions.
51 - SALARIES	-$403,009	Decrease primarily from updated overtime estimates tied to upcoming operational overtime efficiency work that will be performed by Metro staff.
53 - SUPPLIES	-$902,446	Net decrease from several adjustments: capitalizing eligible expenses in Work Supplies (-$170,000), Equipment Supplies (-$410,000), Lubricants (-$170,000), and Inventory (-$30,000); moving Uniform Clothing Supplies (-$55,000) to Uniform Laundry under Purchased Services; reducing diesel and gasoline budgets (-$81,107 and -$2,339) based on updated fuel projections; and increasing postage and building supplies (+$1,000 and +$15,000) to reflect updated spending expectations.
54 - PURCHASED SERVICES	-$322,149	Decrease from reduced utility costs based on updated consumption data, moving facility rental to the capital budget as an eligible expense (-$372,000), and reducing General Liability Insurance (-$274,000) based on revised projections and 2026 accident data. Remaining objects were adjusted based on recent trends and needs.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

The proposed changes are administrative in nature and do not have a direct impact on equity or residents' quality of life; therefore, they do not address specific inequities or advance equity goals, and no equity-related data was used to inform this request.

Transmittal Memo

TO: Mayor Satya Rhodes-Conway
FROM: Jamie Acton, General Manager

Goals for 2027 & Budget Alignment

As Metro navigates the operational transformation driven by the 2023 network redesign and the launch of Bus Rapid Transit (BRT), the 2027 work plan establishes data-driven service baselines guided by four fundamental pillars: doing the basics well, ensuring staff and rider safety, fiscal stewardship, and improving internal and external communications to maintain nearly 24/7/365 service. Metro Transit is responsible for the maintenance, operation, planning, development, and coordination of public transit across a 110-square-mile metropolitan network spanning the City of Madison and surrounding communities (Fitchburg, Middleton, Monona, Sun Prairie, and Verona).

Key operational priorities include:

- **Sustaining Fixed-Route and BRT Performance:** Stabilizing daily service and maintenance across the 110-square-mile service area using performance metrics.
- **Ensuring ADA Compliance & Improve Rider Experience:** Maintaining high-quality, fully compliant federally required ADA paratransit service amid increasing regional demand.
- **Fiscal Realignment:** Leveraging the statutory flexibility of Federal Transit Administration (FTA) formula grants to remove capital-eligible expenses from the operating budget.

This budget request implements a "bucket strategy". By shifting capital-eligible expenses related to maintenance, minor tooling, and operational leases into a capitalized programmatic structure backed by FTA Section 5307, 5337, and 5339 formula allocations, Metro lowers the city's general fund requirements.

Metro Operating Budget 2025 Actuals to 2027 Proposed

To account for historical overspends- including a 2025 actual overspend of $5.7M and a projected 2026 operating gap of $4.2M driven by rising paratransit demand, post-warranty parts for 60-foot buses, and high overtime dependency ($5.1M budgeted vs. $5.7M projected)- the 2027 operating request was constructed from rigorous expenditure analysis:

- **2025 Actual Expenditures:** $78.2M.
- **2026 Approved Operating Budget:** $84.6M.
- **2027 Cost to Continue (C2C):** Maintaining 2026 service levels calculates to $94M.
- **2027 Cost Drivers:** The $9.4M cost growth stems from wages and benefits, fuel and power, general inflation of contracted paratransit services, parts and inventory, software and hardware licensing, and operating supplies.
- **2027 Identified Reductions (-$2M):** Achieved by trimming overtime, shifting an eligible facility lease, and transferring vehicle maintenance supplies and tools into federal grant funding.
- **2027 Increased Revenues (+$3M):** Projected from a one-time, $2.5M federal tax refund for electric buses purchased in 2023, higher fare and pass sales, and increased contract billings.
- **2027 Proposed Budget:** $92M, down from the $94M C2C baseline.
- **2027 City Subsidy Reduction:** Metro's total need for city subsidy decreases by 12.14%, moving from $34,479,898 to $30,294,908.

For the first time, all budget lines are allocated as required by the Federal Transit Administration (FTA) and the National Transit Database (NTD) across Metro's three service modes (Fixed Route, Paratransit, and BRT) using actual service statistics from the most recent twelve-month period: Service Hours for labor and overhead, Miles for vehicle operating costs, and Trips for ridership revenue.

Metrics and Data Measured

To ensure transparency and accountability, Metro Transit tracks specific performance data related to:

Metric	Performance Indicator	Why is this Important?
Transit Productivity	Ridership Trends YOY % change by Mode (Fixed Route, Paratransit, and BRT); System Boardings by Route; Paratransit Trips by Type	Monitors the system baseline of 12.3M annual passenger volume and route productivity.
System Reliability	On-Time Performance by Mode (OTP %); Missed Service Rates by Mode (%)	Ensure scheduling and service reliability and consistency across the network.
Fiscal Efficiency	Budget YTD by Mode (% utilized); Grant Actions Pending; Procurement Status	Manage and leverage the federal allocations, local contributions, and state operating assistance.
Fleet Health	Fleet Availability (%); Preventative Maintenance Compliance (%); Road Calls Count	Distinguishes and controls maintenance protocols between 40ft coaches and 60ft BRT buses.
Equity & Customer Experience	Paratransit Eligibility Apps; Customer Service Calls/Complaints by Mode	Measures customer experience, call volume, and paratransit enrollment.

Proposed Rate and Fare Adjustments

Before determining rate and fare adjustments, major expense-reduction efforts were achieved by capitalizing eligible preventive maintenance activities and transitioning rolling stock overhauls into the capital budget.

- **Paratransit Agency Fare:** Charged to social service or other agencies responsible for client transportation to cover the full cost of each ride as submitted annually to the FTA for NTD reporting. Because this rate has not been adjusted since 2023, staff are initiating an update prior to 2027.
- **Unlimited Ride Contracts:** Adjusted for all contracts based on the actual fully loaded cost to provide Fixed Route, Paratransit, and BRT services as submitted to the FTA. This rate has also not been adjusted since 2023.
- **Purchase of Service Contracts:** Adjusted for all contracts based on the actual fully loaded cost to provide Fixed Route, Paratransit, and BRT services as submitted to the FTA. This rate has also not been adjusted since 2023-2024.
- **Other Fares:** No other fare increases are scheduled for the 2027 operating cycle.

Proposed Reduction Description and Operational Implications

Prior to service or fare changes Metro Transit is federally required to follow a defined and adopted process that outlines how the agency moves through the service planning process, which includes a Title VI analysis. Therefore, based on the timing of policy decisions around the 2027 budget, cost saving measures may only be partially realized in 2027.

To comply with citywide mandatory budget reduction targets, Metro recommends the following service adjustments:

- **December 2026 Service Change:** Span-of-service adjustments implemented systemwide on low-productivity routes generating low rides per revenue hour. This reduces service span for multiple routes impacting early morning and late-night trips, saving an estimated $480,000 annually beginning January 2027 with no change to peak vehicle requirements. One roster position moves to the Extra Board rather than being eliminated. A detailed proposal will be reviewed and approved by the City of Madison Transportation Commission prior to implementation.

- **Holiday Schedule Streamlining:** Reduction in systemwide service levels to a Sunday schedule if/when a holiday falls on a weekday (New Year's Day, Martin Luther King Jr. Day, Memorial Day, Juneteenth, Fourth of July, Labor Day, Thanksgiving Day, Ho-Chunk Day, and Christmas Day) and align paratransit service accordingly. This saves an estimated $96,000 annually beginning March 2027. Additional holidays that fall on a weekday will be incorporated in 2028, saving an estimated $220,000 annually.

Long-Term Strategy Focus: More Discussions Required

Although the 2027 operating budget submission reduces the city subsidy by 2% ($700,000) against the immediate target, leadership must prepare for severe fiscal pressures ahead. Without ongoing service adjustments, projected operating costs will easily reach or exceed $100M by 2028.

Addressing this trajectory requires joint focus on several critical operational areas:

- **Fleet Reliability and Federal Compliance:** Metro faces challenges meeting federal Preventive Maintenance (PM) compliance intervals and addressing State of Good Repair (SGR) backlogs across the fleet, contributing to findings in the recent FTA Triennial Review. Resolving these deficiencies requires maintaining capital budget commitments (FTA 5307, 5337, and 5339) in tandem with formal Corrective Action Plans (CAPs).
- **Paratransit Program Review:** Given increasing demand for ADA paratransit service, Metro is initiating an internal comprehensive operational and policy review of its administrative practices, eligibility policies, scheduling software, workflows, and contractor oversight in preparation for releasing the next Request for Proposal (RFP) for the new contract beginning July 1, 2027.
- **Longstanding Operational Challenges:** Metro must address complex operational hurdles-including overtime dependency across the department; contractual work rules; professional development/training/skills needed tied to productivity; workforce attendance and availability; service and fleet reliability; and the department's revenue vehicle spare ratio. These require a comprehensive review of Metro's run-cutting practices, schedule recovery times, service design standards, and labor agreement.
- **Cost-Allocation Reviews:** All purchase-of-service contracts- including MMSD supplemental routes and unlimited ride contracts- must undergo a complete cost-allocation review to ensure contracted rates fully cover Metro's actual operational costs (including premium labor rates, multipliers, and benefit expenses) as reported to the FTA annually through NTD.

Metro looks forward to collaborating with city leadership and the administration on a multi-year effort to right-size service delivery, fulfill federal compliance mandates, protect workforce health and wellness, and secure long-term fiscal stability.

Projections & Reallocations

To line up with actual spending trends and capture operating efficiencies, net-neutral adjustments of $10,000 or more were executed across key expense majors. The following line-item adjustments were made to help balance the 2027 request:

Major	$ Change	Description
42 - INTERGOV REVENUES	-$406,614	A portion of Section 5307 formula funds ($744,000) moves from federal operating revenue to the 2027 capital budget to cover preventive maintenance and capital lease expenses previously budgeted in operating. State operating revenue was reduced by $100,000 to reflect more realistic assumptions. These decreases are partially offset by a $437,386 increase in local revenues from partner communities.
43 - CHARGES FOR SERVICES	$445,000	Increase based on updated sales trends and projected revenue under the Paratransit Agency Fare and the Unlimited Ride Pass Program.
48- OTHER FINANCE SOURCE	$2,519,000	Increase reflects one-time tax refund received for Metro's 60 ft articulated electric bus acquisitions.
51 - SALARIES	-$403,009	Decrease primarily from updated overtime estimates tied to upcoming operational overtime efficiency work that will be performed by Metro staff.

53 - SUPPLIES	-$902,446	Net decrease from several adjustments: capitalizing eligible expenses in Work Supplies (-$170,000), Equipment Supplies (-$410,000), Lubricants (-$170,000), and Inventory (-$30,000); moving Uniform Clothing Supplies (-$55,000) to Uniform Laundry under Purchased Services; reducing diesel and gasoline budgets (-$81,107 and -$2,339) based on updated fuel projections; and increasing postage and building supplies (+$1,000 and +$15,000) to reflect updated spending expectations.
54 - PURCHASED SERVICES	-$322,149	Decrease from reduced utility costs based on updated consumption data, moving facility rental to the capital budget as an eligible expense (-$372,000), and reducing General Liability Insurance (-$274,000) based on revised projections and 2026 accident data. Remaining objects were adjusted based on recent trends and needs.

Personnel Reclassifications

No non-standard personnel reclassifications or existing position allocation changes are included in this request.

Advancement of Citywide Priorities

Metro's proposed reallocations, structural adjustments, and operational strategies directly advance key citywide priorities:

Racial Equity and Social Justice: By implementing span-of-service adjustments on low-productivity routes rather than broad service cuts, Metro preserves limited resources for paratransit services and high-frequency corridors in transit-dependent neighborhoods for 2027. However, this is a short-term holding pattern; ensuring long-term equity relies on addressing Metro's structural funding gaps before they outpace the service capacity.

Sustainability and Environmental Stewardship: The maintenance of the 60-foot articulated BEB fleet, combined with our federal grant "bucket strategy" (shifting eligible maintenance, tooling, and leases on FTA 5307, 5337, and 5339), fully leverages the federal resource available for the 2027 budget cycle. This capital-shift provides temporary relief. Without resolving underlying fleet reliability, state-of-good-repair backlogs, and non-recurring revenue dependencies (one-time tax credits), maintaining the sustainability gains past 2027 will be challenging and come with significant financial impacts.

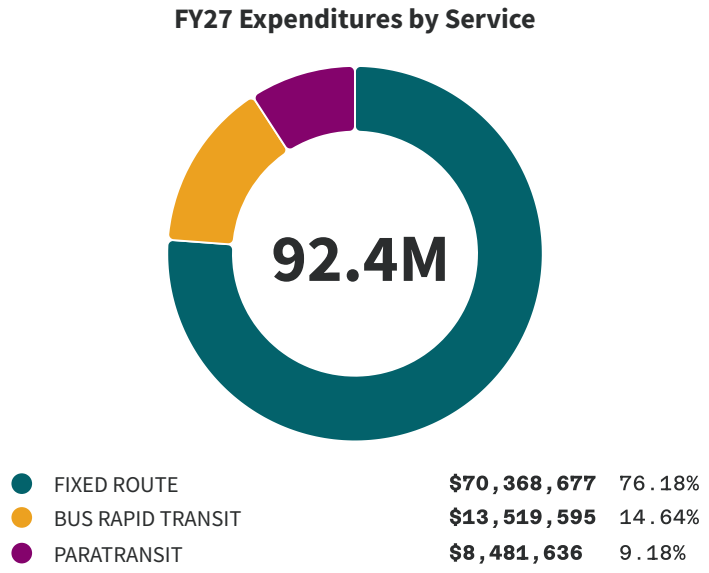
Fiscal Stewardship and Core Service Preservation: Through comprehensive expenditure analysis, internal overtime reduction initiatives, and additional service hour adjustments, Metro absorbs immediate cost pressures to successfully lower the city subsidy requirement for 2027. Nonetheless, these measures only serve as a short-term budget stabilization tool rather than a permanent fix. Metro requires committed, consistent infusions of increased revenue sources that can keep pace with its operating costs, coupled with ongoing structural reforms and associated multi-year service adjustments to be able to slow the department's operating costs exceeding $100M by 2028.

Metro Transit Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

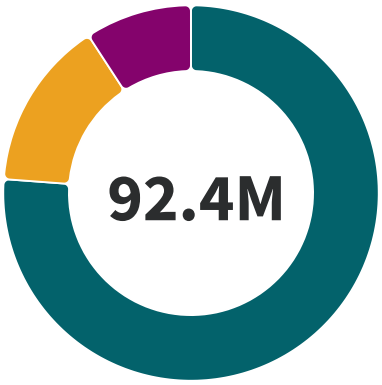


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FIXED ROUTE	$70,906,306	$77,136,243	$78,083,355	$85,515,285	$70,368,677
PARATRANSIT	$6,310,771	$7,276,141	$6,468,574	$8,482,228	$8,481,636
BUS RAPID TRANSIT	$208,088	$313,368	-	-	$13,519,595
Total Expenditures	**$77,425,165**	**$84,725,753**	**$84,551,929**	**$93,997,512**	**$92,369,908**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



FIXED ROUTE	**$70,368,678**	76.18%
BUS RAPID TRANSIT	**$13,519,595**	14.64%
PARATRANSIT	**$8,481,636**	9.18%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FIXED ROUTE	$64,723,277	$71,060,546	$75,411,845	$84,757,512	$70,368,678
PARATRANSIT	$5,731,638	$6,295,290	$1,840,000	$1,840,000	$8,481,636
BUS RAPID TRANSIT	$6,970,250	$7,369,917	$7,300,084	$7,400,000	$13,519,595
Total Revenues	**$77,425,165**	**$84,725,752**	**$84,551,929**	**$93,997,512**	**$92,369,909**

Service: Bus Rapid Transit

Service Description

This service is responsible for the operations, specialized fleet maintenance, and facility upkeep of Metro's dedicated fixed-guideway transit infrastructure. Responsibilities include high-frequency vehicle operations, specialized maintenance for articulated electric buses, transit station and platform upkeep, ticket vending machine infrastructure, and all associated administrative, regulatory, and system-wide support costs.

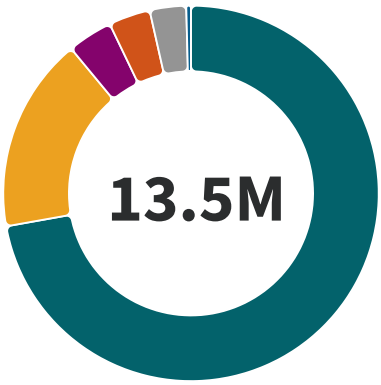
Activities Performed by this Service

- Transit Service Delivery: Execute reliable, high-frequency daily transit operations across Metro's designated BRT corridor to maximize regional mobility and maintain service headway targets.
- Marketing, Customer Service & Community Outreach: Manage localized and system-wide BRT branding campaigns, coordinate passenger education for specialized platform boarding/fare structures, oversee marketing and advertising initiatives, and support dedicated customer service communications via the call center and public front counter.
- Transit Planning & Scheduling: Develop, analyze, and optimize specialized BRT service schedules; manage transit priority signaling coordinates; plan necessary route detours; evaluate feasibility for network adjustments; and coordinate ongoing system enhancements.
- Specialized Bus & Facilities Maintenance: Provide comprehensive technical servicing, safety inspections, cleaning, and complex repairs for the dedicated BRT fleet (including 60-foot articulated electric vehicles) and all corresponding fixed-guideway stations, specialized platforms, and technical infrastructure.
- Administration, Finance, & Compliance: Oversee the strategic management and performance auditing of the BRT branch; coordinate departmental operating budgets; and manage compliance, reporting, and fund drawdowns for relevant federal and state capital and operating grant awards.

Note: New service in 2025 budget. Costs were not allocated to the service in the 2025 or 2026 budget as the agency needed to develop a method to assign BRT related costs.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



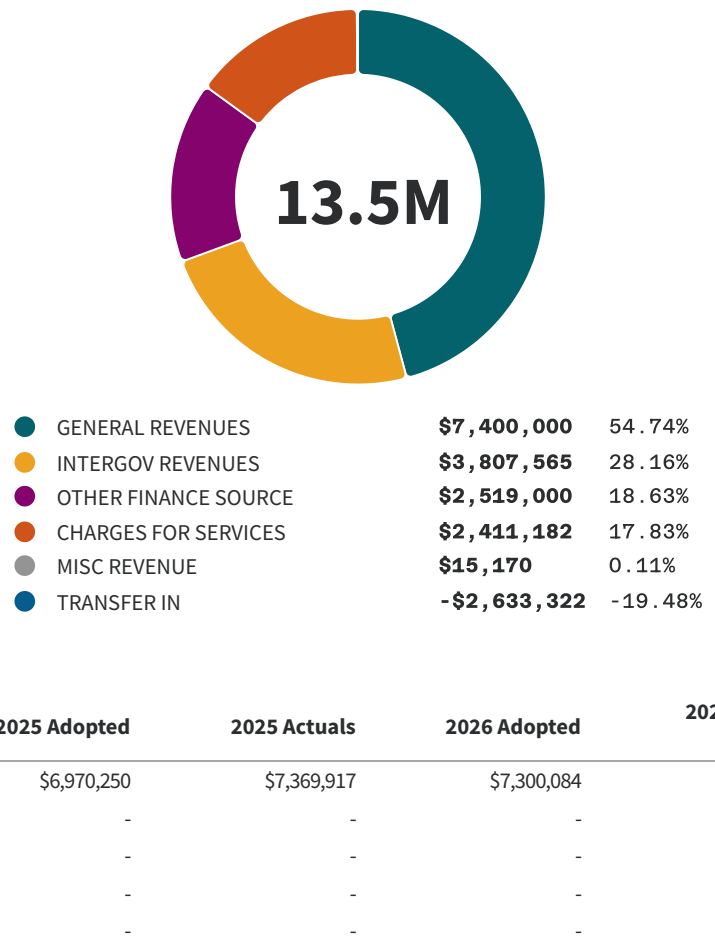
SALARIES	$9,760,757	72.20%
PURCHASED SERVICES	$2,270,650	16.80%
INTER DEPART CHARGES	$524,727	3.88%
TRANSFER OUT	$484,894	3.59%
SUPPLIES	$422,888	3.13%
DEBT OTHR FINANCING	$55,678	0.41%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$177,517	-	-	-	$9,760,757
BENEFITS	$30,570	-	-	-	-
SUPPLIES	-	$1,573	-	-	$422,888
PURCHASED SERVICES	-	$311,796	-	-	$2,270,650
DEBT OTHR FINANCING	-	-	-	-	$55,678
INTER DEPART CHARGES	-	-	-	-	$524,727
TRANSFER OUT	-	-	-	-	$484,894
Total Expenditures	**$208,088**	**$313,368**	**-**	**-**	**$13,519,595**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL REVENUES	$6,970,250	$7,369,917	$7,300,084	$7,400,000	$7,400,000
INTERGOV REVENUES	-	-	-	-	$3,807,565
CHARGES FOR SERVICES	-	-	-	-	$2,411,182
MISC REVENUE	-	-	-	-	$15,170
OTHER FINANCE SOURCE	-	-	-	-	$2,519,000
TRANSFER IN	-	-	-	-	-$2,633,322
Total Revenues	**$6,970,250**	**$7,369,917**	**$7,300,084**	**$7,400,000**	**$13,519,595**

Service: Fixed Route

Service Description

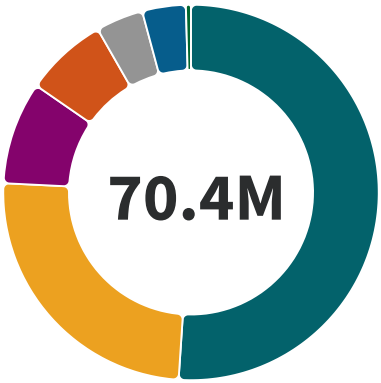
This service is responsible for the strategic planning, programmatic coordination, and daily operation of Metro Transit's core fixed-route network, alongside the comprehensive technical servicing, repair, and maintenance of the standard transit bus fleet. The primary objective of this service is to provide reliable, safe, and equitable transportation for customers across a comprehensive network of urban and suburban destinations throughout the service area.

Activities Performed by this Service

- Transit Service Delivery: Execute standard fixed-route operations daily, ensuring adherence to scheduled timetables, route safety, and system-wide reliability targets.
- Marketing, Advertising, & Community Outreach: Manage customer support via the call center and public front counter, oversee regional branding and public information campaigns, and coordinate commercial advertising revenue programs on transit vehicles.
- Planning & Scheduling: Design and optimize system-wide schedules and route networks, manage bus shelter infrastructure upkeep and capital improvements, plan and communicate service detours, and evaluate the feasibility of system expansions or service adjustments.
- Bus & Facilities Maintenance: Provide comprehensive preventative maintenance, diagnostic troubleshooting, cleaning, and heavy repairs for the agency's primary fleet of standard transit coaches and maintenance facilities.
- Administration, Finance, & Compliance: Manage the over-arching administrative operations of the fixed-route branch, direct complex financial accounting, and maintain rigorous compliance and reporting for applicable federal, state, and local grant fund awards.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$35,929,600**	51.06%
BENEFITS	**$17,404,390**	24.73%
SUPPLIES	**$6,209,112**	8.82%
PURCHASED SERVICES	**$5,004,650**	7.11%
INTER DEPART CHARGES	**$2,867,174**	4.07%
TRANSFER OUT	**$2,649,520**	3.77%
DEBT OTHR FINANCING	**$304,232**	0.43%

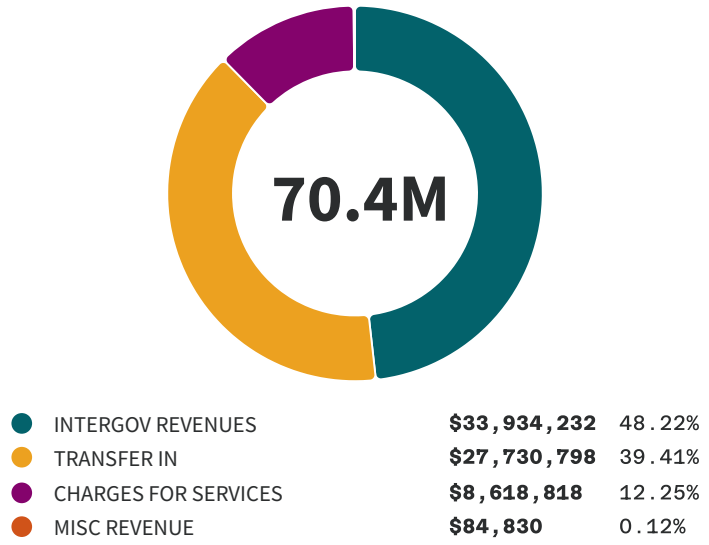
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$38,451,544	$41,347,385	$42,035,916	$46,093,366	$35,929,600
BENEFITS	$15,553,758	$16,064,670	$16,984,547	$17,404,390	$17,404,390

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SUPPLIES	$5,187,670	$5,452,227	$5,562,387	$7,532,833	$6,209,112
PURCHASED SERVICES	$4,670,995	$6,357,534	$6,685,500	$7,598,470	$5,004,650
DEBT OTHR FINANCING	$359,910	$1,175,026	$359,910	$359,910	$304,232
INTER DEPART CHARGES	$3,264,276	$3,321,247	$3,320,681	$3,391,901	$2,867,174
TRANSFER OUT	$3,418,154	$3,418,154	$3,134,414	$3,134,414	$2,649,520
Total Expenditures	**$70,906,306**	**$77,136,243**	**$78,083,355**	**$85,515,285**	**$70,368,677**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$39,354,552	$39,165,196	$38,550,000	$39,592,614	$33,934,232
CHARGES FOR SERVICES	$11,101,051	$10,562,377	$11,785,000	$10,585,000	$8,618,818
MISC REVENUE	$150,000	$50,894	$100,000	$100,000	$84,830
OTHER FINANCE SOURCE	-	$1,479	-	-	-
TRANSFER IN	$14,117,673	$21,280,600	$24,976,845	$34,479,898	$27,730,798
Total Revenues	**$64,723,277**	**$71,060,546**	**$75,411,845**	**$84,757,512**	**$70,368,678**

Service: Paratransit

Service Description

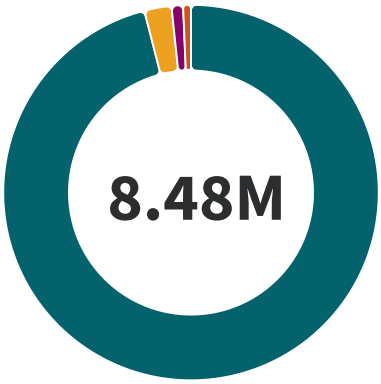
This service is responsible for providing specialized door-to-door or curb-to-curb paratransit services for passengers with disabilities who are unable to utilize the standard fixed route and BRT network. Operating in compliance with federal Americans with Disabilities Act (ADA) requirements, this service ensures access to employment, education, medical care, specialized programs, and to essential daily life activities throughout the region.

Activities Performed by this Service

- Transportation of Individuals with Disabilities: Oversee and deliver dedicated transit services for qualifying individuals with disabilities through a managed network of specialized contracted service providers utilizing paratransit vans and sedans.
- Planning, Scheduling, & Eligibility Assessment: Administer the formal client eligibility certification process, manage individual ride requests, optimize dispatch scheduling to control trip performance metrics, and provide strict administrative oversight and performance auditing of external transportation contracts.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



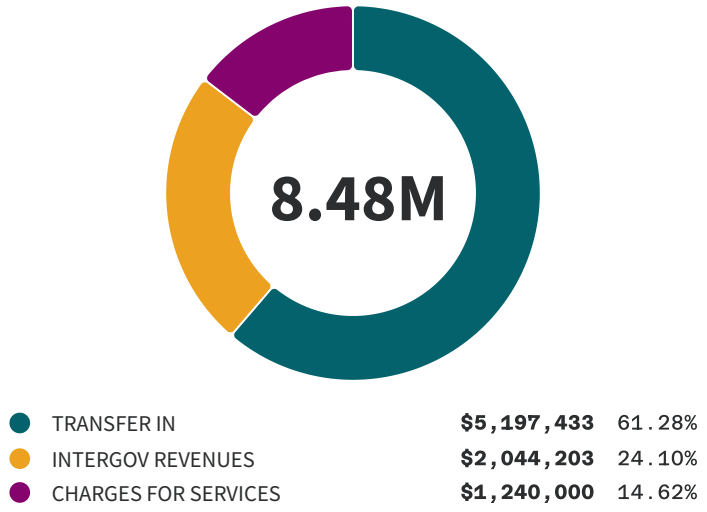
PURCHASED SERVICES	$8,142,000	96.00%
SALARIES	$199,386	2.35%
INTER DEPART CHARGES	$83,697	0.99%
BENEFITS	$56,552	0.67%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$555,700	$284,741	$254,235	$199,386	$199,386
BENEFITS	$234,154	$90,006	$75,984	$56,552	$56,552
SUPPLIES	$39,563	-	$1,613	$1,613	-
PURCHASED SERVICES	$5,398,799	$6,880,753	$6,050,000	$8,140,979	$8,142,000
INTER DEPART CHARGES	$82,555	$20,641	$86,742	$83,697	$83,697
Total Expenditures	**$6,310,771**	**$7,276,141**	**$6,468,574**	**$8,482,228**	**$8,481,636**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

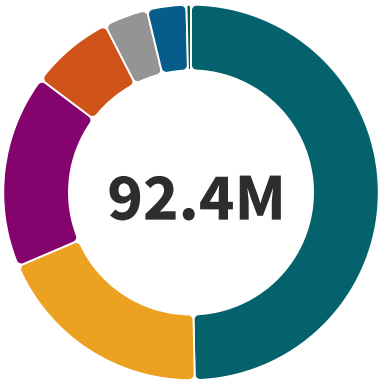
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	-	$745,467	$600,000	$600,000	$2,044,203
CHARGES FOR SERVICES	$1,407,074	$1,225,259	$1,240,000	$1,240,000	$1,240,000
TRANSFER IN	$4,324,564	$4,324,564	-	-	$5,197,433
Total Revenues	**$5,731,638**	**$6,295,290**	**$1,840,000**	**$1,840,000**	**$8,481,636**

Metro Transit: Metro Transit Fund

The graphs and tables below provide a summary and line-item details of the agency's Metro Transit Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$45,889,743	49.68%
BENEFITS	$17,460,943	18.90%
PURCHASED SERVICES	$15,417,300	16.69%
SUPPLIES	$6,632,000	7.18%
INTER DEPART CHARGES	$3,475,598	3.76%
TRANSFER OUT	$3,134,414	3.39%
DEBT OTHR FINANCING	$359,910	0.39%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$37,636,186	$39,184,761	$41,632,126	$42,290,151	$46,292,753	$45,889,743
PERMANENT WAGES	$30,903,809	$37,007,415	$34,105,785	$37,391,014	$39,246,763	$39,246,763
SALARY SAVINGS	-	-$3,314,720	-	-$3,372,179	-$2,747,273	-$2,747,273
PENDING PERSONNEL	-	$611,100	-	$1,674,316	$2,028,180	$2,028,180
PREMIUM PAY	$894,504	$595,000	$967,920	$915,000	$1,006,637	$1,006,637
WORKERS COMPENSATION WAGES	$218,344	$190,999	$242,591	$240,000	$249,600	$249,600
COMPENSATED ABSENCE	$358,718	$194,967	$486,382	$250,000	$505,837	$505,837
HOURLY WAGES	$15,727	-	$111,456	-	-	-
OVERTIME WAGES PERMANENT	$5,244,177	$3,900,000	$5,717,151	$5,192,000	$6,003,009	$5,600,000
OVERTIME WAGES HOURLY	$61	-	$841	-	-	-
ELECTION OFFICIALS WAGES	$845	-	-	-	-	-
BENEFITS	$14,429,830	$15,818,482	$16,154,676	$17,060,531	$17,460,943	$17,460,943
COMPENSATED ABSENCE ESCROW	$217,682	$400,000	$425,420	$250,000	$400,000	$400,000

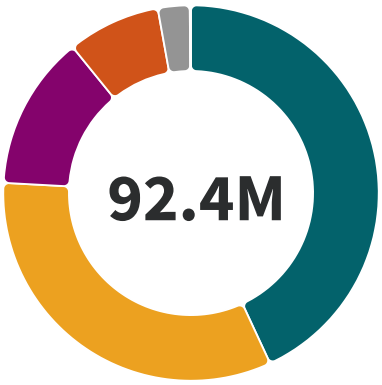
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
UNEMPLOYMENT BENEFITS	$27,520	$25,000	$43,163	$50,000	$50,000	$50,000
HEALTH INSURANCE BENEFIT	$7,363,246	$8,655,031	$8,456,170	$9,739,613	$9,692,164	$9,692,164
WAGE INSURANCE BENEFIT	$914,973	$990,265	$755,146	$1,038,874	$1,025,326	$1,025,326
HEALTH INSURANCE RETIREE	$502,677	$463,000	$517,946	$515,000	$515,000	$515,000
WI RETIREMENT SYSTEM	$2,593,095	$2,529,682	$2,856,429	$2,661,687	$2,810,170	$2,810,170
FICA MEDICARE BENEFITS	$2,809,229	$2,755,504	$3,080,376	$2,805,357	$2,968,283	$2,968,283
MOVING EXPENSES	-	-	$18,291	-	-	-
LICENSES AND CERTIFICATIONS	$1,408	-	$1,735	-	-	-
SUPPLIES	$6,058,003	$5,227,233	$5,453,800	$5,564,000	$7,534,446	$6,632,000
OFFICE SUPPLIES	$1,955	$15,000	$3,846	$15,000	$15,000	$20,000
COPY PRINTING SUPPLIES	$15,342	$15,000	$26,607	$15,000	$15,000	$15,000
HARDWARE SUPPLIES	$34,960	$75,000	$15,194	$75,000	$75,000	$75,000
SOFTWARE LICENSES & SUPPLIES	$100,075	$35,000	$11,138	$35,000	$35,000	$30,000
POSTAGE	$17,537	$14,000	$12,922	$14,000	$14,000	$15,000
WORK SUPPLIES	$169,220	$235,000	$162,188	$200,000	$200,000	$30,000
SAFETY SUPPLIES	-	-	$2,925	-	-	-
SNOW REMOVAL SUPPLIES	$1,190	-	$3,612	-	-	-
UNIFORM CLOTHING SUPPLIES	$128,562	$135,000	$155,967	$135,000	$135,000	$80,000
FOOD AND BEVERAGE	-	-	$5,062	-	-	-
BUILDING SUPPLIES	$6,244	$15,000	$31,070	$15,000	$15,000	$30,000
MACHINERY AND EQUIPMENT	$6,526	-	-	-	-	-
EQUIPMENT SUPPLIES	$524,467	$180,000	$314,213	$450,000	$450,000	$40,000
TIRES	$230,483	$120,000	$308,187	$320,000	$320,000	$320,000
GASOLINE	$47,847	$35,000	$65,037	$40,000	$49,339	$47,000
DIESEL	$3,205,562	$2,538,233	$2,146,355	$2,500,000	$3,881,107	$3,800,000
LUBRICANTS	$237	$200,000	$212,148	$200,000	$200,000	$30,000
INVENTORY	$1,567,797	$1,615,000	$1,977,327	$1,550,000	$2,130,000	$2,100,000
PURCHASED SERVICES	$10,991,443	$10,069,794	$13,550,083	$12,735,500	$15,739,449	$15,417,300
NATURAL GAS	$157,493	$311,201	$275,484	$300,000	$300,000	$340,000
ELECTRICITY	$730,820	$1,103,000	$1,803,929	$1,800,000	$1,800,000	$1,750,000
WATER	$91,656	$43,230	$93,929	$70,000	$70,000	$105,000
SEWER	-	$7,500	-	$7,000	$7,000	-
STORMWATER	$130	$23,000	$130	$20,000	$20,000	-
TELEPHONE	$24,713	$10,000	$34,912	$10,000	$100,000	$100,000
CELLULAR TELEPHONE	$9,359	$13,566	$14,152	$20,000	$20,000	$30,000
SYSTEMS COMMUNICATION INTERNET	$186	-	-	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
BUILDING IMPROV REPAIR MAINT	$36,725	$9,000	$51,940	$50,000	$50,000	$50,000
WASTE DISPOSAL	$26,736	$16,000	$21,537	$20,000	$20,000	$30,000
PEST CONTROL	$9,478	$5,000	$8,435	$8,000	$8,000	$15,000
ELEVATOR REPAIR	$2,260	$2,000	$1,995	$2,000	$2,000	$2,000
FACILITY RENTAL	$405,904	$400,000	$399,863	$400,000	$412,000	$40,000
LANDFILL	$697	-	-	-	-	-
GROUNDS IMPROV REPAIR MAINT	$53,180	$7,500	$15,643	$6,500	$6,500	$6,500
SNOW REMOVAL	$45,033	$65,000	$162,107	$75,000	$166,970	$165,000
COMMUNICATION DEVICE RPR MAIN	$756,289	$570,000	$577,352	$600,000	$600,000	$776,000
EQUIP IMPROV REPAIR MAINT	$21,116	$2,000	$19,815	$12,000	$12,000	$10,000
SYSTEM AND SOFTWARE MAINTENANC	-	-	$4,168	-	-	-
VEHICLE REPAIR AND MAINTENANCE	$67,426	$135,000	$118,435	$150,000	$150,000	$85,000
RECRUITMENT	$1,031	-	$1,620	-	-	$1,000
MILEAGE	-	-	$119	-	-	-
CONFERENCES AND TRAINING	$62,852	$136,078	$51,477	$80,000	$80,000	$40,000
MEMBERSHIPS	$60,862	$65,000	$57,558	$60,000	$60,000	$65,000
UNIFORM LAUNDRY	-	$14,000	$19,116	$15,000	$15,000	$75,000
MEDICAL SERVICES	$83,014	$75,000	$72,281	$75,000	$75,000	$85,000
AUDIT SERVICES	$29,400	$21,473	$24,700	$20,000	$20,000	$20,000
BANK SERVICES	$967	$1,000	$1,041	$1,000	$1,000	$1,300
CREDIT CARD SERVICES	$50,032	$16,746	$11,964	$20,000	$20,000	$37,000
ARMORED CAR SERVICES	$21,992	$17,000	$23,360	$20,000	$20,000	$27,000
DELIVERY FREIGHT CHARGES	$1,392	$1,500	$1,071	$1,500	$1,500	$2,000
STORAGE SERVICES	$2,310	$1,500	$2,240	$2,500	$2,500	$2,500
CONSULTING SERVICES	$308,195	$200,000	$35,037	$200,000	$200,000	$280,000
ADVERTISING SERVICES	$54,478	$275,000	$345,602	$275,000	$375,000	$375,000
PRINTING SERVICES	$116,741	$75,000	$65,015	$100,000	$100,000	$100,000
INSPECTION SERVICES	$15,817	$4,000	$11,095	$15,000	$15,000	$15,000
PARKING TOWING SERVICES	$62,645	$40,000	$62,140	$50,000	$65,000	$65,000
TRANSPORTATION SERVICES	$5,223,265	$5,273,500	$6,286,649	$5,500,000	$7,543,979	$7,545,000
OTHER SERVICES AND EXPENSES	$817,165	$200,000	$696,932	$700,000	$700,000	$750,000
COMMUNITY AGENCY CONTRACTS	$534,071	$30,000	$588,198	$550,000	$597,000	$597,000
BAD DEBT EXPENSE	$176,817	-	-	-	-	-
GENERAL LIABILITY INSURANCE	$929,199	$900,000	$1,409,469	$1,500,000	$1,924,000	$1,650,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
TAXES AND SPECIAL ASSESSMENTS	-	-	$179,339	-	$180,000	$180,000
PERMITS AND LICENSES	-	-	$232	-	-	-
DEBT OTHR FINANCING	$1,415,903	$359,910	$1,175,026	$359,910	$359,910	$359,910
PRINCIPAL	-	$359,910	$359,910	$359,910	$359,910	$359,910
INTEREST	$592,131	-	-	-	-	-
AMORTIZATION	-	-	-	-	-	-
FUND BALANCE GENERATED	$823,772	-	$815,116	-	-	-
INTER DEPART CHARGES	$3,318,764	$3,346,831	$3,341,888	$3,407,423	$3,475,598	$3,475,598
ID CHARGE FROM ATTORNEY	$49,625	$53,419	$53,419	$46,566	$65,431	$65,431
ID CHARGE FROM CIVIL RIGHTS	$128,118	$145,331	$145,331	$159,331	$173,989	$173,989
ID CHARGE FROM FINANCE	$233,178	$208,259	$208,259	$250,624	$273,212	$273,212
ID CHARGE FROM HUMAN RESOURCES	$433,477	$444,691	$444,691	$515,964	$561,553	$561,553
ID CHARGE FROM INFORMATION TEC	$965,825	$1,050,338	$1,050,338	$1,027,398	$966,066	$966,066
ID CHARGE FROM MAYOR	$224,978	$244,272	$244,272	$267,408	$266,402	$266,402
ID CHARGE FROM EAP	$36,741	$29,484	$29,484	$38,711	$45,463	$45,463
ID CHARGE FROM ENGINEERING	$554	$6,853	$2,220	$882	-	-
ID CHARGE FROM FLEET SERVICES	$56,738	$39,822	$57,372	-	-	-
ID CHARGE FROM TRAFFIC ENGINEE	$168,993	$138,300	$76,366	$158,025	$211,422	$211,422
ID CHARGE FROM INSURANCE	$195,574	$259,273	$259,273	$415,698	$394,600	$394,600
ID CHARGE FROM WORKERS COMP	$752,959	$686,789	$686,789	$451,816	$442,460	$442,460
ID CHARGE FROM STORMWATER	$72,004	$40,000	$84,073	$75,000	$75,000	$75,000
TRANSFER OUT	$150,529	$3,418,154	$3,418,154	$3,134,414	$3,134,414	$3,134,414
TRANSFER OUT TO DEBT SERVICE	-	$3,418,154	$3,418,154	$3,134,414	$3,134,414	$3,134,414
TRANSFER OUT TO CAPITAL PROJEC	$150,529	-	-	-	-	-
Total Expenditures	**$74,000,658**	**$77,425,165**	**$84,725,753**	**$84,551,929**	**$93,997,512**	**$92,369,908**

Agency Revenues by Major

FY27 Revenues by Major



INTERGOV REVENUES	**$39,786,000**	43.07%
TRANSFER IN	**$30,294,909**	32.80%
CHARGES FOR SERVICES	**$12,270,000**	13.28%
GENERAL REVENUES	**$7,400,000**	8.01%
OTHER FINANCE SOURCE	**$2,519,000**	2.73%
MISC REVENUE	**$100,000**	0.11%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL REVENUES	$7,190,083	$6,970,250	$7,369,917	$7,300,084	$7,400,000	$7,400,000
VEHICLE REGISTRATION	$7,190,083	$6,970,250	$7,369,917	$7,300,084	$7,400,000	$7,400,000
INTERGOV REVENUES	$40,998,044	$39,354,552	$39,910,662	$39,150,000	$40,192,614	$39,786,000
FEDERAL REVENUES OPERATING	$11,249,412	$7,777,327	$8,833,539	$7,850,000	$7,850,000	$7,106,000
STATE REVENUES OPERATING	$18,374,570	$18,513,404	$18,247,989	$18,500,000	$18,500,000	$18,400,000
LOCAL REVENUES OPERATING	$11,374,063	$13,063,821	$12,829,135	$12,800,000	$13,842,614	$14,280,000
CHARGES FOR SERVICES	$10,070,531	$12,508,125	$11,787,636	$13,025,000	$11,825,000	$12,270,000
REIMBURSEMENT OF EXPENSE	-$330	-	-$802	-	-	-
ADVERTISING	$402,321	$450,000	$836,624	$450,000	$450,000	$450,000
TRANSIT FAREBOX	$1,180,523	$1,410,563	$864,785	$1,050,000	$600,000	$650,000
ADULT PASSES	$1,477,617	$1,884,454	$2,081,146	$2,060,000	$2,060,000	$2,060,000
SENIOR/DISABLED PASSES	$1,287,799	$1,969,903	$1,351,688	$1,425,000	$1,425,000	$1,450,000
YOUTH PASSES	$1,314,422	$2,040,441	$1,526,218	$1,500,000	$1,500,000	$1,300,000
UNLIMITED RIDE PASS	$4,408,180	$4,752,764	$5,127,977	$6,540,000	$5,790,000	$6,360,000
MISC REVENUE	$34,305	$150,000	$50,894	$100,000	$100,000	$100,000
INSURANCE RECOVERIES	$793	-	$53,523	$50,000	$50,000	$50,000
MISCELLANEOUS REVENUE	$33,513	$150,000	-$2,629	$50,000	$50,000	$50,000
OTHER FINANCE SOURCE	-$17,306	-	$1,479	-	-	$2,519,000
SALE OF ASSETS	-$17,306	-	$1,479	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
TAX CREDIT FUNDING	-	-	-	-	-	$2,519,000
TRANSFER IN	$15,725,000	$18,442,237	$25,605,164	$24,976,845	$34,479,898	$30,294,909
TRANSFER IN FROM GENERAL	$15,725,000	$18,442,237	$25,605,164	$24,976,845	$34,479,898	$30,294,909
Total Revenues	**$74,000,658**	**$77,425,165**	**$84,725,752**	**$84,551,929**	**$93,997,512**	**$92,369,909**

Metro Transit Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
DATA ANALYST 2	18	1.00	1.00
PARA SCHEDULING COOR-42	42	2.00	2.00
TRANS ACCT 2-44	44	1.00	1.00
TRANS ACCT 4-44	44	1.00	1.00
TRANS ACCT CLK 2-42	42	1.00	1.00
TRANS ACCT CLK 3-42	42	1.00	1.00
TRANS ACCTG TECH 1-42	42	2.00	2.00
TRANS ACCTG TECH 3-42	42	1.00	1.00
TRANS ADMIN CLK-42	42	1.00	1.00
TRANS ADV/SALES ASSOC-19	19	1.00	1.00
TRANS ASST SCH PLANNER-44	44	1.00	1.00
TRANS BUS CLEANER-41	41	5.00	5.00
TRANS CAPITAL PROGRAM MGR-44	44	1.00	1.00
TRANS CAPITAL PROJECT MGR-44	44	1.00	1.00
TRANS CLASS A MECH-41	41	16.00	16.00
TRANS CLASS B MECH-41	41	16.00	16.00
TRANS CLASS C MECH-41	41	17.00	17.00
TRANS CUS SERV SUPV-44	44	4.00	4.00
TRANS CUST SERVS REPR-42	42	9.00	9.00
TRANS CUST SERVS REPR-42 PT	42	0.60	0.60
TRANS DATA ANALYST 3-44	44	1.00	1.00
TRANS EMPL REL ASST-43	43	2.00	2.00
TRANS ENGINEER 2-44	44	1.00	1.00
TRANS FINANCE MGR-44	44	1.00	1.00
TRANS GARAGE DISPAT-41	41	4.00	4.00
TRANS GENERAL MGR-21	21	1.00	1.00
TRANS GRANT ADMIN 4-44	44	1.00	1.00

		2026 Adopted	2026 Year to Date
TRANS GRAPHICS TECH-42	42	1.00	1.00
TRANS HR COORD-44	44	1.00	1.00
TRANS INFO SYS COORD-44	44	1.00	1.00
TRANS INFO SYS SPEC 2-44	44	2.00	2.00
TRANS INFO SYS SPEC 3-44	44	1.00	1.00
TRANS JANITOR-41	41	3.00	3.00
TRANS MAINT MGR-44	44	3.00	3.00
TRANS MAINT SUPERV-44	44	13.00	13.00
TRANS MAP & COMM SPEC-42	42	1.00	1.00
TRANS MECH LEADWKR-41	41	1.00	1.00
TRANS MK/CU SERV MGR-44	44	2.00	2.00
TRANS MKT SPEC 1-44	44	1.00	1.00
TRANS OPER MGR-44	44	3.00	3.00
TRANS OPER SUPER-44	44	18.00	18.00
TRANS OPERATOR-41	41	317.00	317.00
TRANS OPERATOR-41 PT	41	2.10	2.10
TRANS PAINT & BODY-41	41	2.00	2.00
TRANS PARTS SPEC-42	42	3.00	3.00
TRANS PARTS SUPER-44	44	1.00	1.00
TRANS PLAN&SCH MGR-44	44	1.00	1.00
TRANS PLANNER 2-44	44	2.00	2.00
TRANS SAFETY COORD 2-44	44	1.00	1.00
TRANS SCHED PLANNER-44	44	1.00	1.00
TRANS SERVICE WKR-41	41	17.00	17.00
TRANS TRAINING SPEC-44	44	1.00	1.00
TRANS UTIL WKR-41	41	9.00	9.00
TRANS UTIL WKR-ENTRY-41	41	1.00	1.00
TRANSIT CHIEF ADMIN OFF-21	21	1.00	1.00
TRANSIT CHIEF DEV OFF-21	21	1.00	1.00
TRANSIT CHIEF MAINT OFF-21	21	1.00	1.00
TRANSIT CHIEF OPERATING OFF-21	21	1.00	1.00
TRANSIT HR GENERALIST 2-44	44	1.00	1.00

		2026 Adopted	2026 Year to Date
Grand Total		**507.70**	**507.70**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Metro Transit 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Metro Transit is **$689,598**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
851 - FIXED ROUTE	Weekday and weekend span-of-service adjustments across the service area on low productivity routes that generate low rides per revenue hour.	A reduction of service span for multiple routes impacting riders on early morning and late-night trips, saving an estimated $400,000 annually with no change to peak vehicle requirements. Early pull-outs from the Ingersoll garage require full staff support (represented and non-represented) regardless of how few buses leave: a supervisor on duty 45 minutes ahead, an Extra Board standby operator, and a garage dispatcher. One roster position moves to Extra Board rather than being eliminated. A detailed proposal will be reviewed and approved by the City of Madison Transportation Commission prior to implementation.	0	480,000

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
851 - FIXED ROUTE	Metro holiday service experiences lower ridership/passenger volume. Holiday schedules for the fixed route service are inconsistent, highly customized for different groups, businesses, and organizations, and are administratively complicated. Therefore, for holidays that fall on a weekday (Monday through Friday) systemwide service levels would be reduced to a Sunday service schedule, and the federally required ADA Paratransit service would mirror the fixed-route service schedule.	This reduction would impact the following holidays when they fall on a weekday: New Year's Day, Martin Luther King Jr. Day, Memorial Day, Juneteenth, Fourth of July, Labor Day, Thanksgiving Day, Ho-Chunk Day (Day after Thanksgiving), and Christmas Day saving a combined estimated $220,000 annually. This reduces the hours represented and non-represented employees of Metro Operations, Maintenance, and Customer Service are scheduled to work on the identified holidays and impacts on riders that do not observe the holidays.	0	185,000
853 - BUS RAPID TRANSIT	Metro holiday service experiences lower ridership/passenger volume. Holiday schedules for the BRT service are inconsistent, highly customized for different groups, businesses, and organizations, and are administratively complicated. Therefore, for holidays that fall on a weekday (Monday through Friday) systemwide service levels would be reduced to a Sunday service schedule, and the federally required ADA Paratransit service would mirror the fixed-route service schedule.	This reduction would impact the following holidays when they fall on a weekday: New Year's Day, Martin Luther King Jr. Day, Memorial Day, Juneteenth, Fourth of July, Labor Day, Thanksgiving Day, Ho-Chunk Day (Day after Thanksgiving), and Christmas Day saving a combined estimated $220,000 annually. This reduces the hours represented and non-represented employees of Metro Operations, Maintenance, and Customer Service are scheduled to work on the identified holidays and impacts on riders that do not observe the holidays.	0	35,000
			Total	$700,000

Parking Division

Agency Mission

The Parking Division's mission is to provide accessible, equitable, and predictable parking options for all businesses, events, residents, and visitors to our city.

Agency Overview

The goal of the Agency is to provide continuous improvement for the customer experience and to improve the City's parking infrastructure. The Parking Division will advance this goal through system efficiencies, developing a curb management policy and action plan, and upgrading systems and processes for an improved customer experience.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

Major	Description	Amount of Change	Reason
43	Charges for Service	(+) $5,091,175	Lake St Garage will be open
44	Permits	(-) $661,194.52	Historically observed average
47	Misc Revenue	(+) $29,578.15	Expected Sales from Vehicle Sales
48	Other Finance Source	(-) $2,597,906.17	Less Reserve Usage with Lake back
53	Supplies	(-) $78,427	Historically observed usage
54	Services	(+) $1,939,759.46	PARCS Equipment Purchase

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

The Parking Division's mission is to provide accessible, equitable, and predictable parking options for all businesses, events, residents, and visitors to our city. We aim to manage congestion, ensure safe and efficient vehicular and pedestrian traffic movement, and manage the on and off-street parking supply to support sustainable transportation choices in a vibrant city experiencing significant growth. Our 2027 proposal prioritizes quality customer experience through upgraded equipment, curb management initiatives, and additional access to some of the busiest areas of the city.

Transmittal Memo

Parking Division
Madison Municipal Building
215 Martin Luther King, Jr. Blvd.
Suite 109
Madison, WI 53701
Phone: (608) 266-4761
Fax: (608) 267-1158

TO: Mayor Rhodes-Conway
FROM: Stefanie Cox, Parking Director

2027 Parking Operating Budget Goals

The Parking Division's 2027 operating budget is built around the priorities identified in our 2026-2030 Strategic Plan and supports the resources needed to provide safe, accessible, reliable, and financially sustainable services. The budget invests in the people, technology, infrastructure, and operations needed to provide safe, accessible, and reliable parking services while maintaining the long-term financial sustainability of the enterprise agency. These investments support organizational growth, improve customer experience, preserve our public assets, advance curb management and Transportation Demand Management initiatives, and ensure we are well positioned to meet the City's transportation, economic, and community development needs.

Key Goals for the Parking Division in 2027:

- Continue analyzing parking rates and fees to determine necessary adjustments. Identify and recommend ordinance changes.
- Define and implement a Curb Management Program
- Fully launch the redeveloped Lake Street Garage & Inter-City Bus Terminal
- Upgrade Garage Parking Access and Revenue Control System (PARCS)

Enterprise Agencies

Since 2024, parking revenue has increased by 4% each year, forming the basis for the 2027 projections. Revenues also consider the reopening of the Lake Street Garage. Factoring in this operational growth allows for a more accurate forecast of anticipated revenue and an assessment of current rates and fees.

Parking proposes raising the Residential Parking Permit fee by $8 to comply with the ordinance requiring the program to be self-sustaining. While this increase does not fully cover the costs, Parking considers that the higher fee will keep the subsidy at a financially sustainable level for the division. Additionally, the division proposes raising the fee for Temporary No Parking Signage/Meter Bag by $3, from $2 to $5, which will offset the ongoing supply cost increase.

Budget Reduction

Since 2023, Parking has focused on modernizing its operations through organizational restructuring, strategic planning, Results Madison initiatives, and continuous process improvement. These efforts have improved operational efficiency, optimized staffing and contracts, and identified opportunities to leverage technology while maintaining quality service. As a result, the division was able to allocate a 2% budget reduction of $3,502,997.46. This reduction reflects the division's commitment to responsible financial stewardship, operational excellence, and the delivery of sustainable services to the community.

Reallocations and Other Changes

Personnel Reclassifications – Please see table below

Position Number	Current Classification	Proposed Classification	Rationale
5133	18-12	18-16	Position duties and responsibilities have grown as the division continues to expand into other areas. Reclass will provide support for division leadership and recreate to a deputy director.
1305	16-17	18-06	Delete position control number 1305 at classification 16-17, currently vacant. Create Data Analyst 2 position at classification 18-06.
4882	20-09	18-04	Delete position control number 4882 at classification 20-09, currently vacant. Create Marketing and Communications Coordinator position at classification 18-04.

The Parking Division continues to find ways to support City initiatives such as Results Madison, Complete Green Streets, and other transportation-focused programs that improve access to all areas of the city, provide safe and efficient vehicular and pedestrian traffic flow, and manage the on- and off-street parking supply to support sustainable transportation choices in a vibrant city experiencing significant growth. It also aims to ensure that annual revenues cover operating costs and plan for improvements.

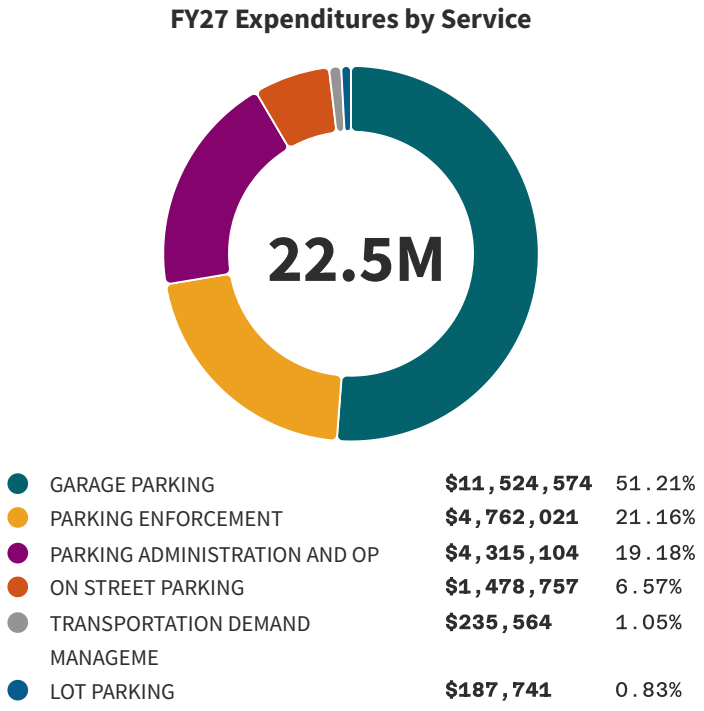
* This memo was updated on August 6, 2026. The incorrect version was originally published with the request. The update reflects the correct version of the memo.

Parking Division Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflect all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

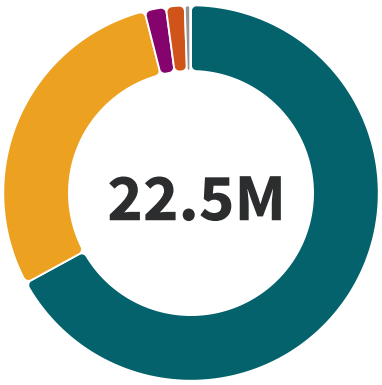


Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GARAGE PARKING	$7,381,503	$5,667,122	$9,882,806	$9,775,845	$11,524,574
LOT PARKING	$215,052	$262,160	$1,011,483	$243,438	$187,741
ON STREET PARKING	$1,465,289	$1,909,525	$1,514,561	$1,409,287	$1,478,757
PARKING ADMINISTRATION AND OP	$3,730,027	$4,295,870	$3,396,494	$4,305,204	$4,315,104
PARKING ENFORCEMENT	$4,610,104	$4,523,099	$4,686,483	$4,775,491	$4,762,021
TRANSPORTATION DEMAND MANAGEME	$114,575	$111,761	$120,528	$132,664	$235,564
Total Expenditures	**$17,516,551**	**$16,769,536**	**$20,612,355**	**$20,641,927**	**$22,503,760**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



GARAGE PARKING	**$15,087,536**	67.04%
ON STREET PARKING	**$6,517,963**	28.96%
LOT PARKING	**$416,923**	1.85%
PARKING ENFORCEMENT	**$360,000**	1.60%
PARKING ADMINISTRATION AND OP	**$109,577**	0.49%
TRANSPORTATION DEMAND MANAGEME	**$11,760**	0.05%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GARAGE PARKING	$10,920,039	$12,400,670	$14,067,572	$14,067,572	$15,087,536
LOT PARKING	$380,151	$421,649	$440,524	$440,524	$416,923
ON STREET PARKING	$3,299,810	$3,426,412	$3,284,863	$3,284,863	$6,517,963
PARKING ADMINISTRATION AND OP	$1,278,660	$230,924	$2,628,836	$2,658,408	$109,577
PARKING ENFORCEMENT	$1,601,784	$279,661	$180,000	$180,000	$360,000
TRANSPORTATION DEMAND MANAGEME	$36,107	$10,220	$10,560	$10,560	$11,760
Total Revenues	**$17,516,551**	**$16,769,536**	**$20,612,355**	**$20,641,927**	**$22,503,760**

Service: Garage Parking

Service Description

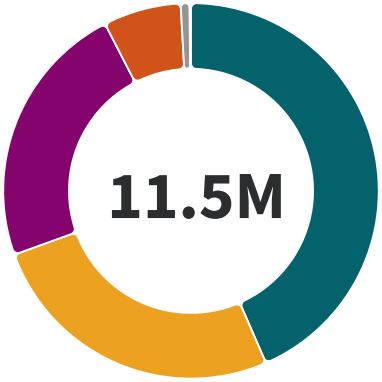
This service operates six city garages: Capitol Square North Garage, Wilson Street Garage, Overture Center Garage, South Livingston Street (Capitol East) Garage, State Street Campus Garage, and State Street Capitol Garage. The goals of the service are to provide a high quality user experience; serve and balance the parking needs of residents, visitors, businesses, and events; and continuously improve operations and efficiency.

Activities Performed by this Service

- Facility Operations: Manage six public parking garages.
- Monthly and Long-term Leases: Manage monthly parking permits at the garages.
- Structural Maintenance and Repair: Oversee the structural repairs and engineering consulting services at the garages.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



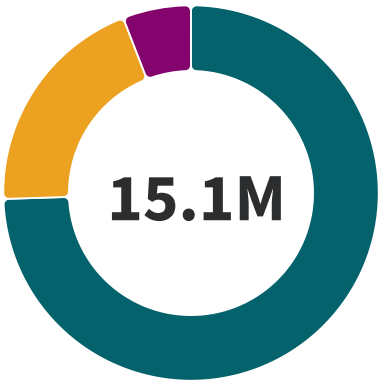
PURCHASED SERVICES	$5,008,287	43.46%
TRANSFER OUT	$3,000,336	26.03%
SALARIES	$2,643,888	22.94%
BENEFITS	$770,192	6.68%
SUPPLIES	$88,271	0.77%
INTER DEPART CHARGES	$13,600	0.12%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,467,959	$2,671,693	$1,776,932	$2,643,888	$2,643,888
BENEFITS	$1,109,191	$951,288	$871,109	$770,192	$770,192
SUPPLIES	$196,526	$130,957	$129,525	$129,525	$88,271
PURCHASED SERVICES	$2,057,795	$1,828,467	$3,218,304	$3,218,304	$5,008,287
DEBT OTHR FINANCING	-	-	-	-	-
INTER DEPART CHARGES	$50,032	$84,716	$13,600	$13,600	$13,600
TRANSFER OUT	$1,500,000	-	$3,873,336	$3,000,336	$3,000,336
Total Expenditures	**$7,381,503**	**$5,667,122**	**$9,882,806**	**$9,775,845**	**$11,524,574**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$11,240,500**	74.50%
LICENSES AND PERMITS	**$2,961,000**	19.63%
INVEST OTHER CONTRIB	**$886,036**	5.87%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$7,951,190	$8,616,276	$9,352,321	$9,352,321	$11,240,500
LICENSES AND PERMITS	$2,968,849	$2,925,818	$3,829,215	$3,829,215	$2,961,000
INVEST OTHER CONTRIB	-	$846,720	$886,036	$886,036	$886,036
MISC REVENUE	-	$7,776	-	-	-
TRANSFER IN	-	$4,080	-	-	-
Total Revenues	**$10,920,039**	**$12,400,670**	**$14,067,572**	**$14,067,572**	**$15,087,536**

Service: Lot Parking

Service Description

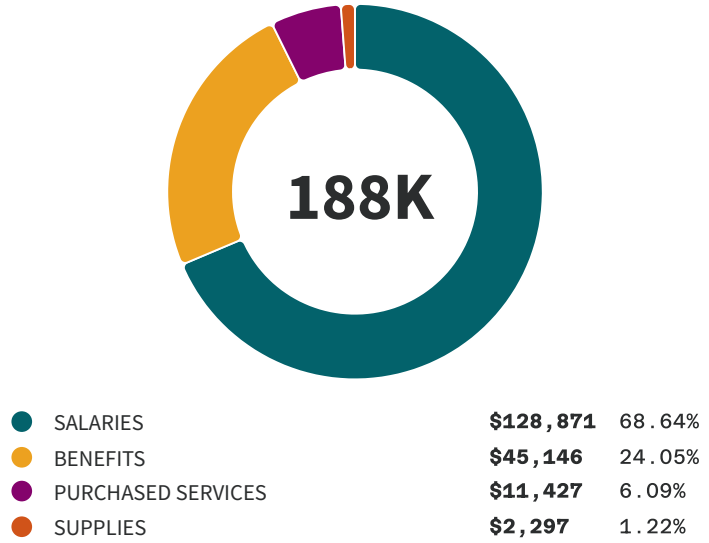
This service operates five parking lots: Blair Lot, Buckeye Lot, Evergreen Lot, Wilson Lot, and Wingra Lot. The goals of the service are to continue to meet the unique parking demands that each surface lot serves, increase utilization during off-peak timeframes, and encourage the use of surface lots before using on-street parking to accommodate special event parking needs.

Activities Performed by this Service

- Monthly Permits: Manage monthly parking permits at the parking lots.
- Facility Operations: Oversee the operation and maintenance of six parking lots.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

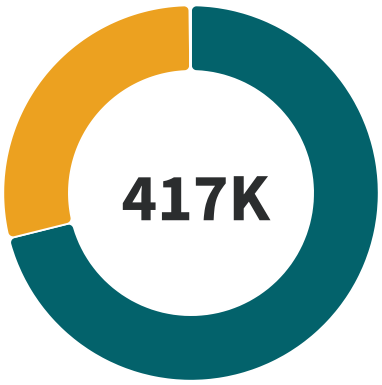


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	-	$65,867	$923,069	$128,871	$128,871
BENEFITS	-	$20,378	$18,993	$45,146	$45,146
SUPPLIES	$26,154	$1,506	$4,903	$4,903	$2,297
PURCHASED SERVICES	$153,349	$105,384	$64,518	$64,518	$11,427
INTER DEPART CHARGES	$35,549	$69,024	-	-	-
Total Expenditures	**$215,052**	**$262,160**	**$1,011,483**	**$243,438**	**$187,741**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$296,440**	71.10%
LICENSES AND PERMITS	**$120,000**	28.78%
MISC REVENUE	**$483**	0.12%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$275,733	$277,257	$290,644	$290,644	$296,440
LICENSES AND PERMITS	$104,418	$143,908	$149,380	$149,380	$120,000
MISC REVENUE	-	$483	$500	$500	$483
Total Revenues	**$380,151**	**$421,649**	**$440,524**	**$440,524**	**$416,923**

Service: On Street Parking

Service Description

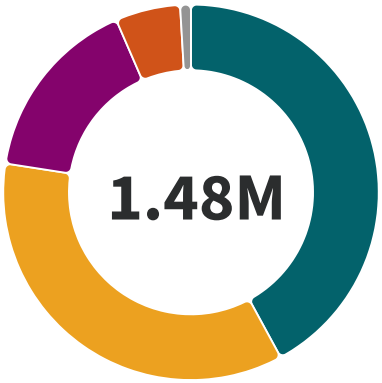
This service operates on-street parking through meters in the downtown area and through a residential permit process in the nearby neighborhoods. The goals of the service are to manage on-street parking restrictions, rates, and programs to address the needs of the location and to provide convenient and available parking in accordance with transportation policies.

Activities Performed by this Service

- On-Street Meters: Manage approximately 1,300 on-street metered spaces.
- Residential Parking Permit Program (RP3): Administer the program.
- Other On-Street Restrictions: Administer loading zone, ADA, time limit restrictions (non-RP3), and temporary no-parking restrictions.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



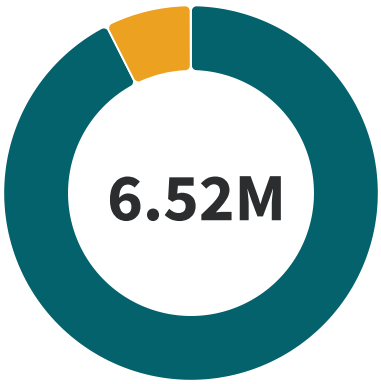
SALARIES	**$622,300**	42.08%
PURCHASED SERVICES	**$523,000**	35.37%
BENEFITS	**$236,999**	16.03%
SUPPLIES	**$82,608**	5.59%
INTER DEPART CHARGES	**$13,850**	0.94%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$579,637	$647,666	$684,062	$622,300	$622,300
BENEFITS	$220,296	$267,971	$280,511	$236,999	$236,999
SUPPLIES	$69,152	$73,521	$98,600	$98,600	$82,608
PURCHASED SERVICES	$546,993	$571,765	$437,538	$437,538	$523,000
INTER DEPART CHARGES	$49,211	$69,024	$13,850	$13,850	$13,850
TRANSFER OUT	-	$279,578	-	-	-
Total Expenditures	**$1,465,289**	**$1,909,525**	**$1,514,561**	**$1,409,287**	**$1,478,757**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$6,031,863**	92.54%
LICENSES AND PERMITS	**$484,300**	7.43%
MISC REVENUE	**$1,800**	0.03%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$2,973,077	$3,150,460	$3,015,863	$3,015,863	$6,031,863
LICENSES AND PERMITS	$126,733	$274,988	$267,900	$267,900	$484,300
MISC REVENUE	$200,000	$964	$1,100	$1,100	$1,800
Total Revenues	**$3,299,810**	**$3,426,412**	**$3,284,863**	**$3,284,863**	**$6,517,963**

Service: Parking Administration and Operations

Service Description

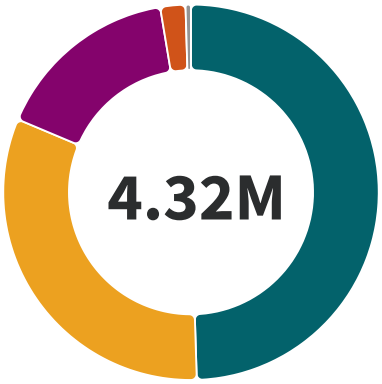
This service includes administrative staff in the Parking Division, the overall management and supervision of field operations staff, and all areas of parking not included above. The goals of the service are continuous improvement and flexibility to adapt to changes in transportation demand and behavior, changing technology, and user expectations; maintaining financial sustainability, while balancing strategies to provide affordable access; encouraging the use of other forms of transportation; balancing parking demand across the system to provide reliable availability; and generating sufficient revenue to fund operating and capital costs.

Activities Performed by this Service

- Management: General management and administrative support for the Parking Division.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



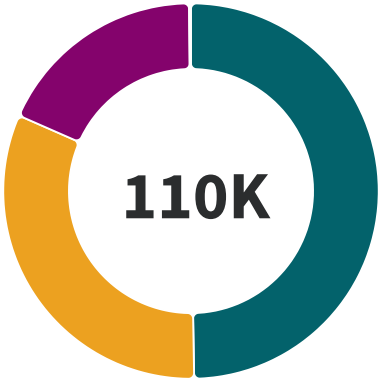
SALARIES	$2,148,723	49.80%
INTER DEPART CHARGES	$1,381,431	32.01%
BENEFITS	$695,550	16.12%
PURCHASED SERVICES	$93,800	2.17%
SUPPLIES	$20,300	0.47%
INTER DEPART BILLING	-$24,700	-0.57%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,800,822	$981,638	$1,100,862	$2,148,223	$2,148,723
BENEFITS	$568,584	$275,578	$637,100	$695,550	$695,550
SUPPLIES	$72,521	$20,647	$19,600	$19,600	$20,300
PURCHASED SERVICES	$287,463	$168,408	$85,100	$85,100	$93,800
DEBT OTHR FINANCING	-	$484,022	-	-	-
INTER DEPART CHARGES	$1,000,638	$962,693	$1,578,532	$1,381,431	$1,381,431
INTER DEPART BILLING	-	-$11,721	-$24,700	-$24,700	-$24,700
TRANSFER OUT	-	$1,414,606	-	-	-
Total Expenditures	**$3,730,027**	**$4,295,870**	**$3,396,494**	**$4,305,204**	**$4,315,104**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



OTHER FINANCE SOURCE	**$54,502**	49.74%
MISC REVENUE	**$34,895**	31.85%
LICENSES AND PERMITS	**$20,000**	18.25%
INVEST OTHER CONTRIB	**$180**	0.16%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
LICENSES AND PERMITS	-	-	-	-	$20,000
INVEST OTHER CONTRIB	$100,000	-	-	-	$180
MISC REVENUE	$10,000	$230,924	$6,000	$6,000	$34,895
OTHER FINANCE SOURCE	$1,168,660	-	$2,622,836	$2,652,408	$54,502
Total Revenues	**$1,278,660**	**$230,924**	**$2,628,836**	**$2,658,408**	**$109,577**

Service: Parking Enforcement

Service Description

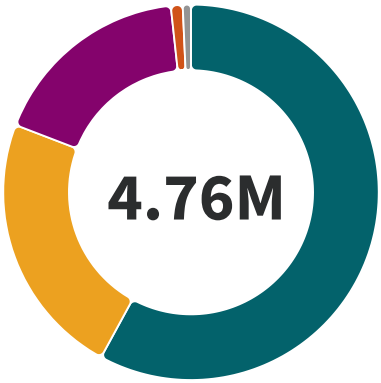
This service ensures safe and efficient movement of vehicular and pedestrian traffic related to public and private parking along the City's streets and highways.

Activities Performed by this Service

- Enforcement: Monitor and enforce on-street parking meters, loading zones, and time-restricted parking, including the Residential Permit Program.
- Other Efforts: Monitor and enforce activities related to vehicular storage and abandonments, peak-hour towing efforts, private property complaints, school zone enforcement, special event parking restrictions, and all other on-street parking restrictions.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



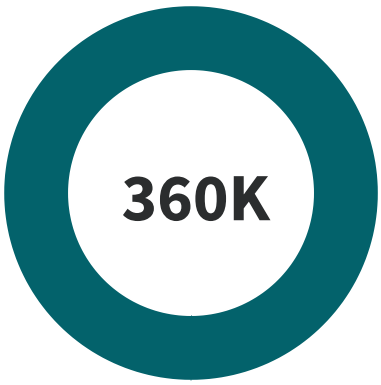
SALARIES	**$2,759,461**	57.95%
BENEFITS	**$1,089,650**	22.88%
PURCHASED SERVICES	**$830,505**	17.44%
SUPPLIES	**$49,025**	1.03%
INTER DEPART CHARGES	**$33,380**	0.70%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$2,690,965	$2,604,854	$2,649,742	$2,759,461	$2,759,461
BENEFITS	$990,955	$1,004,252	$1,110,361	$1,089,650	$1,089,650
SUPPLIES	$69,213	$27,553	$69,200	$69,200	$49,025
PURCHASED SERVICES	$825,591	$849,721	$823,800	$823,800	$830,505
INTER DEPART CHARGES	$33,380	$36,718	$33,380	$33,380	$33,380
Total Expenditures	**$4,610,104**	**$4,523,099**	**$4,686,483**	**$4,775,491**	**$4,762,021**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES **$360,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	-	$25,661	$180,000	$180,000	$360,000
FINE FORFEITURE ASMT	$200,000	$254,000	-	-	-
OTHER FINANCE SOURCE	$1,401,784	-	-	-	-
Total Revenues	**$1,601,784**	**$279,661**	**$180,000**	**$180,000**	**$360,000**

Service: Transportation Demand Management

Service Description

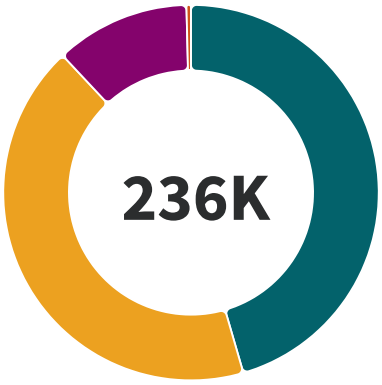
This service focuses on using strategies to maximize the efficiency of our transportation systems, which will lead to improved mobility, reduced congestion, and lower carbon emissions. It aims to provide all people with transportation options that enable them to travel from their location to a destination in an affordable, efficient, and sustainable way.

Activities Performed by this Service

- Program management: Review and ensure TDM plans meet minimum requirements.
- Enforcement: Perform site visits to verify that TDM measures are used appropriately.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



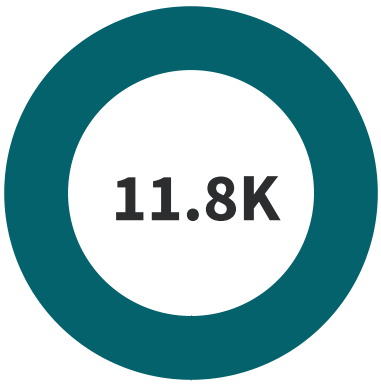
PURCHASED SERVICES	**$107,175**	45.50%
SALARIES	**$100,170**	42.52%
BENEFITS	**$27,319**	11.60%
SUPPLIES	**$900**	0.38%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$90,423	$89,101	$89,674	$100,170	$100,170
BENEFITS	$24,153	$22,600	$25,679	$27,319	$27,319
SUPPLIES	-	-	-	-	$900
PURCHASED SERVICES	-	$60	$5,175	$5,175	$107,175
Total Expenditures	**$114,575**	**$111,761**	**$120,528**	**$132,664**	**$235,564**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES **$11,760** 100.00%

Agency Revenues by Major

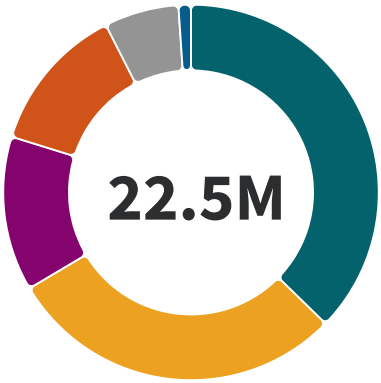
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	-	$10,220	$10,560	$10,560	$11,760
OTHER FINANCE SOURCE	$36,107	-	-	-	-
Total Revenues	**$36,107**	**$10,220**	**$10,560**	**$10,560**	**$11,760**

Parking Division: Parking Utility Fund

The graphs and tables below provide a summary and line-item details of the agency's Parking Utility Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$8,403,412	37.34%
PURCHASED SERVICES	$6,574,194	29.21%
TRANSFER OUT	$3,000,336	13.33%
BENEFITS	$2,864,856	12.73%
INTER DEPART CHARGES	$1,442,261	6.41%
SUPPLIES	$243,401	1.08%
INTER DEPART BILLING	-$24,700	-0.11%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$6,252,899	$7,629,806	$7,060,818	$7,224,341	$8,402,912	$8,403,412
PERMANENT WAGES	$5,840,215	$7,924,819	$6,577,292	$7,701,916	$8,003,148	$8,003,148
SALARY SAVINGS	-	-$1,539,960	-	-$1,777,875	-$240,094	-$240,094
PENDING PERSONNEL	-	$744,647	-	$800,000	$139,558	$139,558
PREMIUM PAY	$30,996	$40,000	$41,983	$40,000	$40,000	$40,000
WORKERS COMPENSATION WAGES	-	$9,000	-	$9,000	$9,000	$9,000
COMPENSATED ABSENCE	$63,062	$100,000	$73,725	$100,000	$100,000	$100,000
HOURLY WAGES	$261,468	$270,000	$295,235	$270,000	$270,000	$270,000
OVERTIME WAGES PERMANENT	$54,810	$80,000	$70,830	$80,000	$80,000	$80,500
OVERTIME WAGES HOURLY	-	$500	$38	$500	$500	$500
ELECTION OFFICIALS WAGES	$2,348	$800	$1,714	$800	$800	$800
BENEFITS	$2,208,531	$2,913,178	$2,542,068	$2,943,753	$2,864,856	$2,864,856
COMPENSATED ABSENCE ESCROW	$96,539	$100,000	$108,321	$100,000	$100,000	$100,000

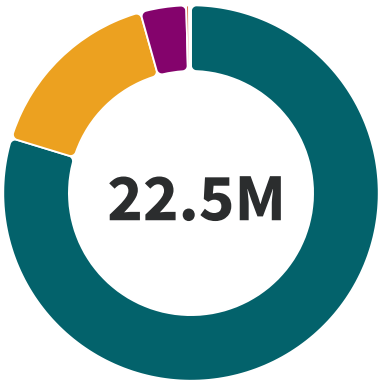
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
UNEMPLOYMENT BENEFITS	-	$40,000	$2,202	$40,000	$40,000	$40,000
HEALTH INSURANCE BENEFIT	$1,157,723	$1,552,585	$1,358,668	$1,592,860	$1,472,372	$1,472,372
WAGE INSURANCE BENEFIT	$18,722	$19,124	$18,540	$18,442	$17,056	$17,056
WI RETIREMENT SYSTEM	$415,080	$550,776	$471,745	$554,538	$576,227	$576,227
FICA MEDICARE BENEFITS	$457,793	$584,259	$517,439	$570,805	$595,255	$595,255
POST EMPLOYMENT HEALTH PLANS	$62,673	$66,434	$65,153	$67,108	$63,945	$63,945
SUPPLIES	$240,930	$433,566	$254,184	$321,828	$321,828	$243,401
OFFICE SUPPLIES	$6,773	$11,550	$14,687	$38,212	$38,212	$9,255
COPY PRINTING SUPPLIES	$5,670	$27,500	$7,663	$8,662	$8,662	$7,000
FURNITURE	$2,285	$6,600	$1,625	$42,470	$42,470	$1,800
HARDWARE SUPPLIES	$11,734	$75,300	$36,711	$32,144	$32,144	$41,370
SOFTWARE LICENSES & SUPPLIES	$3,902	$5,500	-	$12,430	$12,430	$2,030
POSTAGE	$8,494	$7,150	$6,337	$9,400	$9,400	$5,850
BOOKS AND SUBSCRIPTIONS	-	$825	-	-	-	-
WORK SUPPLIES	$58,035	$70,341	$58,010	$67,050	$67,050	$72,535
JANITORIAL SUPPLIES	$12,420	$19,800	$7,752	$10,050	$10,050	$4,340
MEDICAL SUPPLIES	$399	$550	$439	-	-	-
SAFETY SUPPLIES	$3,144	$6,050	$2,478	$6,330	$6,330	$18,991
SNOW REMOVAL SUPPLIES	$394	$5,500	$1,317	-	-	$400
UNIFORM CLOTHING SUPPLIES	$14,277	$22,550	$19,426	$26,060	$26,060	$36,600
BUILDING	$79	$550	$422	-	-	-
BUILDING SUPPLIES	$8,132	$16,500	$2,499	-	-	$5,000
ELECTRICAL SUPPLIES	$4,395	$13,200	$5,484	$7,400	$7,400	$2,600
HVAC SUPPLIES	$733	$4,400	$1,616	$1,250	$1,250	-
PLUMBING SUPPLIES	$3,744	$2,200	$4,436	$8,100	$8,100	$2,100
MACHINERY AND EQUIPMENT	$21,407	$16,500	$3,368	$31,790	$31,790	$7,340
EQUIPMENT SUPPLIES	$74,912	$121,000	$79,913	$20,480	$20,480	$26,190
PURCHASED SERVICES	$3,252,471	$3,871,191	$3,523,805	$4,634,435	$4,634,435	$6,574,194
NATURAL GAS	$10,671	$73,232	$25,999	$51,300	$51,300	$26,700
ELECTRICITY	$264,015	$300,000	$304,648	$320,700	$320,700	$316,700
WATER	$36,130	$35,363	$35,029	$35,325	$35,325	$37,215
STORMWATER	$5,616	$16,751	$5,151	$9,000	$9,000	$2,500
TELEPHONE	$5,595	$10,500	$8,410	$6,500	$6,500	$1,400
CELLULAR TELEPHONE	$35,513	$24,000	$34,830	$19,100	$19,100	$30,150
SYSTEMS COMMUNICATION INTERNET	$93,788	$46,500	$94,384	$102,088	$102,088	$103,500

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
BUILDING IMPROV REPAIR MAINT	$589,448	$700,445	$481,606	$1,766,600	$1,766,600	$3,836,197
WASTE DISPOSAL	$1,154	-	$2,458	$4,600	$4,600	$6,100
FIRE PROTECTION	-	-	$9,085	$6,000	$6,000	$44,710
ELEVATOR REPAIR	$103,671	$36,000	$131,362	$71,700	$71,700	$77,000
FACILITY RENTAL	-	$5,000	-	-	-	-
LANDFILL	$14	$500	-	-	-	-
LANDSCAPING	$979	-	-	-	-	-
SNOW REMOVAL	$132,366	$245,000	$93,236	$145,300	$145,300	$86,300
COMMUNICATION DEVICE RPR MAIN	-	$20,000	-	-	-	-
EQUIP IMPROV REPAIR MAINT	$62,918	$100,000	$47,563	$14,000	$14,000	$42,800
SYSTEM AND SOFTWARE MAINTENANC	$98,985	$149,900	$111,453	$192,530	$192,530	$195,805
LEASE RENTAL OF EQUIPMENT	-	$5,000	-	-	-	-
SIDEWALK IMPROV REPAIR MAINT	-	$30,000	-	-	-	-
RECRUITMENT	$175	$500	$259	$200	$200	$200
MILEAGE	$213	$10,000	$389	$678	$678	$162
CONFERENCES AND TRAINING	$21,393	$10,000	$23,639	$62,950	$62,950	$52,730
MEMBERSHIPS	$273	$2,000	$2,315	$1,375	$1,375	$1,375
UNIFORM LAUNDRY	$37,013	$40,000	$28,628	$41,320	$41,320	$350,000
AUDIT SERVICES	$8,000	$8,000	$8,000	$8,000	$8,000	$8,000
BANK SERVICES	$5,914	$10,000	$6,369	$6,000	$6,000	$6,200
CREDIT CARD SERVICES	$685,544	$800,000	$804,431	$576,935	$576,935	$255,100
DELIVERY FREIGHT CHARGES	-	$500	-	-	-	-
STORAGE SERVICES	$143	-	$454	$200	$200	$200
CONSULTING SERVICES	$50,050	$150,000	$231,270	$172,000	$172,000	$189,600
ADVERTISING SERVICES	$5,250	$6,000	$4,033	$6,400	$6,400	$2,400
PRINTING SERVICES	-	-	$3,177	-	-	-
INSPECTION SERVICES	-	-	$5,411	$1,000	$1,000	$37,750
PARKING TOWING SERVICES	$693,263	$700,000	$745,133	$700,000	$700,000	$700,000
SECURITY SERVICES	$267,638	$290,000	$250,393	$275,950	$275,950	$148,000
OTHER SERVICES AND EXPENSES	$24,562	$15,000	$10,575	$8,884	$8,884	$3,000
TAXES AND SPECIAL ASSESSMENTS	$11,781	$30,000	$12,533	$24,000	$24,000	$12,000
PERMITS AND LICENSES	$395	$1,000	$1,580	$3,800	$3,800	$400
DEBT OTHR FINANCING	$981,026	-	$484,022	-	-	-
INTEREST	$510,028	-	-	-	-	-
AMORTIZATION	-	-	-	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FUND BALANCE GENERATED	$470,998	-	$484,022	-	-	-
INTER DEPART CHARGES	$1,163,966	$1,168,810	$1,222,175	$1,639,362	$1,442,261	$1,442,261
ID CHARGE FRO GENERAL FUND	$57,341	$57,052	$57,052	$56,777	$56,762	$56,762
ID CHARGE FROM ATTORNEY	$23,565	$15,882	$15,882	$10,915	$14,414	$14,414
ID CHARGE FROM CIVIL RIGHTS	$29,679	$34,418	$34,418	$36,266	$35,914	$35,914
ID CHARGE FROM FINANCE	$160,094	$162,644	$162,644	$240,665	$128,000	$128,000
ID CHARGE FROM HUMAN RESOURCES	$85,375	$86,623	$86,623	$94,765	$101,736	$101,736
ID CHARGE FROM INFORMATION TEC	$263,911	$274,925	$274,925	$345,470	$311,718	$311,718
ID CHARGE FROM MAYOR	$52,116	$57,850	$57,850	$60,865	$54,990	$54,990
ID CHARGE FROM EAP	$8,511	$6,982	$6,982	$8,811	$9,384	$9,384
ID CHARGE FROM ENGINEERING	$88,950	$148,918	$97,845	$108,949	$97,845	$97,845
ID CHARGE FROM FLEET SERVICES	$190,216	$108,064	$209,165	$303,764	$342,216	$342,216
ID CHARGE FROM TRAFFIC ENGINEE	$41,056	$33,924	$37,262	$42,272	$79,472	$79,472
ID CHARGE FROM INSURANCE	$113,693	$138,100	$138,100	$292,560	$175,700	$175,700
ID CHARGE FROM WORKERS COMP	$49,459	$43,428	$43,428	$37,283	$34,110	$34,110
INTER DEPART BILLING	-$5,513	-	-$11,721	-$24,700	-$24,700	-$24,700
ID BILLING TO ENGINEERING	-$5,513	-	-$11,721	-$24,700	-$24,700	-$24,700
TRANSFER OUT	$1,652,351	$1,500,000	$1,694,184	$3,873,336	$3,000,336	$3,000,336
TRANSFER OUT TO GENERAL	$1,652,351	$1,500,000	$1,694,184	$1,500,000	$1,500,000	$1,500,000
TRANSFER OUT TO DEBT SERVICE	-	-	-	$2,373,336	$1,500,336	$1,500,336
Total Expenditures	**$15,746,660**	**$17,516,551**	**$16,769,536**	**$20,612,355**	**$20,641,927**	**$22,503,760**

Agency Revenues by Major

FY27 Revenues by Major



CHARGES FOR SERVICES	$17,940,563	79.72%
LICENSES AND PERMITS	$3,585,300	15.93%
INVEST OTHER CONTRIB	$886,216	3.94%
OTHER FINANCE SOURCE	$54,502	0.24%
MISC REVENUE	$37,178	0.17%

Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
CHARGES FOR SERVICES	$11,317,228	$11,200,000	$12,079,875	$12,849,388	$12,849,388	$17,940,563
PROGRAM INCOME PRINCIPAL	$8,850	-	$10,220	$10,560	$10,560	$11,760
REIMBURSEMENT OF EXPENSE	$38,344	-	$25,661	$180,000	$180,000	$360,000
CASHIERED REVENUE	$8,089,751	$7,897,395	$8,613,440	$9,296,488	$9,296,488	$11,240,500
METERED REVENUE	$3,180,283	$3,302,605	$3,430,553	$3,362,340	$3,362,340	$6,328,303
LICENSES AND PERMITS	$3,473,244	$3,200,000	$3,344,715	$4,246,495	$4,246,495	$3,585,300
OCCUPANCY PERMITS	$39,539	-	$44,114	$43,300	$43,300	$43,300
PARKING PERMITS	$3,368,328	$3,132,892	$3,251,350	$4,162,195	$4,162,195	$3,481,000
OTHER PERMITS	$65,377	$67,108	$49,251	$41,000	$41,000	$61,000
FINE FORFEITURE ASMT	$159,800	$200,000	$254,000	-	-	-
PARKING VIOLATIONS	$159,800	$200,000	$254,000	-	-	-
INVEST OTHER CONTRIB	$1,157,438	$100,000	$846,720	$886,036	$886,036	$886,216
INTEREST	$1,157,438	$100,000	$846,720	$886,036	$886,036	$886,036
INTEREST ON LEASES	-	-	-	-	-	$180
MISC REVENUE	-$22,393	$210,000	$240,147	$7,600	$7,600	$37,178
INSURANCE RECOVERIES	-	-	$7,803	-	-	-
EASEMENTS	$483	-	$483	$500	$500	$483
LEASE REVENUE	-	-	-	-	-	$895
MISCELLANEOUS REVENUE	-$22,876	$210,000	$231,860	$7,100	$7,100	$35,800
OTHER FINANCE SOURCE	-$338,657	$2,606,551	-	$2,622,836	$2,652,408	$54,502
SALE OF ASSETS	$9,900	-	-	-	-	-
(GAIN) LOSS ON SALE OF ASSET	-$348,557	-	-	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FUND BALANCE APPLIED	-	$2,606,551	-	$2,622,836	$2,652,408	$54,502
TRANSFER IN	-	-	$4,080	-	-	-
TRANSFER IN FROM INSURANCE	-	-	$4,080	-	-	-
Total Revenues	**$15,746,660**	**$17,516,551**	**$16,769,536**	**$20,612,355**	**$20,641,927**	**$22,503,760**

Parking Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCOUNTANT 2-18	18	1.00	1.00
ADMIN ANAL 2-18	18	1.00	1.00
ADMIN CLK 1-20	20	2.00	2.00
ADMIN SERVS SUPV-18	18	1.00	1.00
CUSTODIAL WKR 2-16	16	1.00	1.00
CUSTOMER SERVICE AMBASSADOR	16	8.00	8.00
CUSTOMER SVC AMBASSADOR-16 PT	16	2.15	2.15
DATA ANALYST 4	18	1.00	1.00
ENGINEER 4-18	18	1.00	
FIELD OPER SUPV-18	18	3.00	3.00
FIELD SERVICE LDWKR 2-16	16	9.00	9.00
FINANCE/ADMIN MGR-18	18	1.00	1.00
GIS SPECIALIST 2-18	18	1.00	1.00
INFORMATION CLERK-20	20	3.00	3.00
MAINT ELECTR 1-16	16	1.00	1.00
PARKING DIV DIR-18	18	1.00	1.00
PKG CASHIER-16	16	3.00	3.00
PKG CASHIER-16 PT	16	1.60	1.60
PKG ENFC FIELD SUPV-18	18	1.00	1.00
PKG ENFC OFF-16	16	29.00	29.00
PKG ENFC SUPV-18	18	1.00	1.00
PKG EQUIP MECH-16	16	3.00	6.00
PKG EQUIP TECH 1-16	16	2.00	2.00
PKG MAINT WKR 1-16	16	9.00	8.00
PKG MAINT WKR 2-16	16		1.00
PKG REVENUE CLK-20	20	1.00	1.00
PKG SERVICE WKR-16	16	4.00	1.00

		2026 Adopted	2026 Year to Date
PKG TECH AIDE-16	16	1.00	1.00
PKS RANGER-16	16	1.00	1.00
PROGRAM ASST 1-20	20	3.00	3.00
PROGRAM ASST 2-20	20	1.00	1.00
TECH OPER ASSISTANT-20	20	1.00	1.00
TRAFF OPER MGR-18	18	1.00	1.00
TRAFFIC OPER SUPV-18	18	1.00	1.00
CONSTRUCTION MGR 1-18	18		1.00
Grand Total		**100.75**	**100.75**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☐No – No reclassifications

☒Yes – Includes proposed reclassifications

Current Position #	Classification	Position Title	Rationale
1305 - delete	16-17	Parking Tech Aide	Previous position obsolete. Duties have shifted to other areas because of the division reorganization. (vacant)
4882 - delete	20-09	Admin Clerk 1	Previous position obsolete. Duties have shifted to other areas because of the division reorganization(vacant)
New Position	Classification	Requested	Rationale
	18 -	Data Analyst 2	
	18 - 4	Marketing & Communications Specialist	

Position #	Current Classification	Reclass	Rationale
5133	18-12- Admin and Finance Manager	18-16 Admin Services Manager	Position duties and responsibilities have grown as the division continues to expand into other areas. Reclass will provide support for division leadership and act as deputy director.

Explain the impact of your proposed personnel changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings?

All position changes have been discussed and presented to HR in 2026. The need for reclassification and recreation is driven by the deployment of the reorganization structure, the introduction of the Inter-City Bus Terminal, the implementation of advanced technological systems, and the anticipated expansion of customer service functions. The overall result will create operational efficiencies while remaining net-neutral to the budget, as the positions are being recreated from those that became obsolete due to attrition and division reorganization.

Explain how your proposed personnel changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals?

This proposal right-sizes the Parking Division's staffing to support expanded services while improving equitable access, customer service, and operational responsiveness. Additional staffing will help ensure consistent service delivery, maintain accessible facilities, support ADA compliance, and provide high quality customer experience for all residents and visitors.

Parking Division 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on rate payers. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: Enterprise funds did not receive a set reduction target. Agencies were instructed to develop their request budget and identify 2% of their final request, excluding debt service and fixed costs determined by external entities (e.g. insurance premiums, MMSD charges).

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
821 - GARAGE PARKING	$3,502,997.46 - Included to assist in the purchase of updated PARCS (Parking Access and Revenue Control System) at all garages	Equipment will be purchased using Capital funds as applicable and purchase will occur in a phased implementation for equipment considered operational in nature	0	3,502,997
			Total	3,502,997

Traffic Engineering Overview

Agency Mission

The mission of the Traffic Engineering Division is to provide the highest quality of service for the common good of our residents and visitors.

Agency Overview

The Division is responsible for managing Madison's pedestrian, bicycle and motor vehicle systems, maintaining its backbone fiber communications system, and operating its radio communications system. Traffic Engineering's vision is the safe, efficient movement of people and goods and reliable digital communications delivered in an equitable and sustainable manner.

2027 Budget Request Description of Major Changes

The following information was submitted by the agency in their budget request.

Enter your line-item budget in Munis Central Budget. Does your budget propose reallocations of $10,000+ by service or major?

☐No – No changes or reallocations of $10,000+ by service or major

☒Yes – Request proposes reallocations

If yes, explain the impact of your proposed changes. Why is this needed in the 2027 budget? Will there be a change in current service levels? Will this result in operational efficiencies or savings? If the change is a technical correction to the budget, you can simply state "Technical correction for [reason]."

Reallocations are the result of a budget realignment to better align TE's budget in supplies and purchased services with historical and planned spending for TE's services. The budget has been realigned at the object level.

Explain how your proposed changes consider equity and quality of life for residents. Will the changes address specific inequities or advance other equity goals? What data did you use to inform your request?

These updates correct previous budget inequities that did not fully reflect the budget allocations needed and will ensure TE services have a more informed understanding of their budgets to better serve City residents. Reallocations were determined based on historical actuals and planned spending for 2027.

Transmittal Memo

Traffic Engineering Division
Madison Municipal Building
215 Martin Luther King, Jr. Blvd.
Suite 109
P.O. Box 2986
Madison, WI 53701
Phone: (608) 266-4761
Fax: (608) 267-1158

TO: Mayor Satya Rhodes-Conway
FROM: Yang Tao, Director of Traffic Engineering

Goals of Agency's Operating Budget

Traffic Engineering's vision is the safe, efficient movement of people and goods and reliable digital communications delivered in an equitable and sustainable manner. Traffic Engineering's current work plan reflects that vision with the following top goals:

1. Maintain eight major services TE provides to the public
2. Improve workload management
3. Improve employee recruitment, development and retention
4. Enhance communication and documentation
5. Expand equity programs
6. Keep advancing Vision Zero
7. Implement Safe Streets and Roads for All (SS4A) and other federal grant programs
8. Keep implementing Safe Streets Madison projects and Complete Green Streets
9. Continue improving Traffic Signal Priority (TSP) system
10. Improve radio communication system

The Traffic Engineering budget request reflects the requirements to continue the core services related to pavement marking, signing, street lighting, signals, communications and pedestrian/bicycle services that are necessary to meet the basic needs of a growing City. These services also support Vision Zero, Complete Green Streets, Safe Streets Madison and Transit Signal Priority. The Radio Communications Section continues to optimize our existing radio system infrastructure to ensure critical radio communication for our Public Safety and many other Governmental agencies. We are also making resources available to implement a large number of federal grant funded projects including Safe Streets and Roads for All (SS4A) and the Advanced Transportation Technology and Innovation (ATTAIN) Program.

Data related to traffic crashes, volumes, speeds, facility stress level, potential utilization, and radio usage is critical to the work done by Traffic Engineering, including in developing Safe Streets projects, determining gaps in the walking/biking network, and when recommending new marking, signing, lighting, signalization, or radio communications improvements. Review of projects to determine equitable provision of projects and outcomes is also an important metric in programs such as Vision Zero, Safe Streets Madison and Complete Green Streets. Data is also integral to understand the need to provide high quality service by our Electrical and Signing/Marking, Communications and Permit units. Traffic Engineering produces a bi-annual Vision Zero Progress Report including many data points that will help gauge progress towards

eliminating fatal and serious crashes. The agency continues to track progress towards reaching our quarterly work plan goals to ensure progress and make updates as needed and develop appropriate indicators.

.75% Base Budget Reduction through Salary Savings

In recent years, Traffic Engineering has experienced relatively high vacancy rates due to current labor shortage in the industry and increased competition from the private sector. Traffic Engineering has made progress filling vacancies but anticipates that this .75 % base budget decrease can be achieved through position vacancy-related savings. Staff will closely monitor actual payroll expenses to ensure salary savings are realized and manage filling vacancies accordingly.

Reduction Scenarios

It is extremely challenging to identify lower priority services to cut or reduce as they all have significant impacts, but here is a list of service activities we identified towards our 2% minimum target ($231,219).

1. **Eliminate Yellow Curb Marking for Parking Restrictions - $8,600** (Most impacted service recipients – Primarily residents in the central City)

   TE will eliminate the service of painting yellow curbs used to reinforce parking restrictions. This elimination will primarily impact residents in the central City who rely on these visual cues. TE paints yellow curbs to provide additional reinforcement to drivers that they should not park in a particular location. However, most locations are also signed, and state law already dictates that people may not park in front of a fire hydrant, close to a crosswalk or close to a driveway.

2. **Reduction in Epoxy Pavement Marking Contract - $95,000** (Most impacted service recipients – Residents and commuters throughout the City)

   TE will reduce its annual contract for epoxy pavement markings, which is used to refresh faded crosswalks and lane lines. This reduction will be felt citywide, as markings will be refreshed less frequently and become less visible over time. Available contract funding will be reserved for the highest-usage and highest-volume corridors and locations where clear pavement markings are most critical to safety and traffic operations. This reduction will result in a lower overall standard of pavement-marking visibility and may lead to additional complaints about faded or difficult-to-see markings.

3. **Reduce Crosswalk Painter Positions & Supplies** - **$127,900** (Most impacted service recipients – Residents throughout the City)

   TE will significantly reduce seasonal hourly crosswalk painter positions and paint supplies, ending our standard maintenance cycle where crosswalks are refreshed annually in central areas and every other year throughout the rest of the city. This reduction directly impacts pedestrian infrastructure citywide. To protect public safety under these constraints, we will narrow our maintenance focus exclusively to school zone crosswalks and designated corridors on the High Injury Network.

Reallocations and Other Changes

As part of the 2027 operating budget, TE is proposing net-neutral reallocations across our service budgets to better align funding with historical actuals and planned 2027 spending. These adjustments correct previous structural imbalances to better align budget allocations with operational expenditures. By reallocating these funds based on real spending patterns, we ensure each TE service area has an accurate, reliable baseline to efficiently and effectively serve City residents.

I look forward to meeting with you to discuss our proposal.

Sincerely,



Yang Tao, PhD, PE, PTP

Director of Traffic Engineering

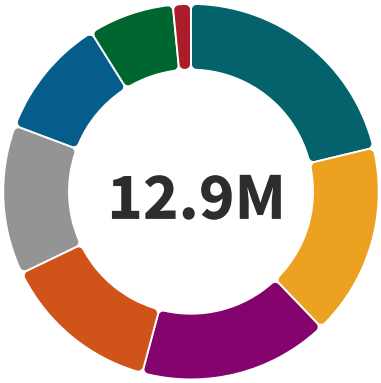
Traffic Engineering Service Summary

The graphs and tables below provide a summary of expenditures and agency revenues by service. The pages following this summary show expenditures and agency revenues for each service by major category. The data reflects all funds within the agency's operating budget.

The service tables do not show 2024 actuals due to the chart of accounts reorganization that occurred in 2025. Historical actuals are available in the line-item detail provided in the agency's fund detail section.

Expenditures by Service (All Funds)

FY27 Expenditures by Service



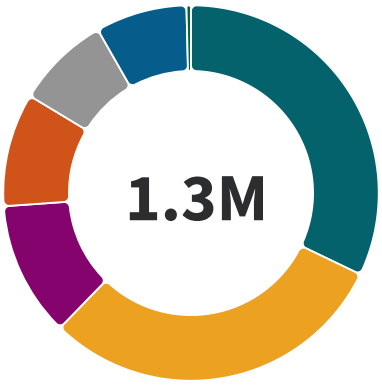
STREETLIGHTING	**$2,730,575**	21.24%
SIGNALS	**$2,132,655**	16.59%
SIGNING	**$2,103,905**	16.36%
PLANNING AND DATA SUPPORT	**$1,756,813**	13.66%
BICYCLE & PEDESTRIAN SERVICES	**$1,654,314**	12.87%
RADIO COMMUNICATIONS	**$1,333,591**	10.37%
PAVEMENT MARKINGS	**$945,562**	7.35%
FIBER NETWORK	**$199,751**	1.55%

Expenditures by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SIGNING	$1,522,907	$1,438,148	$1,963,013	$2,164,930	$2,103,905
STREETLIGHTING	$2,527,601	$2,624,136	$2,557,996	$2,723,105	$2,730,575
PAVEMENT MARKINGS	$1,147,030	$1,056,133	$1,028,824	$980,289	$945,562
RADIO COMMUNICATIONS	$1,325,515	$1,286,839	$1,252,081	$1,304,742	$1,333,591
SIGNALS	$2,016,890	$1,818,561	$1,954,111	$2,059,851	$2,132,655
PLANNING AND DATA SUPPORT	$1,724,027	$1,794,364	$1,716,818	$1,775,244	$1,756,813
FIBER NETWORK	$202,127	$165,147	$200,326	$199,001	$199,751
BICYCLE & PEDESTRIAN SERVICES	$1,297,806	$1,349,247	$1,481,882	$1,650,004	$1,654,314
Total Expenditures	**$11,763,903**	**$11,532,575**	**$12,155,050**	**$12,857,166**	**$12,857,165**

Agency Revenues by Service (All Funds)

FY27 Revenues by Service



SIGNALS	**$416,551**	32.14%
FIBER NETWORK	**$390,700**	30.14%
STREETLIGHTING	**$150,242**	11.59%
SIGNING	**$126,500**	9.76%
RADIO COMMUNICATIONS	**$105,200**	8.12%
BICYCLE & PEDESTRIAN SERVICES	**$102,000**	7.87%
PAVEMENT MARKINGS	**$5,000**	0.39%

Agency Revenues by Service

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SIGNING	$113,500	$201,913	$113,500	$113,500	$126,500
STREETLIGHTING	$163,242	$114,773	$163,242	$163,242	$150,242
PAVEMENT MARKINGS	$5,000	-	$5,000	$5,000	$5,000
RADIO COMMUNICATIONS	$105,200	$114,693	$105,200	$105,200	$105,200
SIGNALS	$416,551	$836,850	$416,551	$416,551	$416,551
FIBER NETWORK	$366,000	-	$390,700	$390,700	$390,700
BICYCLE & PEDESTRIAN SERVICES	$102,000	$129,715	$102,000	$102,000	$102,000
Total Revenues	**$1,271,493**	**$1,397,944**	**$1,296,193**	**$1,296,193**	**$1,296,193**

Service: Bicycle & Pedestrian Services

Service Description

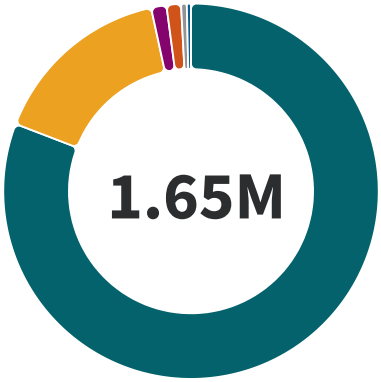
This service leads the City's bicycle and pedestrian planning, infrastructure improvements, and safety initiatives. The program also includes education, encouragement and outreach focused on bicycle and pedestrian safety as well as the administration of the Crossing Guard Program. The goals of this service are to ensure safe, efficient, equitable and accessible walking and biking infrastructure; increase the number of people choosing to walk and bike; support safe student travel to and from schools; and increase pedestrian and bicycle safety.

Activities Performed by this Service

- Pedestrian and Bicycle Plans: Planning for pedestrian and bicycle facilities including work related to Vision Zero, Safe Streets Madison, Complete Green Streets, neighborhood planning and other City projects.
- Engagement and Public Input: Outreach to underserved neighborhoods to gather input on walking/biking and infrastructure changes, holding public meetings to discuss specific projects and responding to concerns.
- Safety Education: Provide education to support walking and biking safety including Safe Routes to School planning and program delivery.
- Crossing Guard Services: Providing Crossing Guards services at approved locations and reviewing locations.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	$1,337,150	80.83%
BENEFITS	$260,735	15.76%
SUPPLIES	$21,900	1.32%
TRANSFER OUT	$20,400	1.23%
PURCHASED SERVICES	$8,200	0.50%
INTER DEPART CHARGES	$5,929	0.36%

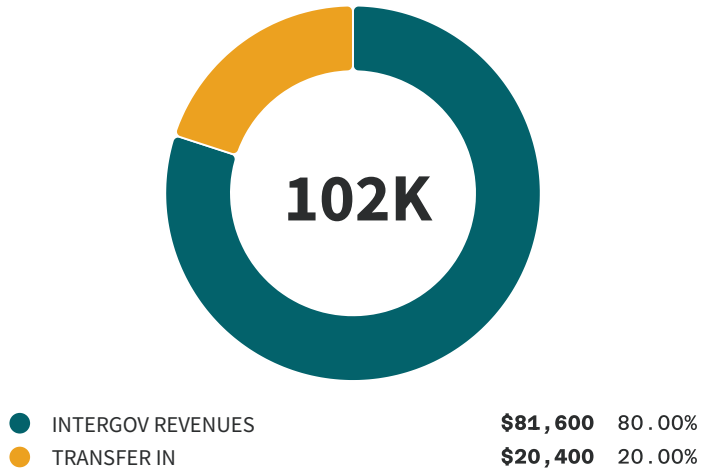
Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,043,329	$1,001,523	$1,213,174	$1,343,650	$1,337,150
BENEFITS	$165,494	$203,537	$226,588	$260,735	$260,735
SUPPLIES	$14,290	$69,853	$14,290	$17,790	$21,900
PURCHASED SERVICES	$1,500	$3,968	$1,500	$1,500	$8,200
INTER DEPART CHARGES	$52,793	$54,314	$5,929	$5,929	$5,929

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
TRANSFER OUT	$20,400	$16,052	$20,400	$20,400	$20,400
Total Expenditures	**$1,297,806**	**$1,349,247**	**$1,481,882**	**$1,650,004**	**$1,654,314**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$81,600**	80.00%
TRANSFER IN	**$20,400**	20.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$81,600	$111,523	$81,600	$81,600	$81,600
OTHER FINANCE SOURCE	-	$2,140	-	-	-
TRANSFER IN	$20,400	$16,052	$20,400	$20,400	$20,400
Total Revenues	**$102,000**	**$129,715**	**$102,000**	**$102,000**	**$102,000**

Service: Fiber Network

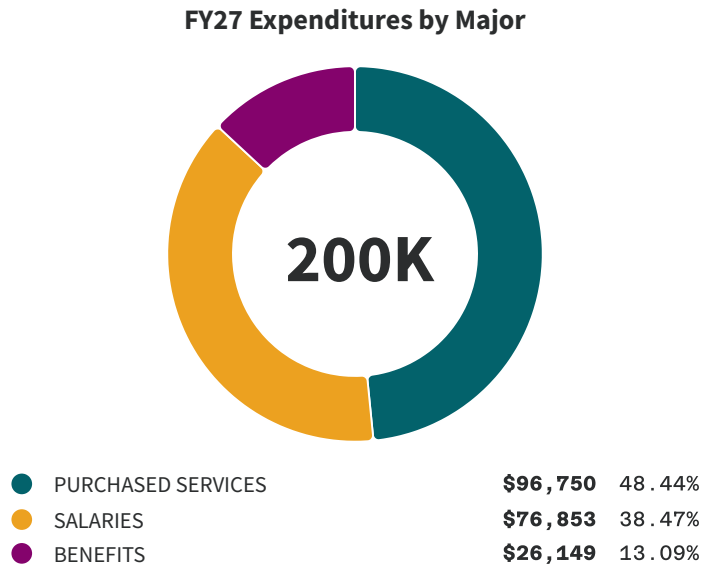
Service Description

This service is responsible for the maintenance, repair, and operation of the backbone fiber optic cable network owned by the City and the Madison Unified Fiber Network (MUFN). This service also receives fiber rental fees from agencies using MUFN and pays City agencies' fiber rental fees for MUFN usage.

Activities Performed by this Service

- Fiber Network Operation and Routine Maintenance: Operate and routinely maintain the extensive backbone fiber optic cable system owned by the City and the Madison Unified Fiber Network (MUFN).
- Fiber Network Repair and Emergency Response: Repair equipment failures and fiber breaks within the backbone fiber optic cable system due to extreme weather or contractor damage.
- Fiber Network Rental Fee Management: Receive fiber rental fees from agencies using MUFN and pay City agencies' fiber rental fees for MUFN usage.

Expenditures by Major (All Funds)

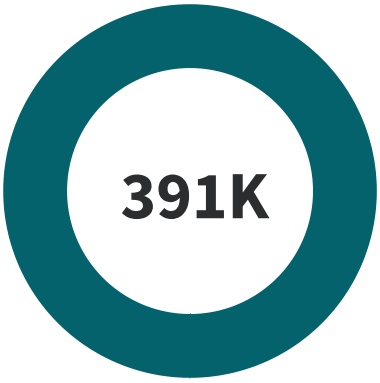


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$79,100	$40,653	$74,415	$76,853	$76,853
BENEFITS	$27,027	$13,132	$29,910	$26,149	$26,149
PURCHASED SERVICES	$96,000	$111,363	$96,000	$96,000	$96,750
Total Expenditures	**$202,127**	**$165,147**	**$200,326**	**$199,001**	**$199,751**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



MISC REVENUE **$390,700** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
MISC REVENUE	$366,000	-	$390,700	$390,700	$390,700
Total Revenues	**$366,000**	**-**	**$390,700**	**$390,700**	**$390,700**

Service: Pavement Markings

Service Description

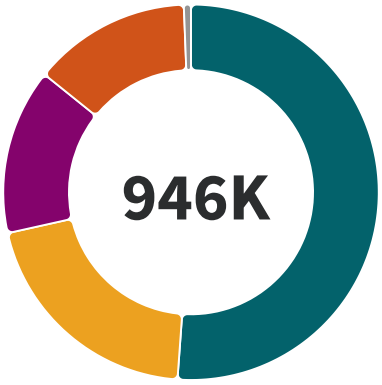
This service performs an annual pavement marking inventory. The service is also responsible for the maintenance of the following: centerline, lane line, crosswalk, bike path, speed hump, and other similar markings. The goal of this service is to provide greater clarity and consistent guidance on, over, or adjacent to a street, pedestrian facility, or bikeway by maintaining existing and installing new traffic control pavement markings.

Activities Performed by this Service

- Pavement Marking Design: Design pavement marking needs based on condition of existing markings and public safety, including prioritizing the material, location, and type of replacement pavement markings.
- Pavement Marking Installation: Paint pavement markings throughout the city to help guide bicycles, pedestrians, and motorists.
- Epoxy Pavement Marking: Oversee the work of the contractor hired to install epoxy pavement marking in high traffic locations.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



SALARIES	**$483,720**	51.16%
PURCHASED SERVICES	**$192,350**	20.34%
BENEFITS	**$135,020**	14.28%
SUPPLIES	**$128,750**	13.62%
INTER DEPART CHARGES	**$5,722**	0.61%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$523,541	$485,360	$492,281	$483,720	$483,720
BENEFITS	$173,584	$140,743	$174,993	$135,020	$135,020
SUPPLIES	$165,627	$120,337	$165,627	$165,627	$128,750
PURCHASED SERVICES	$190,200	$217,711	$190,200	$190,200	$192,350
INTER DEPART CHARGES	$94,078	$91,982	$5,722	$5,722	$5,722
Total Expenditures	**$1,147,030**	**$1,056,133**	**$1,028,824**	**$980,289**	**$945,562**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES **$5,000** 100.00%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$5,000	-	$5,000	$5,000	$5,000
Total Revenues	**$5,000**	**-**	**$5,000**	**$5,000**	**$5,000**

Service: Planning and Data Support

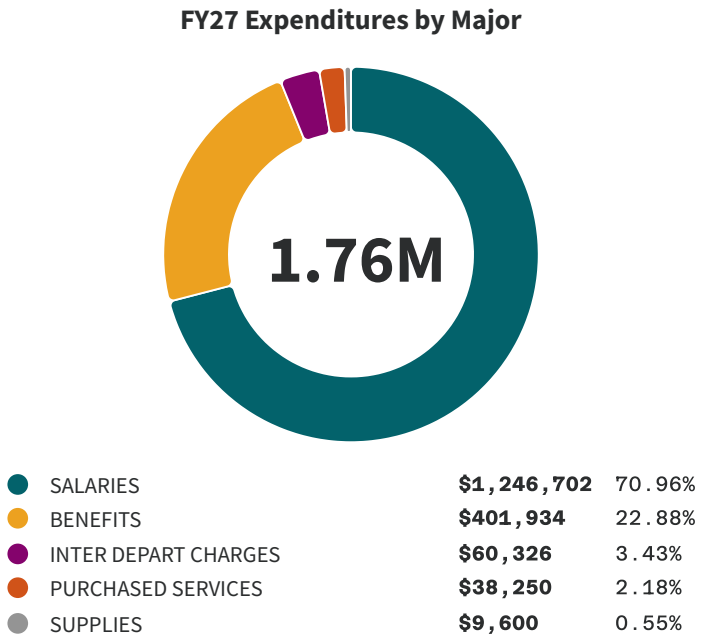
Service Description

This service, in conjunction with the Transportation Commission, provides leadership for traffic safety programs and assists the overall transportation and traffic planning, design, and transportation engineering for the City. Staff assist neighborhoods and other government entities in planning transportation improvements. The goal of this service is efficient development with minimal negative impacts on traffic safety and efficiency on City streets and neighborhoods.

Activities Performed by this Service

- Plan Review: Review and recommend approval of or changes to neighborhood development or transportation system plans to ensure a safe and efficient transportation system for all modes of travel.
- Project Review: Maintain prioritized list of transportation safety projects generated from public feedback, crash data, or other transportation related studies.
- Right-of-Way Permits: Review plans for proposed use of the public right-of-way for public safety and pedestrian and traffic flow.
- Traffic Studies: Conduct traffic studies or counts to determine traffic by mode in order to determine appropriate traffic control devices or street geometry needs.
- Mapping System: Continuous updating of asset data using mapping software and administration of the CityWorks asset management system.

Expenditures by Major (All Funds)



Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,187,025	$1,171,199	$1,204,672	$1,246,702	$1,246,702
BENEFITS	$392,175	$451,380	$420,451	$401,934	$401,934
SUPPLIES	$2,100	$25,153	$2,100	$2,100	$9,600
PURCHASED SERVICES	$24,181	$30,830	$24,181	$64,181	$38,250
INTER DEPART CHARGES	$118,546	$115,802	$65,414	$60,326	$60,326
Total Expenditures	**$1,724,027**	**$1,794,364**	**$1,716,818**	**$1,775,244**	**$1,756,813**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major

No data available

Agency Revenues by Major

No data available

Service: Radio Communications

Service Description

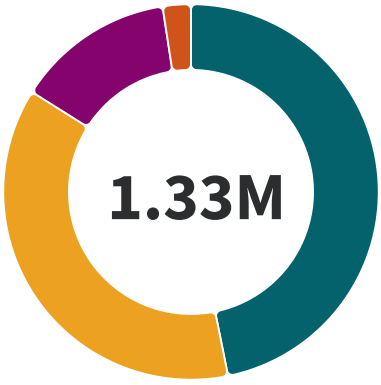
This service is responsible for: (1) two-way radios and associated electronic equipment, (2) municipal communications systems, and (3) communications equipment for the City and other public entities. The goal of this service is to maintain and repair the current emergency communication system and radios.

Activities Performed by this Service

- Emergency Communication System: Maintain and repair equipment at eight radio tower locations including the 911 center and maintain and repair handheld portable and vehicle-mounted mobile radios and miscellaneous electronics.
- Interoperability with Dane County 911 Center: Ensure the Dane County and the City of Madison separate emergency radio systems are compatible to receive calls from the 911 Center.
- Emergency Radio Equipment: Install communication equipment in police, fire, and other City agency vehicles and for other agencies throughout Dane County.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



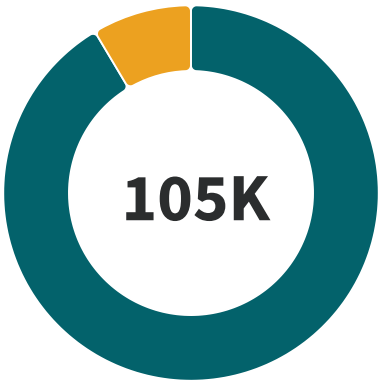
SALARIES	$1,005,367	75.39%
PURCHASED SERVICES	$796,300	59.71%
BENEFITS	$292,578	21.94%
SUPPLIES	$52,200	3.91%
INTER DEPART BILLING	-$812,854	-60.95%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$851,742	$786,478	$871,304	$1,005,367	$1,005,367
BENEFITS	$272,444	$316,628	$270,641	$292,578	$292,578
SUPPLIES	$45,600	$51,263	$45,600	$45,600	$52,200
PURCHASED SERVICES	$774,051	$763,404	$774,051	$774,051	$796,300
INTER DEPART CHARGES	$80,666	$82,875	-	-	-
INTER DEPART BILLING	-$698,988	-$713,809	-$709,515	-$812,854	-$812,854
Total Expenditures	**$1,325,515**	**$1,286,839**	**$1,252,081**	**$1,304,742**	**$1,333,591**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



INTERGOV REVENUES	**$96,200**	91.44%
CHARGES FOR SERVICES	**$9,000**	8.56%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$96,200	$33,714	$96,200	$96,200	$96,200
CHARGES FOR SERVICES	$9,000	$80,979	$9,000	$9,000	$9,000
Total Revenues	**$105,200**	**$114,693**	**$105,200**	**$105,200**	**$105,200**

Service: Signals

Service Description

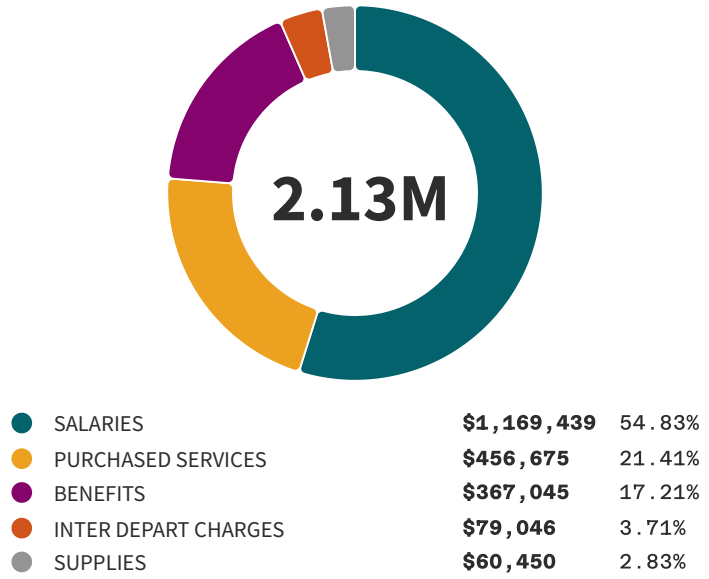
This service is responsible for the installation, operation, and upkeep of traffic signals. Specific activities include: (1) studies, planning, and design associated with new installations; (2) review, revision, and modernization for existing signalized intersections; and (3) installation and maintenance of traffic signal communication systems. The goal of this service is safer intersections through maintenance and repair of the City's traffic signals.

Activities Performed by this Service

- Traffic Signals: Provide routine maintenance, repairs, and emergency response to equipment failures and traffic signals knocked down.
- Traffic Signal Timing: Remotely or locally adjust traffic signals to adapt to special events, crashes, flooding, and road closures.

Expenditures by Major (All Funds)

FY27 Expenditures by Major

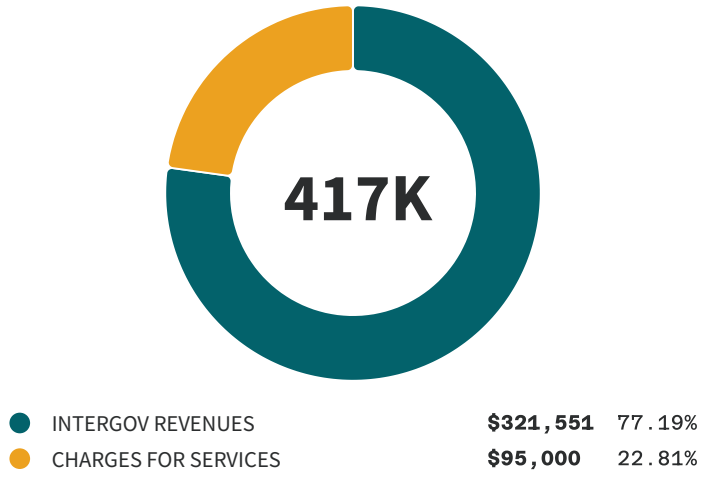


Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$1,100,534	$944,865	$1,038,687	$1,169,439	$1,169,439
BENEFITS	$374,868	$317,817	$390,790	$367,045	$367,045
SUPPLIES	$32,800	$89,752	$32,800	$32,800	$60,450
PURCHASED SERVICES	$411,521	$421,557	$411,521	$411,521	$456,675
INTER DEPART CHARGES	$97,167	$44,571	$80,313	$79,046	$79,046
Total Expenditures	**$2,016,890**	**$1,818,561**	**$1,954,111**	**$2,059,851**	**$2,132,655**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$321,551	$378,992	$321,551	$321,551	$321,551
CHARGES FOR SERVICES	$95,000	$56,457	$95,000	$95,000	$95,000
MISC REVENUE	-	$401,400	-	-	-
Total Revenues	**$416,551**	**$836,850**	**$416,551**	**$416,551**	**$416,551**

Service: Signing

Service Description

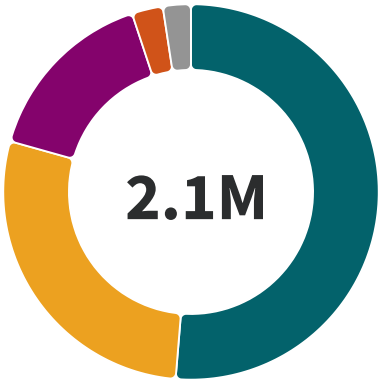
This service is responsible for fabricating, installing, replacing, repairing, and maintaining street signs. Specific activities include: (1) an annual inventory of all signs to determine condition and proper location, (2) studies to determine the need for new signs, (3) upkeep and maintenance of signs and guard rails, and (4) installations and removals of barricades and signs for special events and to individuals with street-use permits. The goal of this service is to provide clear, concise, and consistent guidance on, over, or adjacent to a street, pedestrian facility, or bikeway by maintaining existing and installing new traffic control signage.

Activities Performed by this Service

- Signage Plans: Develop sign plans that are designed to improve public safety and traffic flow.
- Fabricate and Install Signs: Manufacture and install signs throughout the City.
- Facilitate Special Events: Work with special event planners and other agencies to design plans to accommodate special events in a safe manner. Place signage and barricades needed for these events.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



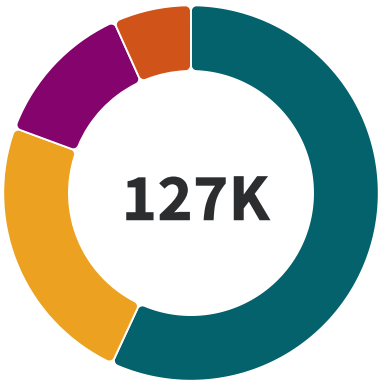
SALARIES	$1,104,579	52.50%
INTER DEPART CHARGES	$603,665	28.69%
BENEFITS	$335,388	15.94%
SUPPLIES	$57,258	2.72%
PURCHASED SERVICES	$52,025	2.47%
INTER DEPART BILLING	-$49,010	-2.33%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$999,488	$1,062,609	$966,714	$1,104,579	$1,104,579
BENEFITS	$318,356	$305,998	$328,452	$335,388	$335,388
SUPPLIES	$53,408	$17,097	$53,408	$53,408	$57,258
PURCHASED SERVICES	$116,900	$30,418	$116,900	$116,900	$52,025
INTER DEPART CHARGES	$83,764	$48,911	$546,548	$603,665	$603,665
INTER DEPART BILLING	-$49,010	-$26,885	-$49,010	-$49,010	-$49,010
Total Expenditures	**$1,522,907**	**$1,438,148**	**$1,963,013**	**$2,164,930**	**$2,103,905**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



CHARGES FOR SERVICES	**$72,000**	56.92%
MISC REVENUE	**$30,000**	23.72%
TRANSFER IN	**$16,000**	12.65%
INTERGOV REVENUES	**$8,500**	6.72%

Agency Revenues by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$8,500	$7,160	$8,500	$8,500	$8,500
CHARGES FOR SERVICES	$72,000	$159,787	$72,000	$72,000	$72,000
MISC REVENUE	$30,000	$16,985	$30,000	$30,000	$30,000
TRANSFER IN	$3,000	$17,980	$3,000	$3,000	$16,000
Total Revenues	**$113,500**	**$201,913**	**$113,500**	**$113,500**	**$126,500**

Service: Streetlighting

Service Description

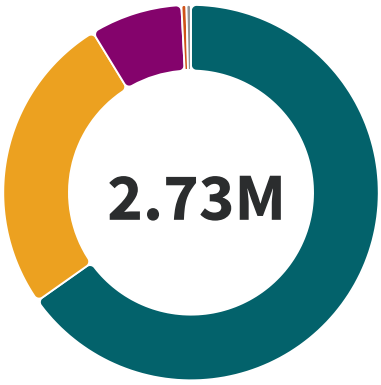
This service manages all street lights within the City of Madison. Specific activities include: repairing and maintaining light poles, bases and luminaries, and repairing all damage resulting from crashes. This includes design of new lighting installations and evaluating the need for changes in the existing systems and lighting units for specific neighborhood needs. The goal of this service is to maintain and repair street lighting and bike path lighting infrastructure.

Activities Performed by this Service

- Streetlight Maintenance: Provide routine maintenance, repairs, and emergency response to knocked down street lights and repair malfunctioning street light equipment.
- Installation Requests: Evaluate requests for lighting installation and coordinate with field staff or utilities.

Expenditures by Major (All Funds)

FY27 Expenditures by Major



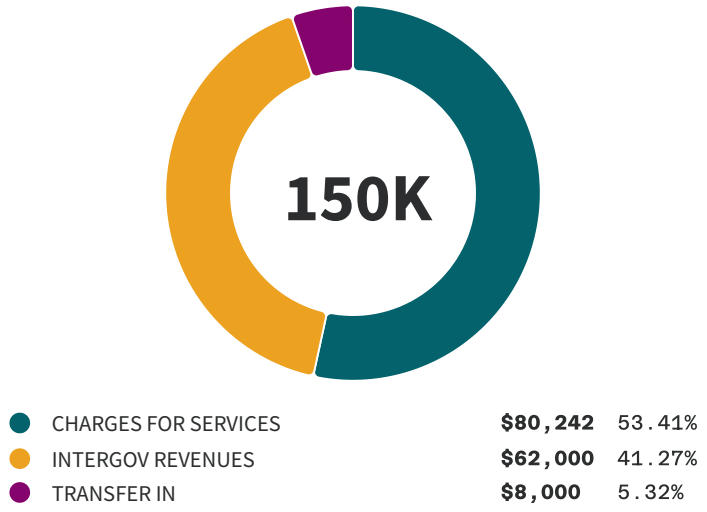
PURCHASED SERVICES	**$1,780,726**	65.21%
SALARIES	**$711,308**	26.05%
BENEFITS	**$216,280**	7.92%
INTER DEPART CHARGES	**$11,861**	0.43%
SUPPLIES	**$10,400**	0.38%

Expenditures by Major

Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$674,291	$685,789	$617,003	$711,308	$711,308
BENEFITS	$205,052	$222,296	$221,476	$216,280	$216,280
SUPPLIES	$7,410	$11,769	$7,410	$7,410	$10,400
PURCHASED SERVICES	$1,605,856	$1,747,443	$1,700,246	$1,776,246	$1,780,726
INTER DEPART CHARGES	$34,992	-$43,161	$11,861	$11,861	$11,861
Total Expenditures	**$2,527,601**	**$2,624,136**	**$2,557,996**	**$2,723,105**	**$2,730,575**

Agency Revenues by Major (All Funds)

FY27 Revenues by Major



Agency Revenues by Major

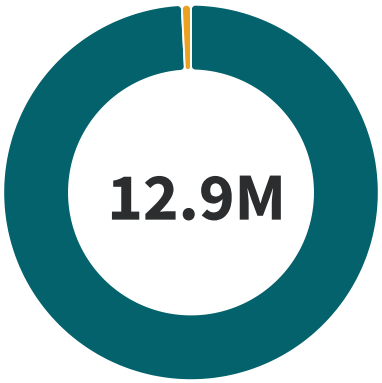
Category	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$62,000	$31,986	$62,000	$62,000	$62,000
CHARGES FOR SERVICES	$80,242	$82,507	$80,242	$80,242	$80,242
TRANSFER IN	$21,000	$280	$21,000	$21,000	$8,000
Total Revenues	**$163,242**	**$114,773**	**$163,242**	**$163,242**	**$150,242**

Traffic Engineering Fund Summary

The graphs and tables below summarize expenditures and agency revenues by fund. This summary is included because the agency has two or more fund types within the operating budget. The pages following this summary show the line-item detail for each fund.

Expenditures by Fund

FY27 Expenditures by Fund



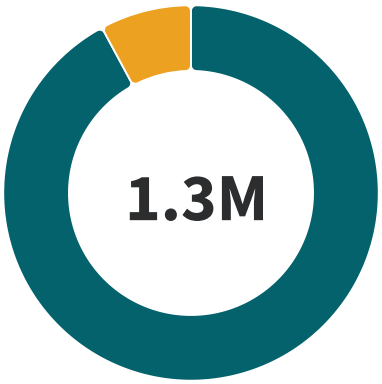
GENERAL	**$12,755,165**	99.21%
OTHER GRANTS	**$102,000**	0.79%

Expenditures by Fund

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$10,216,863	$11,661,903	$11,408,137	$12,053,050	$12,755,166	$12,755,165
OTHER GRANTS	$382,164	$102,000	$124,438	$102,000	$102,000	$102,000
Total Expenditures	**$10,599,027**	**$11,763,903**	**$11,532,575**	**$12,155,050**	**$12,857,166**	**$12,857,165**

Agency Revenues by Fund

FY27 Revenues by Fund



GENERAL	**$1,194,193**	92.13%
OTHER GRANTS	**$102,000**	7.87%

Agency Revenues by Fund

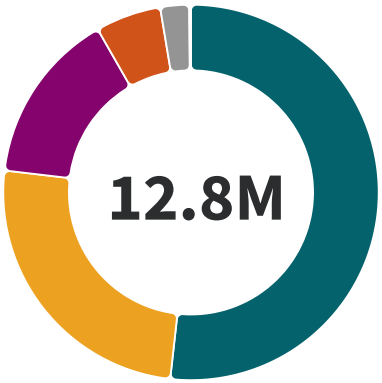
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
GENERAL	$1,140,833	$1,169,493	$1,273,505	$1,194,193	$1,194,193	$1,194,193
OTHER GRANTS	$382,165	$102,000	$124,439	$102,000	$102,000	$102,000
Total Revenues	**$1,522,998**	**$1,271,493**	**$1,397,944**	**$1,296,193**	**$1,296,193**	**$1,296,193**

Traffic Engineering: General Fund

The graphs and tables below provide a summary and line-item details of the agency's General Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	**$7,049,058**	55.26%
PURCHASED SERVICES	**$3,417,276**	26.79%
BENEFITS	**$2,025,688**	15.88%
INTER DEPART CHARGES	**$766,549**	6.01%
SUPPLIES	**$338,058**	2.65%
TRANSFER OUT	**$20,400**	0.16%
INTER DEPART BILLING	**-$861,864**	-6.76%

Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$5,604,985	$6,365,633	$6,108,858	$6,385,486	$7,049,058	$7,049,058
PERMANENT WAGES	$4,807,682	$5,869,334	$5,255,804	$6,276,866	$6,435,553	$6,435,553
SALARY SAVINGS	-	-$58,322	-	-$627,687	-$64,354	-$64,354
PENDING PERSONNEL	-	-	-	$70,571	-	-
PREMIUM PAY	$41,333	$18,000	$54,624	$45,000	$45,000	$45,000
WORKERS COMPENSATION WAGES	$3,350	-	$4,573	-	-	-
COMPENSATED ABSENCE	$62,172	$49,999	$83,272	$68,000	$68,000	$68,000
HOURLY WAGES	$606,076	$538,010	$640,731	$554,150	$572,150	$572,150
OVERTIME WAGES PERMANENT	$81,597	$53,379	$68,775	$80,000	$80,000	$80,000
OVERTIME WAGES HOURLY	$712	-	-	-	-	-
ELECTION OFFICIALS WAGES	$2,063	-	$1,079	-	-	-
BUDGET EFFICIENCIES	-	-$104,767	-	-$81,414	-$87,291	-$87,291
BENEFITS	$1,668,452	$1,920,416	$1,958,264	$2,054,067	$2,025,688	$2,025,688

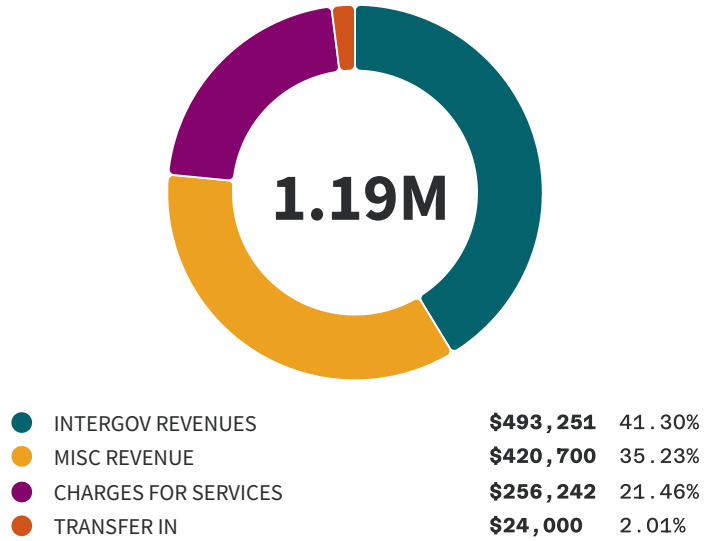
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
COMPENSATED ABSENCE ESCROW	-	-	$137,165	-	-	-
HEALTH INSURANCE BENEFIT	$850,746	$1,017,245	$928,409	$1,072,696	$1,012,540	$1,012,540
WAGE INSURANCE BENEFIT	$19,170	$17,409	$20,683	$18,744	$22,197	$22,197
WI RETIREMENT SYSTEM	$343,829	$407,920	$379,485	$451,933	$463,361	$463,361
FICA MEDICARE BENEFITS	$413,114	$434,056	$449,965	$467,026	$480,086	$480,086
LICENSES AND CERTIFICATIONS	$285	-	$160	-	-	-
POST EMPLOYMENT HEALTH PLANS	$41,308	$43,787	$42,396	$43,668	$47,505	$47,505
SUPPLIES	$240,625	$321,235	$343,870	$321,235	$324,735	$338,058
OFFICE SUPPLIES	$3,459	$7,550	$3,738	$7,550	$7,550	$4,200
COPY PRINTING SUPPLIES	$3,577	$3,100	$2,941	$3,100	$3,100	$3,100
FURNITURE	$482	$300	$4,742	$300	$300	$1,200
HARDWARE SUPPLIES	$20,122	$900	$7,047	$900	$900	$11,200
SOFTWARE LICENSES & SUPPLIES	-	$3,200	$13,032	$3,200	$3,200	-
POSTAGE	$5,458	$6,100	$3,606	$6,100	$6,100	$4,100
BOOKS AND SUBSCRIPTIONS	$451	$400	$924	$400	$400	$900
WORK SUPPLIES	$120,534	$250,095	$220,484	$250,095	$253,595	$251,508
JANITORIAL SUPPLIES	$6,172	$6,000	$4,497	$6,000	$6,000	$4,650
SAFETY SUPPLIES	$18,371	$15,000	$17,873	$15,000	$15,000	$15,200
UNIFORM CLOTHING SUPPLIES	$10,935	$7,890	$11,837	$7,890	$7,890	$11,500
BUILDING	-	$200	-	$200	$200	-
BUILDING SUPPLIES	$4,387	$2,000	$7,865	$2,000	$2,000	$6,700
ELECTRICAL SUPPLIES	$5,031	$500	$36	$500	$500	-
HVAC SUPPLIES	-	-	$135	-	-	$100
PLUMBING SUPPLIES	-	$100	$262	$100	$100	$100
EQUIPMENT SUPPLIES	$41,644	$11,900	$44,702	$11,900	$11,900	$23,600
STREET LIGHT SUPPLIES	-	-	$150	-	-	-
TRAFFIC SIGNAL SUPPLIES	-	$6,000	-	$6,000	$6,000	-
PURCHASED SERVICES	$3,075,121	$3,220,209	$3,326,494	$3,314,599	$3,430,599	$3,417,276
NATURAL GAS	$10,222	$17,424	$16,681	$17,424	$17,424	$17,700
ELECTRICITY	$1,888,771	$1,909,610	$1,973,961	$2,004,000	$2,080,000	$2,017,926
WATER	$2,747	$692	$5,427	$692	$692	$6,000
TELEPHONE	$2,044	$5,100	$1,643	$5,100	$5,100	$1,900
CELLULAR TELEPHONE	$11,013	$9,100	$11,959	$9,100	$9,100	$19,900
SYSTEMS COMMUNICATION INTERNET	$108,821	$100,000	$118,316	$100,000	$100,000	$100,000

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
BUILDING IMPROV REPAIR MAINT	$1,596	-	$19,750	-	-	-
FACILITY RENTAL	-	$1,600	-	$1,600	$1,600	-
LANDFILL	$43	$2,000	$57	$2,000	$2,000	$150
COMMUNICATION DEVICE RPR MAIN	$18,980	$20,000	$16,085	$20,000	$20,000	$20,000
EQUIP IMPROV REPAIR MAINT	$38,432	$32,500	$21,006	$32,500	$32,500	$35,650
SYSTEM AND SOFTWARE MAINTENANC	$664,518	$804,684	$709,840	$804,684	$844,684	$815,200
LEASE RENTAL OF EQUIPMENT	-	$2,400	-	$2,400	$2,400	$100
STREET IMPROV REPAIR MAINT	$214,836	$190,000	$212,440	$190,000	$190,000	$190,000
ST LIGHT IMPROV REPAIR MAINT	$4,109	$13,000	$9,137	$13,000	$13,000	$11,000
RECRUITMENT	$923	-	$224	-	-	$700
MILEAGE	$423	-	$336	-	-	$350
CONFERENCES AND TRAINING	$22,045	$24,100	$33,897	$24,100	$24,100	$32,900
MEMBERSHIPS	$2,904	$2,900	$5,127	$2,900	$2,900	$5,100
DELIVERY FREIGHT CHARGES	$169	-	$83	-	-	$100
STORAGE SERVICES	$68	-	$56	-	-	$100
CONSULTING SERVICES	$21,850	$50,000	$98,280	$50,000	$50,000	$104,000
ADVERTISING SERVICES	$2,418	$200	$360	$200	$200	$250
PRINTING SERVICES	-	-	$41	-	-	$50
LOCATING MARKING SERVICES	$16,872	$17,900	$17,446	$17,900	$17,900	$19,000
OTHER SERVICES AND EXPENSES	$41,282	$16,800	$54,342	$16,800	$16,800	$19,150
PERMITS AND LICENSES	$35	$200	-	$200	$200	$50
INTER DEPART CHARGES	$363,111	$562,007	$395,293	$715,787	$766,549	$766,549
ID CHARGE FROM ENGINEERING	-$57,766	$68,266	-$49,493	$68,266	$68,266	$68,266
ID CHARGE FROM FLEET SERVICES	$281,117	$378,123	$329,168	$525,516	$582,633	$582,633
ID CHARGE FROM INSURANCE	$38,717	$43,543	$43,543	$50,588	$45,500	$45,500
ID CHARGE FROM WORKERS COMP	$101,043	$72,075	$72,075	$71,417	$70,150	$70,150
INTER DEPART BILLING	-$751,017	-$747,998	-$740,694	-$758,525	-$861,864	-$861,864
ID BILLING TO CLERK	-$1,120	-$950	-$924	-$950	-$950	-$950
ID BILLING TO FIRE	-$130,853	-$101,552	-$79,025	-$101,552	-$101,552	-$101,552
ID BILLING TO POLICE	-$294,590	-$290,000	-$306,433	-$290,000	-$290,000	-$290,000
ID BILLING TO PUBLIC HEALTH M	-$2,001	-$1,586	-$2,428	-$1,586	-$1,586	-$1,586

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
ID BILLING TO ENGINEERING	-$6,826	-$26,491	-$6,094	-$6,221	-$6,221	-$6,221
ID BILLING TO FLEET SERVICES	-$6,667	-$4,999	-$5,076	-$4,999	-$4,999	-$4,999
ID BILLING TO LANDFILL	-$344	-$360	-$352	-$360	-$360	-$360
ID BILLING TO STREETS	-$60,855	-$53,874	-$62,109	-$48,874	-$48,874	-$48,874
ID BILLING TO LIBRARY	-$3,860	-$3,766	-$3,860	-$5,600	-$5,600	-$5,600
ID BILLING TO PARKS	-$28,129	-$31,043	-$24,221	-$31,043	-$31,043	-$31,043
ID BILLING TO BUILDING INSPEC	-$2,016	-$2,216	-$2,116	-$2,216	-$2,216	-$2,216
ID BILLING TO PARKING	-$40,315	-$33,924	-$37,262	-$42,272	-$79,472	-$79,472
ID BILLING TO SEWER	-$3,876	-$4,156	-$3,956	-$4,156	-$4,156	-$4,156
ID BILLING TO STORMWATER	-$3,771	-$4,246	-$3,906	-$4,246	-$4,246	-$4,246
ID BILLING TO TRANSIT	-$120,832	-$138,300	-$152,988	-$158,025	-$211,422	-$211,422
ID BILLING TO WATER	-$44,963	-$50,535	-$49,945	-$56,425	-$69,167	-$69,167
TRANSFER OUT	$15,585	$20,400	$16,052	$20,400	$20,400	$20,400
TRANSFER OUT TO GRANTS	$15,585	$20,400	$16,052	$20,400	$20,400	$20,400
Total Expenditures	**$10,216,863**	**$11,661,903**	**$11,408,137**	**$12,053,050**	**$12,755,166**	**$12,755,165**

Agency Revenues by Major

FY27 Revenues by Major



Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$535,754	$493,251	$457,129	$493,251	$493,251	$493,251
FEDERAL REVENUES OPERATING	$168	$1,200	$568	$1,200	$1,200	$1,200
STATE REVENUES OPERATING	$103,366	$112,000	$161,234	$112,000	$112,000	$112,000

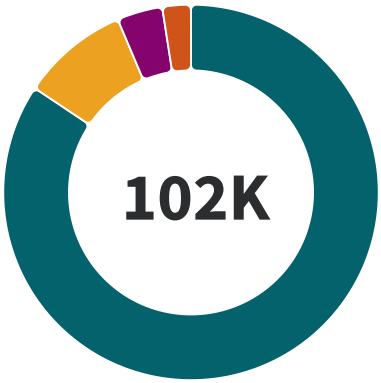
Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
PAYMENT FOR MUNICIPAL SERVICE	$3,602	$35,000	$19,169	$35,000	$35,000	$35,000
LOCAL REVENUES OPERATING	$363,962	$300,051	$262,181	$300,051	$300,051	$300,051
OTHER UNIT OF GOV REVENUES OP	$64,656	$45,000	$13,978	$45,000	$45,000	$45,000
CHARGES FOR SERVICES	$212,590	$256,242	$379,731	$256,242	$256,242	$256,242
TRAFFIC PRIVATE ENTITY	$61,376	$84,242	$218,682	$84,242	$84,242	$84,242
REIMBURSEMENT OF EXPENSE	$151,214	$172,000	$161,050	$172,000	$172,000	$172,000
MISC REVENUE	$383,869	$396,000	$418,385	$420,700	$420,700	$420,700
MISCELLANEOUS REVENUE	$383,869	$396,000	$418,385	$420,700	$420,700	$420,700
TRANSFER IN	$8,620	$24,000	$18,260	$24,000	$24,000	$24,000
TRANSFER IN FROM INSURANCE	$8,620	$24,000	$18,260	$24,000	$24,000	$24,000
Total Revenues	**$1,140,833**	**$1,169,493**	**$1,273,505**	**$1,194,193**	**$1,194,193**	**$1,194,193**

Traffic Engineering: Other Grants Fund

The graphs and tables below provide a summary and line-item details of the agency's Other Grants Fund operating budget. The data reflect all services within the fund.

Expenditures by Major

FY27 Expenditures by Major



SALARIES	$86,059	84.37%
BENEFITS	$9,441	9.26%
PURCHASED SERVICES	$4,000	3.92%
SUPPLIES	$2,500	2.45%

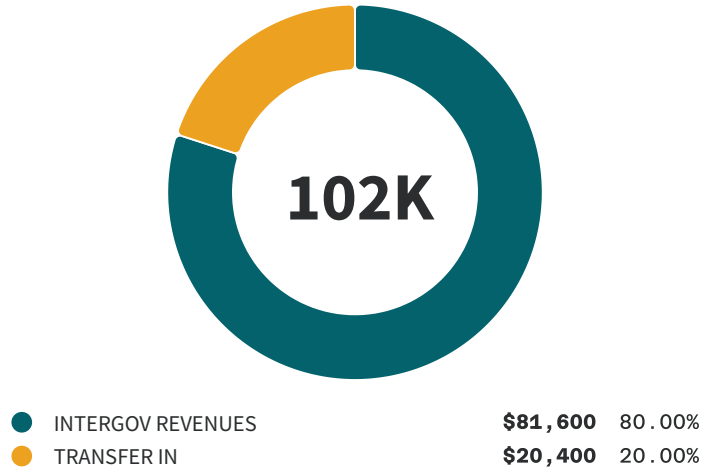
Line-Item Expenditures

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
SALARIES	$60,972	$93,417	$69,618	$92,765	$92,559	$86,059
PERMANENT WAGES	$60,945	$23,958	$69,618	$25,565	$26,332	$26,332
PENDING PERSONNEL	-	$69,459	-	$67,200	$66,227	$59,727
HOURLY WAGES	$27	-	-	-	-	-
BENEFITS	$16,003	$8,583	$13,266	$9,235	$9,441	$9,441
HEALTH INSURANCE BENEFIT	$7,211	$5,010	$3,179	$5,478	$5,478	$5,478
WAGE INSURANCE BENEFIT	-	$111	$11	$46	$138	$138
WI RETIREMENT SYSTEM	$4,206	$1,665	$4,847	$1,841	$1,896	$1,896
FICA MEDICARE BENEFITS	$4,586	$1,796	$5,229	$1,871	$1,929	$1,929
SUPPLIES	$240	-	$41,354	-	-	$2,500
OFFICE SUPPLIES	$57	-	-	-	-	$1,000
WORK SUPPLIES	-	-	$714	-	-	$1,500
EQUIPMENT SUPPLIES	$183	-	$40,640	-	-	-
PURCHASED SERVICES	$895	-	$200	-	-	$4,000
CONFERENCES AND TRAINING	$695	-	-	-	-	-
ADVERTISING SERVICES	$200	-	$200	-	-	$4,000
DEBT OTHR FINANCING	$304,054	-	-	-	-	-

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
FUND BALANCE GENERATED	$304,054	-	-	-	-	-
Total Expenditures	**$382,164**	**$102,000**	**$124,438**	**$102,000**	**$102,000**	**$102,000**

Agency Revenues by Major

FY27 Revenues by Major



Line-Item Agency Revenues

Category	2024 Actuals	2025 Adopted	2025 Actuals	2026 Adopted	2027 Cost to Continue	2027 Request
INTERGOV REVENUES	$366,579	$81,600	$106,247	$81,600	$81,600	$81,600
FEDERAL REVENUES OPERATING	$366,579	$81,600	$106,247	$81,600	$81,600	$81,600
OTHER FINANCE SOURCE	-	-	$2,140	-	-	-
FUND BALANCE APPLIED	-	-	$2,140	-	-	-
TRANSFER IN	$15,585	$20,400	$16,052	$20,400	$20,400	$20,400
TRANSFER IN FROM GENERAL	$15,585	$20,400	$16,052	$20,400	$20,400	$20,400
Total Revenues	**$382,165**	**$102,000**	**$124,439**	**$102,000**	**$102,000**	**$102,000**

Traffic Engineering Position Summary

Note: 2026 Year to Date FTE amounts reflect position changes made by resolution or administrative authorization since adoption of the 2026 budget through June 26, 2026.

		2026 Adopted	2026 Year to Date
Classification	**CG**	**FTEs**	**FTEs**
ACCT TECH 2-20	20	1.00	1.00
ADMIN ANAL 3-18	18	2.00	2.00
ASST CITY TRAFFIC ENGR-18	18	2.00	2.00
CITY TRAFFIC ENGR-21	21	1.00	
CIVIL TECH 2-16	16	1.00	1.00
CIVIL TECH 2-16 PT	16	0.80	0.80
COM OPER LDWKR-16	16	2.00	2.00
COMMUNIC OPER SUPV-18	18	1.00	1.00
COMMUNIC TECH 1-16	16	1.00	1.00
COMMUNIC TECH 2-16	16	4.00	4.00
COMMUNIC TECH 3-16	16	1.00	1.00
COMMUNICATION WKR-16	16	1.00	1.00
COMP MAP/GIS COORD-18	18	1.00	1.00
CROSSING GUARD SUPV-18 PT	18	1.70	1.70
DIR OF TRAFFIC ENGINEERING-21	21		1.00
ELECTRICAL OPER SUPV-18	18	1.00	1.00
ENGR PROG SPEC 1-16	16	3.00	3.00
ENGR PROG SPEC 2-16	16	1.00	1.00
GIS SPECIALIST 2-18	18	1.00	1.00
GIS SPECIALIST 3-18	18	2.00	2.00
MAINT MECH 2-16	16	1.00	1.00
MAINT PAINTER-16	16	3.00	3.00
PED BICYCLE ADMIN-18	18	1.00	1.00
PED BICYCLE OUTREACH SPEC-18	18	1.00	1.00
PROGRAM ASST 1-20	20	2.00	2.00
SIGN PAINTER-16	16	2.00	2.00
STOREKEEPER-16	16	1.00	1.00

		2026 Adopted	2026 Year to Date
TRAFF CONT MAINT WKR-16	16	5.00	5.00
TRAFF ENGR 1-18	18	2.00	2.00
TRAFF ENGR 2-18	18	4.00	4.00
TRAFF ENGR 3-18	18	1.00	1.00
TRAFF ENGR 4-18	18	2.00	2.00
TRAFF OPER LDWKR-16	16	2.00	2.00
TRAFF OPER MGR-18	18	1.00	1.00
TRAFF SIG ELECTR 1-16	16	2.00	2.00
TRAFF SIG ELECTR 2-16	16	7.00	7.00
TRAFF SIG MAINT WKR-16	16	5.00	5.00
TRAFF SYS/NET SPEC	16	1.00	1.00
TRAFFIC OPER SUPV-18	18	1.00	1.00
TRANSP OPNS ANAL-18	18	1.00	1.00
Grand Total		**73.50**	**73.50**

Proposed Personnel Changes

Allocation Changes: Does your proposal change the position allocations of existing positions?

☒No – No allocation changes

☐Yes – Includes proposed allocation changes

Reclassifications: Does your proposal reclassify existing positions?

☒No – No reclassifications

☐Yes – Includes proposed reclassifications

Traffic Engineering 2% Reduction Proposal

All agencies, including enterprise funds, were directed to submit a 2% cut proposal. The only funds that were exempt were grant-funded activities.

Department heads received the following guidance for developing their reduction proposals:

- Department heads are directed to review all services and activities. The goal is to preserve core services while identifying lower priority services that could be eliminated.
- Department heads must provide information on services recommended for elimination and should make such recommendations through an equity lens.
- Department heads should review any fees or charges for services, balancing service provision, equity, affordability and impact on the general fund. Departments considering changes to fees or charges should consult with their assigned budget analyst.
- Department heads should focus on efficiencies and lower priority services in developing the reduction plans. Plans should avoid, to the extent practicable, one-time savings from holding positions vacant and reductions in administrative costs (e.g. travel, training, office supplies) that do not impact service levels.

2% Target: The 2% reduction target for Traffic Engineering is **$231,219**

The following reduction proposal was submitted as part of the agency's budget request:

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
453 - PAVEMENT MARKINGS	Eliminate Yellow Curb Marking for Parking Restrictions	TE will eliminate the service of painting yellow curbs used to reinforce parking restrictions. This elimination will primarily impact residents in the central City who rely on these visual cues. TE paints yellow curbs to provide additional reinforcement to drivers that they should not park in a particular location. However, most locations are also signed, and state law already dictates that people may not park in front of a fire hydrant, close to a crosswalk or close to a driveway.		8,600

Service	Activity (Narrative Description)	Implication if Activity is Reduced/ Eliminated (Narrative Description)	FTE Impact (#)	Total Amount ($)
453 - PAVEMENT MARKINGS	Reduction in Epoxy Pavement Marking Contract	TE will reduce its annual contract for epoxy pavement markings, which is used to refresh faded crosswalks and lane lines. This reduction will be felt citywide, as markings will be refreshed less frequently and become less visible over time. Available contract funding will be reserved for the highest-usage and highest-volume corridors and locations where clear pavement markings are most critical to safety and traffic operations. This reduction will result in a lower overall standard of pavement-marking visibility and may lead to additional complaints about faded or difficult-to-see markings.		95,000
453 - PAVEMENT MARKINGS	Reduce Crosswalk Painter Positions and Supplies	TE will significantly reduce seasonal hourly crosswalk painter positions and paint supplies, ending our standard maintenance cycle where crosswalks are refreshed annually in central areas and every other year throughout the rest of the city. This reduction directly impacts pedestrian infrastructure citywide. To protect public safety under these constraints, we will narrow our maintenance focus exclusively to school zone crosswalks and designated corridors on the High Injury Network.		127,900
			Total	231,500