Anatomy of a Budget
Operations and Capital budgets

**Operations**
- $235,865,624 for 2011
- Usually approved last

**Capital**
- $249,153,890 for 2011
- Usually approved first
2011 Adopted Operations Budget: $235,865,624

Expenditure Summary by Function

- Public Safety and Health
- Dept. of Public Works & Transp.
- Dept. of Planning and Developmt.
- Public Facilities
- Administration
- Debt Service
- Miscellaneous
- General Government

Total Expenditure: $235,865,624
2011 Adopted Operations Public Safety & Health: $107,910,62
2011 Adopted Operations Public Works & Transportation: $56,158,907

- Streets
- Parks
- Metro Transit
- Traffic Engineering
- Engineering
FUNDING SOURCES BY MAJOR CATEGORY

- Property Taxes: 72%
- Local Revenues: 13%
- Intergovernmental Payments: 15%
2011 Adopted Capital Budget: $249,153,890
## 2011
City of Madison
Capital Improvement Program

### City Summary - Total Project Costs

<table>
<thead>
<tr>
<th>Agency Name</th>
<th>Capital Budget</th>
<th>Future Year Estimates</th>
</tr>
</thead>
<tbody>
<tr>
<td>Library</td>
<td>$27,618,200</td>
<td>$1,490,000</td>
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<tr>
<td>Fire</td>
<td>2,436,160</td>
<td>1,610,000</td>
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<tr>
<td>Police</td>
<td>3,225,000</td>
<td>1,125,000</td>
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<tr>
<td>Public Health - Madison &amp; Dane</td>
<td>130,000</td>
<td>340,000</td>
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<tr>
<td>State Street - Capitol Square</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Monona Terrace</td>
<td>595,000</td>
<td>1,430,000</td>
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<tr>
<td>Information Technology</td>
<td>7,527,000</td>
<td>4,533,000</td>
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<tr>
<td>Miscellaneous</td>
<td>365,300</td>
<td>183,900</td>
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<tr>
<td>Facilities Management</td>
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<td>4,072,780</td>
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<tr>
<td>Sewer Utility</td>
<td>11,230,200</td>
<td>12,205,435</td>
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<tr>
<td>Eng. - Bicycle and Pedestrian</td>
<td>4,056,400</td>
<td>12,773,300</td>
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<tr>
<td>Engineering - Major Streets</td>
<td>66,453,000</td>
<td>69,585,000</td>
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<tr>
<td>Engineering - Other Projects</td>
<td>536,000</td>
<td>437,500</td>
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<tr>
<td>Stormwater Utility</td>
<td>10,637,925</td>
<td>9,207,176</td>
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<td>Fleet Service</td>
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<td>5,341,750</td>
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<tr>
<td>Parks</td>
<td>11,173,805</td>
<td>10,063,000</td>
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<tr>
<td>Streets</td>
<td>1,080,600</td>
<td>3,160,000</td>
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<tr>
<td>Metro Transit</td>
<td>11,723,500</td>
<td>7,873,785</td>
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<tr>
<td>Traffic Engineering</td>
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<td>2,757,000</td>
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<td>Parking Utility</td>
<td>15,020,000</td>
<td>13,561,000</td>
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<tr>
<td>Planning &amp; Comm'y. &amp; Ec. Dev.</td>
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<td>9,795,000</td>
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<tr>
<td>Water Utility</td>
<td>19,036,300</td>
<td>25,194,300</td>
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**Total** $249,153,890 $196,724,926 $171,672,089 $164,501,375 $132,357,773 $131,150,362
<table>
<thead>
<tr>
<th>Project Name</th>
<th>Capital Budget</th>
<th>2012</th>
<th>2013</th>
<th>2014</th>
<th>2015</th>
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<tbody>
<tr>
<td>1 Rural to Urban Streets</td>
<td>$2,000,000</td>
<td>$1,500,000</td>
<td>$1,575,000</td>
<td>$1,653,000</td>
<td>$1,736,000</td>
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<tr>
<td>2 Reconstruction Streets</td>
<td>5,507,000</td>
<td>4,900,000</td>
<td>6,140,000</td>
<td>6,440,000</td>
<td>6,760,000</td>
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<tr>
<td>3 Bridge Repair and Replacement</td>
<td>174,000</td>
<td>110,000</td>
<td>110,000</td>
<td>120,000</td>
<td>120,000</td>
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<td>4 Railroad Crossings and Quiet Zones</td>
<td>130,000</td>
<td>80,000</td>
<td>80,000</td>
<td>90,000</td>
<td>90,000</td>
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<tr>
<td>5 Pavement Management</td>
<td>7,490,000</td>
<td>8,590,000</td>
<td>8,650,000</td>
<td>9,090,000</td>
<td>9,540,000</td>
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<tr>
<td>6 Curb &amp; Curb Ramps with Resurfacing</td>
<td>2,000,000</td>
<td>1,800,000</td>
<td>1,900,000</td>
<td>2,000,000</td>
<td>2,100,000</td>
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<tr>
<td>7 Resurfacing Arterial Streets</td>
<td>3,000,000</td>
<td>1,500,000</td>
<td>3,500,000</td>
<td>3,650,000</td>
<td>3,800,000</td>
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<tr>
<td>8 Neighborhood Traffic Management</td>
<td>250,000</td>
<td>260,000</td>
<td>280,000</td>
<td>290,000</td>
<td>300,000</td>
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<tr>
<td>9 Pedestrian Impr. on Major Streets</td>
<td>150,000</td>
<td>160,000</td>
<td>170,000</td>
<td>180,000</td>
<td>190,000</td>
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<td>10 Anderson Street</td>
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<td>440,000</td>
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<tr>
<td>11 Atwood Avenue</td>
<td>360,000</td>
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<td>0</td>
<td>800,000</td>
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<tr>
<td>12 Blair Street</td>
<td>0</td>
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<tr>
<td>13 Buckeye Road</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>Project Name</td>
<td>Capital Budget</td>
<td>Future Year Estimates</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>------------------------------------</td>
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<td>----------------------</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>2011</td>
<td>2012</td>
<td>2013</td>
<td>2014</td>
<td>2015</td>
</tr>
<tr>
<td>46 Sprecher Road Relocation</td>
<td>1,300,000</td>
<td>1,140,000</td>
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<td>0</td>
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<tr>
<td>49 STH 113</td>
<td>14,200,000</td>
<td>10,000,000</td>
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<tr>
<td>50 University Avenue - Allen to Segoe</td>
<td>250,000</td>
<td>10,400,000</td>
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<tr>
<td>51 University Avenue - Grand to Breese</td>
<td>2,300,000</td>
<td>0</td>
<td>9,000,000</td>
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<tr>
<td>52 Washington Avenue, East</td>
<td>0</td>
<td>0</td>
<td>2,170,000</td>
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<tr>
<td>53 Washington Avenue, West</td>
<td>0</td>
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<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>54 Weir Minerals Road Extension</td>
<td>710,000</td>
<td>0</td>
<td>0</td>
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<td>0</td>
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<tr>
<td>55 Williamson Street</td>
<td>4,110,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
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<tr>
<td>56 Winnebago St. - Yahara River to First</td>
<td>0</td>
<td>0</td>
<td>2,370,000</td>
<td>0</td>
<td>0</td>
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<tr>
<td>57 Winnebago St. - Atwood to LaFollette</td>
<td>0</td>
<td>0</td>
<td>1,500,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>58 Frances Street</td>
<td>0</td>
<td>600,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>59 Johnson Street / Henry Street</td>
<td>0</td>
<td>0</td>
<td>600,000</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>60 Old Middleton Road</td>
<td>936,000</td>
<td>0</td>
<td>0</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$66,453,000</strong></td>
<td><strong>$69,565,000</strong></td>
<td><strong>$66,678,000</strong></td>
<td><strong>$57,173,000</strong></td>
<td><strong>$52,726,100</strong></td>
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</tbody>
</table>
Engineering - Major Streets

Rural to Urban Streets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>GO</td>
<td>$1,300,000</td>
</tr>
<tr>
<td>Other</td>
<td>$700,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$2,000,000</strong></td>
</tr>
</tbody>
</table>

This program consists of reconstructing streets with substandard pavements to City standards and assessing a portion of the costs to the adjacent property owners. The program also includes the City’s share of constructing streets adjacent to Parks and Greenways in new subdivisions. $700,000 of G.O. Debt reauthorized from the 2010 Capital Budget, along with $300,000 of special assessment funding. Other funding is from special assessments.

Reconstruction Streets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>GO</td>
<td>$3,476,000</td>
</tr>
<tr>
<td>Other</td>
<td>$2,031,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$5,507,000</strong></td>
</tr>
</tbody>
</table>

Reconstruction Streets is a continuing program of replacing deteriorated streets.

Pavement Management

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>GO</td>
<td>$7,430,000</td>
</tr>
<tr>
<td>Other</td>
<td>$60,000</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$7,490,000</strong></td>
</tr>
</tbody>
</table>

The Pavement Management Program is used to surface existing streets with a new asphaltic pavement. The project is also used to repair deteriorated pavement joints in concrete streets, to seal cracks in asphaltic pavements, and to chip seal streets with curb and gutter. The program is an essential maintenance program in that it extends the life of existing streets thereby postponing the need for expensive reconstruction. This program will allow for the resurfacing of approximately 12 miles of street. The program will also fund the maintenance of rural roads within the City where development is not expected in the near future. Other funding is from TID #35. A total of $950,000 of G.O. Debt is reauthorized from the 2010 Capital Budget.

Resurfacing Arterial Streets

<table>
<thead>
<tr>
<th>Category</th>
<th>Amount</th>
</tr>
</thead>
<tbody>
<tr>
<td>GO</td>
<td>$3,000,000</td>
</tr>
<tr>
<td>Other</td>
<td>$0</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$3,000,000</strong></td>
</tr>
</tbody>
</table>

Resurfacing Arterial Streets is a program specifically for the resurfacing of high volume City streets. The Engineering Division, using the PASER rating system developed by the University of Wisconsin, rates all City of Madison streets. A street rated a ten is a new street. Streets rated at or below five are in fair to poor condition. The City has set the goal that no more than ten percent of the arterial street mileage is to be rated five or below. The Mayor has established a five-year plan to meet the goal by 2013. This project will cause the resurfacing of arterial streets so that the ten percent goal can be met. Currently, the City has ninety two miles of arterial street maintained by the City and eighteen percent of the arterial street mileage is rated five and below.
Operations Budget

Dept. of Public Works & Transp.

$32,044,724
(minus metro & parks)

Capital Budget

$98,497,724
(20% of the operating and capital budget combined)

$66,453,000
(Engineering - Major Streets)
Population Growth = <1% per year
Over the past 10 years we’ve seen:

- 9.7% increase in population growth
- 558% increase in major street funding
This growth impacts other areas of the budget

• Fire & police services
• Debt service
• Stormwater utility
Debt Service

- 1 in 10 dollars in 2008
- Nearly 1 in 4 dollars in 2017
All data obtained from official city sources:

http://cityofmadison.com/finance/budget/

TIF cash inflow has exceeded outflow 6 of the past 7 years.

<table>
<thead>
<tr>
<th></th>
<th>Actual</th>
<th>Projected</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>2005</td>
<td>2006</td>
</tr>
<tr>
<td>Total Inflow</td>
<td>$23,634,417</td>
<td>$26,679,271</td>
</tr>
<tr>
<td>Total Outflow</td>
<td>$14,736,598</td>
<td>$22,283,573</td>
</tr>
<tr>
<td>Net cash flow</td>
<td>$8,897,819</td>
<td>$4,395,698</td>
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</table>