Finance

Budget Overview

Agency Budget by Fund

	2	019 Actual	20	20 Adopted	2020 Actual	20	21 Adopted	2022 C2C	20	22 Request
General		3,945,645		4,175,833	4,091,039		3,744,979	4,000,089		4,000,091
TOTAL	\$	3,945,645	\$	4,175,833	\$ 4,091,039	\$	3,744,979	\$ 4,000,089	\$	4,000,091
Agency Budget by Service										
	2	019 Actual	20	20 Adopted	2020 Actual	20	21 Adopted	2022 C2C	20	22 Request
Accounting		2,095,230		2,136,555	2,092,038		2,024,497	2,202,522		2,202,524
Budget & Program Evaluation		627,199		683,485	798,822		547,381	625,994		625,995
Risk Management		8,274		-	7,714		-	-		-
Administrative Support		488,602		506,371	477,661		498,408	485,562		427,162
Treasury		726,341		849,422	714,805		674,694	686,011		686,011
Internal Audit		-		-	-		-	-		58,400
TOTAL	\$	3,945,645	\$	4,175,833	\$ 4,091,039	\$	3,744,979	\$ 4,000,089	\$	4,000,091
Agency Budget by Major-Rever	nue									
	2	019 Actual	20	20 Adopted	2020 Actual	20	21 Adopted	2022 C2C	20	22 Request
Charges For Services		(2 <i>,</i> 935)		-	-		-	-		-
Misc Revenue		(15,000)		(15,000)	(15,000)		(31,500)	(31,500)		(31,500)
Transfer In		(400,000)		(400,000)	(53,306)		(370,000)	(370,000)		(370,000)
TOTAL	\$	(417,935)	\$	(415,000)	\$ (68,306)	\$	(401,500)	\$ (401,500)	\$	(401,500)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	3,075,810	3,372,713	3,103,924	3,270,102	3,372,538	3,372,538
Benefits	927,395	914,348	864,402	936,784	993,298	993,298
Supplies	134,687	133,175	127,990	123,675	123,675	123,675
Purchased Services	954,078	991,784	884,217	961,741	1,057,903	1,057,903
Inter Depart Charges	9,010	10,987	10,987	9,511	9,511	9,511
Inter Depart Billing	(737,400)	(832,174)	(832,175)	(1,155,334)	(1,155,336)	(1,155,334)
TOTAL	\$ 4,363,580	\$ 4,590,833	\$ 4,159,346	\$ 4,146,479	\$ 4,401,589	\$ 4,401,591



Finance Department

David P. Schmiedicke, Director City-County Building, Room 406 210 Martin Luther King, Jr. Blvd. Madison, WI 53703 Phone: (608) 266-4671 | Fax: (608) 267-8705 <u>finance@cityofmadison.com</u> <u>cityofmadison.com/finance</u> Accounting Services Manager Patricia A. McDermott, CPA Budget & Program Evaluation Manager Christine Koh Risk Manager Eric Veum Treasury & Revenue Manager Craig Franklin, CPA

Date: July 9, 2021

To: Mayor Satya Rhodes-Conway

From: David Schmiedicke Finance Director

Subject: Finance Department 2022 Operating Budget Transmittal Memo

Major Goals

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 2022 are listed below.

<u>Accounting Services</u> – Implementation of Governmental Accounting Standards Board (GASB) Standard 87 related to tracking and reporting of leases held by the city; continued implementation of the city's enterprise resource planning system (MUNIS) modules, including utility billing and bid central/vendor self-service, as well as a major upgrade of MUNIS; 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 continued in-house preparation of financial statements through Caseware software implementation.

<u>Budget and Program Evaluation</u> – Reengagement of agencies toward implementing outcome-based / results-oriented budgeting through the Results Madison initiative, including identifying a pilot agency in 2022 and restructuring its chart of accounts to reflect the services it provides to residents; American Rescue Plan Act implementation and reporting (with Accounting Services); continued Data Governance efforts, including an administrative policy memorandum (APM) defining data management practices for city agencies; supporting city-wide data projects, including those with an equity focus.

<u>Risk Management and Administrative Services</u> – Safety monitoring in the aftermath of COVID and phased return to work throughout the city; continued support of elections by the Administrative Support Team; and personnel transitions on the Document Services team

<u>Treasury Services</u> – Implementation of a new tax system; continued work upgrading city cashiering systems to ensure compliance with banking industry security standards; and enhancement of room tax internal controls.

July 9, 2021 Page 2

<u>Internal Audit Services</u> – Creation of a new service to restart and refocus the department's internal audit responsibilities. An Internal Audit Manager position has been created from an existing vacancy, with additional staff to be identified through reallocation of staff resources and realignment of department activities.

COVID Recovery

COVID demonstrated the capabilities of fully on-line work. Fewer paper documents (e.g., budgets, financial statements, etc.) need to be produced. Training and conferences can be conducted and attended via remote options. Contracts can be approved through on-line workflow processes. The department will be supporting efforts to allocate, track and report on the federal American Rescue Plan Act programs.

2022 Request & Equity

<u>Equity in City Contracting</u> -- Accounting/Purchasing has been engaged in a cross-agency team effort to improve participation by minority/women/disadvantaged businesses in city contracts. Purchasing guidelines were updated to increase awareness by agencies of these vendors and to require greater efforts by agencies to engage these vendors in purchasing processes. Data integration between MUNIS and DCR databases continues in order to establish baseline data points and tracking over time.

<u>Results Madison</u> -- The restart of Results Madison will move the city's budget to an outcomes orientation over the next 5 years. This approach was first incorporated into city goals in 2013 through the Racial Equity and Social Justice Initiative (RESJI) resolution. Combining better data governance with a budget focused on performance and results will help to address the city's overall equity goals.

<u>High School Intern Programs</u> – The Data Team initiated a project in cooperation with the Madison Metropolitan School District to hire high school students to work on data projects, with a particular focus on black, indigenous and people of color (BIPOC) students. This project has been very successful and the program will be expanded to other service areas of the department in 2022.

2022 Request & Sustainability

The Finance Department supports sustainability through the contracting process, efforts to move documents and processes on-line, and budget and financial analyses of sustainability measures.

Major Changes in 2022 Operating Request

A new service for internal audit activities is proposed. The new Internal Audit Manager position will be transferred to this service. This position was recently reclassified using a vacancy due to a retirement. The department will look for other reallocation opportunities to further build out the staffing for this high priority activity.

July 9, 2021 Page 3

Summary of Reductions

The Finance Department made significant permanent reductions in the 2021 budget, including process changes to reduce overtime in Treasury and less funding for data interns. For 2022, currently vacant positions or vacancies due to anticipated retirements are proposed to be eliminated to meet reduction targets. Elimination of these positions will have significant impacts on department services and are not recommended. A Document Services Specialist position will be hired at a lower range than the previous incumbent. This reduction will not impact department services

- 1. Document Services Specialist 2 hired as Document Services Specialist 1 (Risk and Administrative Support Services)
- 2. Administrative Support Clerk 2 (Risk and Administrative Support Services)
- 3. Accounting Technician 3 (Accounting Services)
- 4. Internal Audit Manager (Internal Audit Services new)

Optional Supplemental Request

The Finance Department is requesting \$54,450 to fully fund the reclassification of a vacant Administrative Support Clerk position to a new Internal Audit Manager position. This will allow the position to be staffed in January 2022. Without this funding, the position will be filled in mid-2022. Internal audit is a key service for the city. The department engaged Baker Tilly to conduct a thorough review of risks and make recommendations on internal audit activities. That review was completed in February 2020 and provided a comprehensive outline for a new city internal audit service. A vacant department position has been reclassified to lead a new Internal Audit service in the department that will be further staffed through reallocation of positions as they become vacant, with affected department activities realigned or reduced commensurately.

c.c. Deputy Mayors Budget & Program Evaluation Staff

Service Budget Proposal

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IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Accounting

SERVICE NUMBER:

151

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 and Governmental Accounting Standards Board Statements.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Bud	lget by Fund	1					
	General-Net	\$2,095,230	\$2,136,555	\$2,092,038	\$2,024,497	\$2,202,524	\$2,202,524
	Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Toto	l.	\$2,095,230	\$2,136,555	\$2,092,038	\$2,024,497	\$2,202,524	\$2,202,524
Bud	lget by Major						
	Revenue	(\$137,016)	(\$137,016)	(\$35,463)	(\$144,365)	(\$144,365)	(\$144,365)
	Personnel	\$2,064,095	\$2,211,290	\$2,068,360	\$2,154,526	\$2,236,429	\$2,236,429
	Non-Personnel	\$601,690	\$587,286	\$584,146	\$604,454	\$700,578	\$700,578
	Agency Billings	(\$433,539)	(\$525,005)	(\$525,006)	(\$590,119)	(\$590,119)	(\$590,119)
Tot	al	\$2,095,230	\$2,136,555	\$2,092,038	\$2,024,497	\$2,202,524	\$2,202,523
	FTEs		20.05		21.04	21.22	21.22

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

Safeguard assets, oversee financial reporting compliances and external audits, administer the ERP system solution, and payroll/benefit activities.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Accounting	57	Responsible for overseeing, approving, and processing financial transactions according to GAAP and GASB reporting standards. Comprehensive Annual Financial Report and liaisons to external audit teams. Ensure debit and arbitrage compliance for the governmental funds including payments for debt service principal and interest. Administer Tyler MUNIS city-wide.
Payroll Accounting	19	Processing bi-weekly payroll, approving time entry batches for agency staff. Assisting HR staff to adminster benefits and annual enrollments. Administers the Tyler MUNIS Employee Self Service portal.
Procurement and Contracting	23	Procurement and Contracting
Insert item		
SERVICE BUDGET CHANGES		
Service Impact		

		of the proposed fun	ioning cridilg	503:		
nnel-Perma	anent Positions					
	oposing an allocation	change to the FTE	s for this s	ervice? No	~	
, ne yeu pre						
	Туре	Fu	ınd	Amount	Description	
	Perm Wages					
	Benefits					
	Total			\$0		
Explain the a	assumptions behind the	e allocation change.		ΨŪ		
		-				
What is the	justification behind the	allocation change?				
	ersonnel Spending			N		
Are you requ	uesting additional perso	onnel spending for r	non-annual	ized pay? No	~	
	Туре	Fu	ınd	Amount	Description	
	Overtime					
	Premium Pay					
	Hourly					
	Total			<u>éo</u>		
Fundain that	assumptions behind the			\$0		
What is the	justification behind the	e increased funding?)			
ue	justification behind the					
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Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

Accounting provides a core service to all City agencies by leading accounting, payroll, and procurement operations for the City. One area where the service is advancing racial equity and social justice goals is by engaging a cross-agency team to improve participation by minority/women/disadvantaged businesses in city contracts. Purchasing guidelines were updated to increase awareness by agencies of these vendors and to require more participation by these vendors. Data integration between MUNIS and DCR databases continues in order to establish baseline data points and tracking over time.

a. Describe who directly benefits, who indirectly benefits, and who does not benefit from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?	See above.	
b. What information or data do you have about how this service is accessed by or affects BIPOC populations, people living with lower incomes, and people who are otherwise marginalized (because of disability, age, gender, etc.)? Have you asked for their		
perspectives directly and, if so, how have you incorporated their feedback?		
c. List any community partners and other City agencies who are affected by, care about, or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	See above.	
d. Does the proposed budget, or budget change from 2021, potentially harm specific		
populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.	No	
e. How will you continue to communicate with your stakeholders (from 1b and 1c above)		
in this process?	See above.	
2. Is the proposed budget or budget change related to a recommendation from any of the City's teams of	or initiatives that	t connect community need
with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WI	C, Equitable Wo	orkforce Plans)?
	⊖ Yes	No

If so, please identify the respective group and recommendation.

Part 3: Proposed	Budget Reduction
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What is 5% of the agency's net budget?

What is the proposed reduction to this service's budget?

Explain how you would change the activities and the level of service as a result of implementing the funding decrease to this service. List changes by service activity identified above. Add a separate line for each reduction.

\$200,005

\$83,738

Activity	\$Amount	Description
Accounting		Allocate the work responsibilities amongst other accounting staff. May cause other personnel related OT, delays in responding to third parties, longer approval and processing times for accounts payable and special assessments. May experience internal control related issues given a lack of segregation of duties for the expenditure cycle (accounts payable).
Insert item		
Total	\$0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel	\$83,738	Reduction of 1 FTE totaling \$83,738 for salaries and benefits
Non-Personnel		
Agency Billings		
Total	\$83,738	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

las this reduction been proposed i	in prior years?		No 🗸
oes the proposed reduction resul	lt in eliminatin	g permanent positions?	Yes 🗸
If yes, what is the d	decrease		
in FTEs:			
Does the proposed reduction impa	act other agend	ies (i.e. Fleet Services)?	Yes 🗸
If yes, which agenc	cies: Po	ssibly Engineering-Special Assessments, and Fire Ambulance Cor	iveyance
Describe why the proposed reducti	tion was chose	ı.	
ending retirement of 1.0 FTE in Ja	anuary. Did no	t prefer other accounting services layoffs, but rather decided up	on the potential vacant position.
xplain the impacts of the propose	ed reduction or	the end user of the service. Summarize these impacts in the co	ntext of the questions asked in Part 2 of thi
low can impacts of this reduction			
		to other continuing employees to absorb-may cause overtime a voices, or amounts due to the City.	nd/or response delays to customers in part
May cause delays responding to vendor payments and banking r	-	iries via phone and email. Additionally, vendors may see so 25.	ervice related reductions for processing
itle companies. Delays with final a payable related activities such as p	approvals and printing, voidin cords Requests	veyance and special assessment service level reductions in respon general ledger postings related to purchasing card transactions of g vendor checks, and vendor payment master table updates. W ") and unclaimed property reporting responsibilities to another reas.	city-wide. Reductions in service level for acc ill need to allocate timekeeping, records
nultiple supplemental requests Requests should only be submit ervices before proposing budge	e supplement s are submitte tted if agencie set increases. ncrease? Expl	al request in their 2022 budget request. Please include the d, agencies will be required to choose one to be presented s identify a critical need. Agencies should first consider rea Agencies should not include Town of Madison requests in t ain how you would change the activities and the level of se	for consideration for the Executive Bud Ilocating base resources within and amo his section.
Activity	\$Amount	Description	
Insert item			
Insert item)		
Total 0	-	tegory that your agency would implement as a result of the	e funding increase to this service.
Total 0	-	tegory that your agency would implement as a result of the Description	e funding increase to this service.
Total 0 Explain the changes by major ex Name	xpenditure ca		e funding increase to this service.
Total 0 Explain the changes by major ex Name Personnel Image: Comparison of the change	xpenditure ca		e funding increase to this service.
Total 0	xpenditure ca		e funding increase to this service.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

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Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Select... Finance, HR, Fleet)?

Describe why the proposed increase is critical.		
	Submit	
		V2 062821

Service Budget Proposal

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IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Administrative Support

SERVICE NUMBER:

154

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.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Bud	lget by Fund						
	General-Net	\$488,602	\$506,371	\$477,661	\$498,408	\$485,562	\$427,162
	Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Tota	1	\$488,602	\$506,371	\$477,661	\$498,408	\$485,562	\$427,162
Bud	lget by Major						
	Revenue	\$0	\$0	(\$8,580)	\$0	\$0	
	Personnel	\$460,253	\$483,217	\$459,730	\$483,812	\$470,966	\$412,566
	Non-Personnel	\$34,622	\$27,665	\$31,022	\$27,367	\$27,367	\$27,367
	Agency Billings	(\$6,273)	(\$4,511)	(\$4,511)	(\$12,771)	(\$12,771)	(\$12,771)
Tot	al	\$488,602	\$506,371	\$477,661	\$498,408	\$485,562	\$427,162
	FTEs		6.24		6.24	6.15	5.15

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

The Administrative Support Team and Document Services advances the Effective Government by assisting departments and reducing the need for additional staff in individual departments.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Administrative Support Team	60%	Centralized team that provides administrative support to City agencies upon request.
Document Services	40%	Provides assistance to City agencies in document presentation, database management, and website administration.
Insert item		
SERVICE BUDGET CHANGES		
SERVICE BUDGET CHANGES		

Personnel-Permanent Positions

None

Are you proposing an allocation change to the FTEs for this service? Yes

What are the service level impacts of the proposed funding changes?

	Туре	Fund	Amount	Description	
	Perm Wages	1100	(\$44,608)	Position 3681 transferred to Internal Audit	
	Benefits	1100	(\$13,781)	Position 3681 transferred to Internal Audit	
	Total		(\$58,389)		
Explain the ass	sumptions behind the allocation	on change.			
	stification behind the allocatio t position. The FTE is needed f		Audit Sorvico		
		or the new interna	Addit Service.		
onnel-Other Pers	sonnel Spending				
Are you reques	sting additional personnel spe	nding for non-annu	alized pay? No	~	
	Tura	From d	A	Description	
	<i>Type</i> Overtime	Fund	Amount	Description	
	Premium Pay				
	Hourly				
	Total		\$0		
	sumptions behind the request	ed funding.			
N/A					
What is the jur	tification babind the increase	d funding)			
N/A	stification behind the increase	a runuing:			
nue					
	ising a change to the service's	budgeted revenue	?		
	sing a change to the service's	budgeted revenue	?		
Are you propo	No v sing an increase or a decrease				
Are you propo	No 🗸				
Are you propo	No v sing an increase or a decrease Select V			Description	
Are you propo Are you propo	No v sing an increase or a decrease Select V	e to the budgeted r	evenue?	Description	
Are you propo Are you propo nsert item	No vertical select Fund	e to the budgeted r Major	evenue? Amount	Description	
Are you propo Are you propo nsert item	No v sing an increase or a decrease Select V	e to the budgeted r Major	evenue? Amount	Description	
Are you propo Are you propo nsert item Explain the as	No vertical select Fund	e to the budgeted r Major	evenue? Amount	Description	
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Are you propo Are you propo nsert item Explain the as N/A What is the ju N/A -Personnel	No vising an increase or a decrease Select Fund Fund ssumptions behind the change	e to the budgeted r Major e to budgeted rever ed change?	evenue? Amount nue.	Description	
Are you propo Are you propo nsert item Explain the as N/A What is the ju N/A -Personnel	No vising an increase or a decrease Select Fund Fund ssumptions behind the change ustification behind the propose esting additional non-personn No v	e to the budgeted r Major e to budgeted rever ed change? el funding for this s	evenue? Amount nue. service?	Description	
Are you propo Are you propo nsert item Explain the as N/A What is the ju N/A -Personnel	No vising an increase or a decrease Select Fund Fund ssumptions behind the change ustification behind the propose esting additional non-personn No v	e to the budgeted r Major e to budgeted rever ed change? el funding for this s	evenue? Amount nue. service?		
Are you propo Are you propo nsert item Explain the as N/A What is the ju N/A -Personnel Are you reque	No • Issing an increase or a decrease Select Fund I ssumptions behind the change ssumptions behind the propose ustification behind the propose Image: Comparison of the propose esting additional non-personne No Fund M	e to the budgeted r Major e to budgeted rever ed change? el funding for this s	evenue? Amount nue. service?		
Are you propo Are you propo nsert item Explain the as N/A What is the ju N/A -Personnel Are you reque	No vising an increase or a decrease Select Fund Fund ssumptions behind the change ustification behind the propose esting additional non-personn No v	e to the budgeted r Major e to budgeted rever ed change? el funding for this s	evenue? Amount nue. service?		
Are you propo Are you propo nsert item Explain the as N/A What is the ju N/A -Personnel Are you reque	No • Issing an increase or a decrease Select Fund I ssumptions behind the change ssumptions behind the propose ustification behind the propose Image: Comparison of the propose esting additional non-personne No Fund M	e to the budgeted r Major e to budgeted rever ed change? el funding for this s	evenue? Amount nue. service?		
Are you propo Are you propo nsert item Explain the as N/A What is the ju N/A -Personnel Are you reque nsert item Explain the as N/A	No • Issing an increase or a decrease Select Fund I ssumptions behind the change Issumptions behind the propose esting additional non-personne No Fund M ssumptions behind the propose Issumptions esting additional non-personne No Fund M esting additional non-personne M ssumptions behind the request Issumptions behind the request	e to the budgeted r Major e to budgeted rever ed change? el funding for this s lajor / ted funding.	evenue? Amount nue. service?		
Are you propo Are you propo nsert item Explain the as N/A What is the ju N/A -Personnel Are you reque nsert item Explain the as N/A What is the ju	No • Issing an increase or a decrease Select Fund I ssumptions behind the change ssumptions behind the propose ustification behind the propose Image: Comparison of the propose esting additional non-personne No Fund M	e to the budgeted r Major e to budgeted rever ed change? el funding for this s lajor / ted funding.	evenue? Amount nue. service?		
Are you propo Are you propo nsert item Explain the as N/A What is the ju N/A -Personnel Are you reque nsert item Explain the as N/A	No • Issing an increase or a decrease Select Fund I ssumptions behind the change Issumptions behind the propose esting additional non-personne No Fund M ssumptions behind the propose Issumptions esting additional non-personne No Fund M esting additional non-personne M ssumptions behind the request Issumptions behind the request	e to the budgeted r Major e to budgeted rever ed change? el funding for this s lajor / ted funding.	evenue? Amount nue. service?		
Are you propo Are you propo nsert item Explain the as N/A What is the ju N/A -Personnel Are you reque nsert item Explain the as N/A What is the ju	No • Issing an increase or a decrease Select Fund I ssumptions behind the change Issumptions behind the propose esting additional non-personne No Fund M ssumptions behind the propose Issumptions esting additional non-personne No Fund M esting additional non-personne M ssumptions behind the request Issumptions behind the request	e to the budgeted r Major e to budgeted rever ed change? el funding for this s lajor / ted funding.	evenue? Amount nue. service?		

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to

	sing any changes.			
t	from the proposed b	udget or budget change	from 2021. Are there any opportunities	N/A
b.'	What information or BIPOC populations, p marginalized (becaus	rs, or more equitably distribute services? how this service is accessed by or affects ncomes, and people who are otherwise er, etc.)? Have you asked for their i incorporated their feedback?	N/A	
c.	List any community p or already working o perspectives directly	partners and other City a n issues related to this se and, if so, how have you	gencies who are affected by, care about, ervice. Have you asked for their i incorporated their feedback?	N/A
I	populations or comn		e from 2021, potentially harm specific ot changing a budget item might also be lations differently.	N/A
	How will you continu in this process?	e to communicate with y	your stakeholders (from 1b and 1c above)	N/A
		-	mendation from any of the City's teams or al justice (e.g., NRTs, RESJI, LCET, MAC, WIC	-
I	f so, please identify	the respective group and	recommendation.	🔾 Yes 💿 No
3: Proposed B	udget Reduction			
/hat is 5% of the a	gency's net budget?			\$200,005
Vhat is 5% of the a _l Vhat is the propose	gency's net budget?	vice's budget?		\$200,005 \$133,259
/hat is the propose xplain how you wo	ed reduction to this ser	es and the level of service	as a result of implementing the funding decrea	\$133,259
/hat is the propose xplain how you wo ctivity identified al	ed reduction to this ser uld change the activiti	es and the level of service	as a result of implementing the funding decrea	\$133,259 ase to this service. List changes by servic
/hat is the propose xplain how you wo ctivity identified al	ed reduction to this ser ould change the activiti pove. Add a separate li	es and the level of service ne for each reduction.		\$133,259 ase to this service. List changes by servic
/hat is the propose xplain how you wo ctivity identified al	ed reduction to this ser ould change the activiti pove. Add a separate li	es and the level of service ne for each reduction.		\$133,259 ase to this service. List changes by servic
Vhat is the propose xplain how you wo ctivity identified al A	ed reduction to this ser ould change the activiti pove. Add a separate li	es and the level of service ne for each reduction.		\$133,259 ase to this service. List changes by servic
/hat is the propose xplain how you wo ctivity identified at A	ed reduction to this ser ould change the activiti pove. Add a separate li ctivity Total	es and the level of service and the level of service sectors and the service sectors and service sectors and service sectors and service servi	Descripti	\$133,259 ase to this service. List changes by servic on
Vhat is the propose xplain how you wo ctivity identified at A I Insert item xplain the changes	ed reduction to this ser uld change the activiti pove. Add a separate li ctivity Total	es and the level of service and the level of service sectors and the service sectors and service sectors and service sectors and service servi	Descripti would implement as a result of the funding de	\$133,259 ase to this service. List changes by servic on
/hat is the propose xplain how you wo tivity identified at A Insert item xplain the changes Name	ed reduction to this ser uld change the activiti pove. Add a separate li ctivity Total by major expenditure \$Amount	es and the level of service of se	Descripti would implement as a result of the funding de Description	\$133,259 ase to this service. List changes by servic on
Vhat is the propose xplain how you wo ctivity identified at A I Insert item xplain the changes	ed reduction to this ser uld change the activiti pove. Add a separate li ctivity Total	es and the level of service of se	Descripti would implement as a result of the funding de	\$133,259 ase to this service. List changes by servic on ecrease to this service. in Support Clerk 2 position for 2/3 of
Vhat is the propose xplain how you wo ctivity identified at A I Insert item xplain the changes Name	ed reduction to this ser uld change the activiti pove. Add a separate li ctivity Total by major expenditure \$Amount	es and the level of service of se	Descripti would implement as a result of the funding de Description t Clerk 1 position for entire year. Remove Adm	\$133,259 ase to this service. List changes by servic on ecrease to this service. in Support Clerk 2 position for 2/3 of
Vhat is the propose xplain how you wo ctivity identified at A I Insert item xplain the changes Name Personnel	ed reduction to this ser uld change the activiti pove. Add a separate li ctivity Total by major expenditure \$Amount	es and the level of service of se	Descripti would implement as a result of the funding de Description t Clerk 1 position for entire year. Remove Adm	\$133,259 ase to this service. List changes by servic on ecrease to this service. in Support Clerk 2 position for 2/3 of

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

No

Has this reduction been proposed in prior ye	ears?	No	~	
Does the proposed reduction result in elimin	nating permanent positions?	Yes	~	4.67
in FTEs:				1.67
Does the proposed reduction impact other a	agencies (i.e. Fleet Services)?	Yes	~	
If yes, which agencies:	All City agencies can utilize the positions being eliminated.			

Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Service provided by the Administrative Support Team and Document Serivces will be impacted and provided on a reduced level. Impact can be reduced by not eliminating the positions.

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Select...

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

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Service Budget Proposal

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IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Budget and Program Evaluation

SERVICE NUMBER:

152

SERVICE DESCRIPTION:

This service is responsible for preparing the City's annual capital and operating budgets, as well as providing assistance to City agencies with budget development and analysis. The service performs financial, compliance and performance reviews of City agencies, and supports city-wide efforts to coordinate, manage and use data effectively in support of racial equity, social justice, and performance goals. The goal of the service is to continue to expand data visualization tools allowing policymakers and residents to interact with the budget, implement a new service structure for the development of the 2022 budget, execute projects as part of the Data Management work plan, and execute data projects as part of an annual research agenda.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund						
General-Net	\$627,199	\$683,485	\$798,822	\$547,381	\$625,995	\$625,995
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$627,199	\$683,485	\$798,822	\$547,381	\$625,995	\$625,995
Budget by Major	•					
Revenue	(\$277,984)	(\$277,984)	(\$22,599)	(\$257,135)	(\$257,135)	(\$257,135)
Personnel	\$866,510	\$973,516	\$823,738	\$940,436	\$1,019,050	\$1,019,050
Non-Personnel	\$107,287	\$44,359	\$54,088	\$55,459	\$55,459	\$55,459
Agency Billings	(\$68,614)	(\$56,406)	(\$56,406)	(\$191,380)	(\$191,380)	(\$191,380)
Total	\$627,199	\$683,485	\$798,821	\$547,380	\$625,994	\$625,994
FTEs		7.03		9.03	9.03	9.03

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

Imagine Madison calls for City services to be transparent and accountable (Strategy #7). This service is focused on improving the ways the City is leveraging data in order to make decisions and allocate resources in the City's budget. Staff in this service collaborate with all city agencies through the development of the annual Operating and Capital budgets, perform financial analysis to assess the impact of policy and operational decisions, and lead and support data projects. In 2022, staff will continue to expand data visualization tools allowing policymakers and residents to interact with the budget, implement a new service structure for the 2023 budget as a part of Results Madison, and execute projects as part of the Data Management workplan.

This team is also focused on incorporating the ways in which equity tools are used to develop the City's budget and enstablishing Citywide data standards with a focus on disaggreating data wherever possible.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Operating and Capital Budget Development	35	Facilitate all phases of the budget planning process including: forecasting budget trends for the upcoming year, facilitating the agency proposal process, establishing Finance Recommendations for the Executive Budget, and drafting amendments to Executive Budget.
Budget Monitoring	10	Conduct quarterly 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. This work also ensures the City remains compliant with the State Expenditure Restraint program.

	ysis	10			Perform fiscal analysis on all legislation introduced to the Common Council.
bata Management		35			Serve as staff to the City's data management team, lead efforts around citywide data visualization and collection, and convene data users from City departments. Projects in 2021 included developing a citywide data governmence APM and guide, maintaining the City's COVID-19 dashboard, and completing the Bloomberg What Works Cities Certification process.
d Hoc Data Projects		10			Perform ad hoc research at the request of policy makers and agencies. In 2021 this work has been focused on completing the following projects: fare free transit analysis; Crisis Response Team evaluation; Budget and Transparency Dashboard; pay equity analysis; and health strategies development.
Insert item					
ERVICE BUDGET	CHANGES				
	oposed change to the ser ervice level impacts of th	-	-	cy request?	No changes proposed in 2022
ersonnel-Permane Are you propo	ent Positions osing an allocation char	nge to the FTEs for	this service? No	~	
	Туре	Fund	Amount	Description	
	Perm Wages				
	Perm Wages Benefits				
Explain the ass	-	ocation change.	\$0		
What is the jus	Benefits Total umptions behind the allo	cation change?			
What is the jus	Benefits <i>Total</i> sumptions behind the allow stification behind the allow sonnel Spending	cation change?		✓ Description	
What is the jus	Benefits <i>Total</i> sumptions behind the allow stification behind the allow sonnel Spending sting additional personne <i>Type</i>	cation change?	annualized pay? No		
What is the jus	Benefits <i>Total</i> umptions behind the allow stification behind the allow sonnel Spending sting additional personnel <i>Type</i> Overtime	cation change?	annualized pay? No		
What is the jus	Benefits <i>Total</i> sumptions behind the allow stification behind the allow sonnel Spending sting additional personnel <i>Type</i> Overtime Premium Pay	cation change?	annualized pay? No		
What is the jus	Benefits <i>Total</i> umptions behind the alloc stification behind the alloc sonnel Spending sting additional personne <i>Type</i> Overtime Premium Pay Hourly	cation change?	annualized pay? No Amount		
What is the just ersonnel-Other Personnel-Are you request Explain the ass	Benefits <i>Total</i> sumptions behind the allow attification behind the allow sonnel Spending sting additional personnel <i>Type</i> Overtime Premium Pay Hourly <i>Total</i>	cation change?	annualized pay? No Amount		
What is the just ersonnel-Other Pers Are you reques Explain the ass What is the jus	Benefits <i>Total</i> sumptions behind the allow stification behind the allow sting additional personnel <i>Type</i> Overtime Premium Pay Hourly <i>Total</i> sumptions behind the required	cation change?	annualized pay? No Amount		
What is the just ersonnel-Other Personnel-Other Personnel-Other Personnel-Other Person Are you request Are you request What is the just evenue	Benefits <i>Total</i> sumptions behind the allow stification behind the allow sting additional personnel <i>Type</i> Overtime Premium Pay Hourly <i>Total</i> sumptions behind the required	cation change?	annualized pay? No Amount \$0		
What is the justersonnel-Other Pers Are you reques Explain the ass What is the juster What is the justerson	Benefits <i>Total</i> sumptions behind the allow tification behind the allow sonnel Spending sting additional personnel <i>Type</i> Overtime Premium Pay Hourly <i>Total</i> sumptions behind the request stification behind the increase stification behind the server No and and and and and and and and	cation change?	annualized pay? No Amount \$0 nue?		
What is the justersonnel-Other Pers Are you reques Explain the ass What is the juster What is the justerson	Benefits Total sumptions behind the allow tification behind the allow sonnel Spending sting additional personnel Type Overtime Premium Pay Hourly Total sumptions behind the request stification behind the serve No	cation change?	annualized pay? No Amount \$0 nue?		

	What is the ju	ustification behind the	proposed change?		
Non	-Personnel	esting additional non-	norconnol funding f	or this conviso?	
	Are you reque	Select V	personner running in	or this service?	
		Fund	Major	Amount	Description
🗔 I	nsert item				
_		sumptions behind the	e requested funding		
	What is the ju	stification behind the	increased funding?		
	2 D		• • •		
Part	2: Racial Equi	ity and Social Just	ice		
					d social justice in the City's budget and operations. Please respond to the
fo	llowing questio	ons and incorporate i	these responses in	to your budget no	arrative to ensure racial equity is included in decision-making.
			•		living with lower incomes, and people who are otherwise marginalized
	ecause of gend		age, etc.) would b	e affected by the	proposed budget or budget change(s)? Please consider the following to
			team provides a co	ore service to all (City agencies by leading the development of the annual operating and capital
					data initiatives. Although our team does not provide direct services or
					l Justice (RESJ) through our collaborations with City agencies. Examples of
		•			BIPOC residents and residents with other marginalized identities include: 1)
					opment process, 2) supporting the planning and monitoring of federal COVID-
					ing for Equity and Recovery initiative to develop strategies to increase ta analysis needs related to Racial Equity and Social Justice initiatives.
110	uncowneramp	among the city's Did	ack residents, and	-, supporting uar	a unarysis needs related to hacial Equity and Social Justice Initiatives.

from the proposed budget or budget change from 2021. Are there any opportunities in this budget to address gaps, remove barriers, or more equitably distribute services?	The primary beneficiaries of the team's work is other City agencies. The financial, policy, and data analyses conducted by this team can be a key input for decision makers to design policies and programs that advance RESJ goals.
marginalized (because of disability, age, gender, etc.)? Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	The Budget and Program Evaluation team strives to be transparent and accountable to the public. We are developing a budget transparency dashboard and have a robust public facing website to explain the budget process to the public. We have not directly engaged BIPOC residents or residents with other marginalized identities to understand their perspective or how we can make the budget more accessible, but this is an area we would like to explore in the upcoming year.
or already working on issues related to this service. Have you asked for their perspectives directly and, if so, how have you incorporated their feedback?	As mentioned above, our service impacts every City agency. By partnering with the Department of Civil Rights and integrating the RESJ section into the capital and operating budget proposals in 2022, we are supporting city-wide efforts to prioritize RESJ initiatives in all decision making.
d. Does the proposed budget, or budget change from 2021, potentially harm specific populations or communities? Consider that not changing a budget item might also be considered an "action" and could affect populations differently.	n/a
e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?	

We will continue building out our website and dashboard to increase public engagement with the budget. In 2022, we plan to explore new ways to engage stakeholders and increase public engagement with the budget.

	LCET, MAC, WIC, Equitable Workforce Plans)?	
If so, please identify the respective group and recommendation.		
t 3: Proposed Budget Reduction		
What is 5% of the agency's net budget?	\$200,005	

Activity	\$Amount	Description				
Insert item	Insert item					
Total	\$0					

Explain the changes by major expenditure category that your agency would implement as a result of the funding decrease to this service.

Name	\$ Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	\$0	

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior year	's?		Select 🗸	
Does the proposed reduction result in eliminat	ing permanent positions?		Select 🗸	
If yes, what is the decrease in FTEs:				
Does the proposed reduction impact other age	encies (i.e. Fleet Services)?		Select 🗸	
If yes, which agencies:				
Describe why the proposed reduction was cho	sen.			
Explain the impacts of the proposed reduction How can impacts of this reduction be mitigate	on the end user of the service. Summarize these in d?	mpacts in the context of the o	questions asked	in Part 2 of this form.
ction 4: Optional Supplemental Reque	.e+			
cion 4. Optional Supplemental Reque	531			

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget.

Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Insert item		
Total	0	
	-	
Explain the changes by h	najor expenditure categ	ory that your agency would implement as a result of the funding increase to this service.
Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	
What are the implicatior personnel would be nee		e over the next five years? Identify if this increase is ongoing and if additional increases to funding or ease.
Does the proposed incre Finance, HR, Fleet)?	ase affect workload for If yes, which agencie	any administrative or internal service agencies (e.g., IT, Select 🗸
Describe why the propos	sed increase is critical.	
		Submit
		V2 0628:

Service Budget Proposal

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IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Internal Audit

SERVICE NUMBER:

156

SERVICE DESCRIPTION:

This service is responsible for developing and administering the City's comprehensive internal audit program including internal control systems, program and performance accomplishments of city agencies and determining if agencies carried out policies directed or approved by the Common Council.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Bud	lget by Fund						
	General-Net	\$0	\$0	\$0	\$0	\$0	\$58,400
	Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Tota	1	\$0	\$0	\$0	\$0	\$0	\$58,400
Bud	lget by Major						
	Revenue	\$0	\$0	\$0	\$0	\$0	\$0
	Personnel	\$0	\$0	\$0	\$0	\$0	\$58,400
	Non-Personnel						\$0
	Agency Billings						\$0
Tot	al	\$0	\$0	\$0	\$0	\$0	\$58,400
	FTEs						1.00

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

Serves as a steward of the city's resources and ensures public funds are collected and used according to federal and state laws and local ordinances.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Internal Audit	100%	Plan, supervise and perform internal audits to assess the effectiveness of the city's internal controls. Perform the internal audits in accordance with an annual audit work plan presented to and approved by the Finance Committee. Prepare audit risk assessment plans to ensure legal and procedural requirements are met to ensure the financial accountability of city departments.
Insert item SERVICE BUDGET CHANGES		
Service Impact		
What is the proposed change	e to the service's budget from cost to continue to agency request?	\$58,400
What are the service level im	pacts of the proposed funding changes?	
New service. Personnel fund	ing is transferred from a vacant position in the Admin Services service	2.
Personnel-Permanent Positions		
Are you proposing an alloc	cation change to the FTEs for this service? Yes	

Are you proposing an allocation change to the FTEs for this service? Yes

	Туре	Fund	Amou	unt Description
	Perm Wages	1100	\$44,6	00 Internal Auditor
	Benefits	1100	\$13,8	300 Internal Auditor
		1100		
	Total		\$58,4	100
Explain the ass	sumptions behind the allo	ocation change.		
	ding is transferred from a stification behind the allo		he Admin Service	es service.
	sting additional personne	el spending for non-a	innualized pay?	No 🗸
	Туре	Fund	Amou	Int Description
	Overtime			
	Premium Pay			
	Hourly			
	•			
	<i>Total</i> sumptions behind the rec		\$0	
What is the just	stification behind the incr	reased funding?		
nue Are you propo	osing a change to the serv	vice's budgeted reve	nue?	
, , , , , , , , , , , , , , , , , , , ,	No 🗸	0		
Are you propo	osing an increase or a dec	rease to the hudget	ed revenue?	
Ale you propo	Select V	rease to the budget	eu revenue:	
	Fund	Major	Amount	Description
nsert item Explain the as	ssumptions behind the ch	hange to budgeted r	evenue	
		lange to budgeted it		
What is the ju	ustification behind the pro	oposed change?		
,		1 0		
Personnel				
Are you reque	esting additional non-per	sonnel funding for t	his service?	
	Select 🗸		A	Description
	Fund	Major	Amount	Description
	sumptions behind the re	quested funding		
	ssumptions behind the re	quested funding.		
	sumptions behind the re	quested funding.		
Explain the as				
Explain the as	sumptions behind the re istification behind the inc			
Explain the as				
Explain the as				
Explain the as				
Explain the as		creased funding?		
Explain the as What is the ju	istification behind the inc	creased funding?	ncial equity and	l social justice in the City's budget and operations. Please respond to
Explain the as What is the ju 2: Racial Equi	istification behind the inc ity and Social Justice g our efforts to articula	creased funding?		l social justice in the City's budget and operations. Please respond to rrative to ensure racial equity is included in decision-making.
Explain the as What is the ju 2: Racial Equi	istification behind the inc ity and Social Justice g our efforts to articula	creased funding?		
Explain the as What is the ju 2: Racial Equi <i>ie are continuin</i> <i>llowing questio</i> Describe how	istification behind the inc ity and Social Justice g our efforts to articula ins and incorporate the Black, Indigenous, and	creased funding?	vour budget nar	rrative to ensure racial equity is included in decision-making.
Explain the as What is the ju 2: Racial Equi le are continuin llowing questio Describe how	istification behind the inc ity and Social Justice g our efforts to articula ins and incorporate the Black, Indigenous, and ler, age, home language	creased funding?	vour budget nar	rrative to ensure racial equity is included in decision-making.

a. I					
f i b. \ E r	from the proposed buint this budget to addr What information or of BIPOC populations, po marginalized (because	idget or budget change ess gaps, remove barrie data do you have about eople living with lower i e of disability, age, gend	y benefits, and who does not benefit from 2021. Are there any opportunities ers, or more equitably distribute services? how this service is accessed by or affects ncomes, and people who are otherwise ler, etc.)? Have you asked for their incomented their for adhed?		
c. l c l d. l f	List any community part or already working on perspectives directly a Does the proposed bu populations or comm	artners and other City a issues related to this se and, if so, how have you udget, or budget change	 incorporated their feedback? gencies who are affected by, care about, ervice. Have you asked for their incorporated their feedback? from 2021, potentially harm specific to changing a budget item might also be ilations differently. 		
	How will you continue in this process?	e to communicate with	your stakeholders (from 1b and 1c above)		
		-	mendation from any of the City's teams o al justice (e.g., NRTs, RESJI, LCET, MAC, WI		ity need
I	lf so, please identify t	he respective group and	d recommendation.		
3: Proposed Bu	udget Reduction				
/hat is 5% of the ag	gency's net budget?			\$200,005	
Vhat is the propose	ed reduction to this serv	vice's budget?		\$0	
	uld change the activitie pove. Add a separate lin		as a result of implementing the funding decre	ase to this service. List changes by se	ervice
Α	ctivity	\$Amount	Descript	ion	
Insert item					
	Total	\$0			
xplain the changes	by major expenditure o		would implement as a result of the funding d	ecrease to this service.	
			would implement as a result of the funding d Description	ecrease to this service.	
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Explain the changes Name Personnel Non-Personnel Agency Billings Total s the City mandated	by major expenditure of second	category that your agency			
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xplain the changes Name Personnel Non-Personnel Agency Billings Total s the City mandated noolved in performi	by major expenditure of \$ Amount \$ Amount \$ \$ 0 \$ 0 d to perform the activiting these activities. eeen proposed in prior y	ies of this service? If so, es	Description	el. If not, are there other local organi	zations al
xplain the changes Name Personnel Non-Personnel Agency Billings Total s the City mandated hoolved in performing Has this reduction b Does the proposed in If yes	by major expenditure of \$ Amount \$ Amount \$ 0 \$ 0 d to perform the activities. Here proposed in prior y reduction result in elim s, what is the decrease	rears?	Description	el. If not, are there other local organi Select V	zations al
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Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form. How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Internal Audit	54450	The C2C budget includes funding for the Internal Audit position for half a year. This request would fund the position for a full year.
Insert item		
Total	54,450	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel	54,450	Internal Auditor
Non-Personnel		
Agency Billings		
Total	54,450	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

General Fund

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding or personnel would be needed to support this increase.

The increase would be ongoin.n

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, No Finance, HR, Fleet)?

If yes, which agencies?

Describe why the proposed increase is critical.

The department engaged Baker Tilly to conduct a thorough review of risks and make recommendations on internal audit activities. This position will manage the internal audit function.

Submit

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Service Budget Proposal

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IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Risk Management

SERVICE NUMBER:

153

SERVICE DESCRIPTION:

This service is responsible for administration of the City's general liability, auto liability, property and other miscellaneous insurance programs, and acts as the liaison between the City and the Wisconsin Municipal Mutual Insurance Company (WMMIC). Risk Management also monitors the insurance requirements of City contracts and investigates the appropriateness of claims against the City. Risk Management is also responsible for the implementation, administration and continued enhancement of the City Safety and Worker's Compensation programs.

Part 1: Base Budget Proposal

BUDGET INFORMATION

		2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Bud	lget by Fund						
	General-Net	\$8,274	\$0	\$7,714	\$0	\$0	\$0
	Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Toto		\$8,274	\$0	\$7,714	\$0	\$0	\$0
Bud	lget by Major						
	Revenue	\$0	\$0	(\$885)	\$0	\$0	\$0
	Personnel	\$470	\$0	\$1,250	\$0	\$0	\$0
	Non-Personnel	\$7,804	\$0	\$7,349	\$0	\$0	\$0
	Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
Tot	al	\$8,274	\$0	\$7,714	\$0	\$0	\$0
	FTEs		1.00		0.00	0.00	0.00

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

Risk Management oversees the City's employee safety and risk management programs, including the City's workers' compensation, property, and liability insurance programs. In addition, it is involved in contract review, acts as the City's liason with its claims adjusters, provides employee trainings and safety policy development.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Claim Payment	20	Payment of City liability, property and subrogation claims.
Safety Program	30	Administer the City's Safety program focusing on ensuring the City is providing a safe workplace for all employees.
Workers' Compensation and Insurance Fund Administraction	20	Administer funds including annual rates billed to agencies, and coordinate with insurers, agents and outside providers.
Risk Management Services	30	Contract review, employee trainings, policy development and other risk services.
Insert item		
SERVICE BUDGET CHANGES		
Service Impact		
What is the proposed change to the serve	ce's budget from cost to continue to agency	request? None
What are the service level impacts of the		

	oosing an allocation ch		is service:	v	
	<i>Type</i> Perm Wages	Fund	Amount	Description	
	Benefits				
	Total		\$0		
Explain the as	sumptions behind the a	llocation change.			
What is the ju	stification behind the al	location change?			
-		_			
	rsonnel Spending				
are you reque	esting additional personr	nei spending for non-ani	nualized pay? NO	~	
	Туре	Fund	Amount	Description	
	Overtime				
	Premium Pay				
	Hourly				
	Total		\$0		
Explain the as	sumptions behind the re	equested funding.			
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			equity and social justice in the City's budge budget narrative to ensure racial equity is i		
	er, age, home language), people living with lower incomes, and peed of the proposed budget or budget chan		-
We are not propo		-	k did work to put an online claim form on t	he Finance De	partment's website in 2020 to
	from the proposed buc	lget or budget change	y benefits, and who does not benefit from 2021. Are there any opportunities ers, or more equitably distribute services?	N/A	
b.	What information or da BIPOC populations, peo	ata do you have about ople living with lower i	how this service is accessed by or affects incomes, and people who are otherwise ler, etc.)? Have you asked for their	N/A	
С.	List any community par or already working on i	rtners and other City a ssues related to this s	I incorporated their feedback? gencies who are affected by, care about, ervice. Have you asked for their I incorporated their feedback?	N/A	
d.	Does the proposed buc	dget, or budget change nities? Consider that r	e from 2021, potentially harm specific not changing a budget item might also be	N/A	
	How will you continue in this process?	to communicate with	your stakeholders (from 1b and 1c above)	N/A	
			mendation from any of the City's teams or al justice (e.g., NRTs, RESJI, LCET, MAC, WIC		
	If so, please identify th	o rospostivo group apo	d recommendation	⊖ Yes	No
	n so, please identify th	e respective group and	recommendation.		
3: Proposed B	udget Reduction				
Nhat is 5% of the a	gency's net budget?			\$0	
What is the propose	ed reduction to this servi	ce's budget?		\$0	
				γu	
	ould change the activities pove. Add a separate line		as a result of implementing the funding decrea	ase to this servio	e. List changes by service
A	ctivity	\$Amount	Descripti	on	
Insert item					
	Total	\$0]		
Explain the changes	by major expenditure ca	ategory that your agency	would implement as a result of the funding d	ecrease to this s	ervice.
Name	\$ Amount		Description		
Personnel					
Non-Personnel					
Agency Billings					
Total	\$0				
	•				
	d to perform the activitie ing these activities.	s of this service? If so, e	xplain the mandate and mandated service leve	el. If not, are the	re other local organizations also
There are certain a	•		or example, bond placemnts for certain individ r to name a few.	uals, safety prog	ram requirements, workers'
Has this reduction b	een proposed in prior ye	ears?		No	~
	reduction result in elimir	nating permanent positio	ons?	No	~
If ye in Fl	s, what is the decrease Es:				

Does the proposed reduction impact other agencies (i.e. Fleet Services)?

If yes, which agencies:

No

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Describe why the proposed reduction was chosen.
N/A
Explain the impacts of the proposed reduction on the end user of the service. Summarize these impacts in the context of the questions asked in Part 2 of this form.
How can impacts of this reduction be mitigated?

Section 4: Optional Supplemental Request

N/A

NOTE: Agencies may submit one supplemental request in their 2022 budget request. Please include the request in the most relevant service. If multiple supplemental requests are submitted, agencies will be required to choose one to be presented for consideration for the Executive Budget. Requests should only be submitted if agencies identify a critical need. Agencies should first consider reallocating base resources within and among services before proposing budget increases. Agencies should not include Town of Madison requests in this section.

What is the proposed funding increase? Explain how you would change the activities and the level of service as a result of implementing the funding increase to this service. List changes by service activity identified above.

Activity	\$Amount	Description
Insert item		
Total	0	

Explain the changes by major expenditure category that your agency would implement as a result of the funding increase to this service.

Name	\$Amount	Description
Personnel		
Non-Personnel		
Agency Billings		
Total	0	

How will this increase be funded (e.g., General Fund, Library Fund, Capital Fund, Enterprise Fund, Grant Fund, etc.)? Please list the most applicable funding source(s). Follow up with your budget analyst if you are uncertain.

What are the implications of this service increase over the next five years? Identify if this increase is ongoing and if additional increases to funding o	٢
personnel would be needed to support this increase.	

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT,	Select
Finance, HR, Fleet)?	

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

Service Budget Proposal

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IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Finance

SELECT YOUR AGENCY'S SERVICE:

Treasury

SERVICE NUMBER:

155

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, while minimizing the end-of-the-year adjustment for city investments. The major initiatives planned for this service include the continued development and expansion of Electronic Bill Presentment and Payment.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Budget by Fund						
General-Net	\$726,341	\$849,422	\$715,297	\$674,694	\$686,011	\$686,011
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$726,341	\$849,422	\$715,297	\$674,694	\$686,011	\$686,011
Budget by Major	·					
Revenue	(\$2,935)	\$0	\$0	\$0	\$0	\$0
Personnel	\$611,878	\$619,038	\$614,960	\$628,112	\$639,391	\$639,391
Non-Personnel	\$337,362	\$465,649	\$337,363	\$398,136	\$398,174	\$398,174
Agency Billings	(\$219,964)	(\$235,265)	(\$237,026)	(\$351,554)	(\$351,554)	(\$351,554)
Total	\$726,341	\$849,422	\$715,297	\$674,694	\$686,011	\$686,011
FTEs		6.00		7.00	7.00	7.00

PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Revenue Processing	50	Calculate and receipt all revenue including personal and real estate tax bills.
Citywide Investments and Reconciliation	30	Oversee citywide investments, reconcilliation of bank accounts and report of investment holdings and revenue earnings.
Parking Revenue Processing	20	Receive and count all Parking Utility receipts.

Insert item

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request?

N/A

What are the service level impacts of the proposed funding changes?

	Tuno	F	Λ	at Deceri-L'-		
	<i>Type</i> Perm Wages	Fund	Amour	nt Descriptio	n	
	Benefits					
	Total		\$0			
kplain the assu	Imptions behind the allo	cation change.				
/hat is the just	ification behind the allo	cation change?				
	onnel Spending					
re you request	ing additional personne	I spending for non-a	innualized pay?	No 🗸		
	Туре	Fund	Amour	nt Descriptio	n	
	Overtime					
	Premium Pay					
	Hourly					
	Total		\$0			
kplain the assu	umptions behind the rec	uested funding.				
2	ing a change to the serv		nue?			
e re you propos	ing a change to the serv No ✓	rice's budgeted reve				
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e rre you propos t item Explain the ass What is the jus rsonnel	ing a change to the serv No Ing an increase or a dec Select Fund Sumptions behind the ch stification behind the pro- stification behind the pro-	rice's budgeted reve rease to the budget Major nange to budgeted re oposed change?	ed revenue?	Description		
e rre you propos t item Explain the ass What is the jus rsonnel Are you reques	ing a change to the serv No ing an increase or a dec Select Fund sumptions behind the ch stification behind the pre- sting additional non-per No	rice's budgeted reve rease to the budget Major nange to budgeted re oposed change?	ed revenue? Amount evenue.			
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Part 2: Racial Equity and Social Justice

We are continuing our efforts to articulate and prioritize racial equity and social justice in the City's budget and operations. Please respond to the following questions and incorporate these responses into your budget narrative to ensure racial equity is included in decision-making.

1. Describe how Black, Indigenous, and People of Color (BIPOC), people living with lower incomes, and people who are otherwise marginalized (because of gender, age, home language, etc.) would be affected by the proposed budget or budget change(s)? Please consider the following to answer this question:

The Treasury section has expanded services that benefit BIPOC by providing an exterior payment drop box, accepting card payments over the phone and providing change/coin for the CDA Romnes housing site. The drop box provides added accessibility, after business hours, for working individuals. Card payment acceptance for bills (non-tax related) over the phone assists individuals with no or limited internet access. Providing change/coin for a change machine at the CDA Romnes housing site provides added benefit for individuals with limited mobility.

			Everyone benefits from the expanded
from the p		y benefits, and who does not benefit from 2021. Are there any opportunities rs, or more equitably distribute services?	services described above.
b. What infor BIPOC pop marginalize	mation or data do you have about	how this service is accessed by or affects ncomes, and people who are otherwise er, etc.)? Have you asked for their	Feedback from our customers have been positive. Further, feedback and coordination with CDA Housing staff assist in service development and implementation.
or already	mmunity partners and other City a working on issues related to this se es directly and, if so, how have you	•	Customers of the City including public housing tenants, property owners and CDA. Their feedback is incorporated into decisions to continue the expanded services.
population		from 2021, potentially harm specific ot changing a budget item might also be lations differently.	No.
e. How will yo in this proc		your stakeholders (from 1b and 1c above)	Website, phone and email communications.
with opportunities to advance	e racial equity, inclusion, and socia	al justice (e.g., NRTs, RESJI, LCET, MAC, WI	or initiatives that connect community need IC, Equitable Workforce Plans)? O Yes O No
with opportunities to advanc	e racial equity, inclusion, and socia	al justice (e.g., NRTs, RESJI, LCET, MAC, WI	C, Equitable Workforce Plans)?
with opportunities to advance	e racial equity, inclusion, and socia e identify the respective group and luction	al justice (e.g., NRTs, RESJI, LCET, MAC, WI	C, Equitable Workforce Plans)?
with opportunities to advance If so, please art 3: Proposed Budget Rec	e racial equity, inclusion, and socia e identify the respective group and Juction budget?	al justice (e.g., NRTs, RESJI, LCET, MAC, WI	IC, Equitable Workforce Plans)?
with opportunities to advance If so, please art 3: Proposed Budget Rec What is 5% of the agency's net What is the proposed reduction Explain how you would change	e racial equity, inclusion, and socia e identify the respective group and duction budget? h to this service's budget?	al justice (e.g., NRTs, RESJI, LCET, MAC, WI	C, Equitable Workforce Plans)? Yes No \$34,300 \$0
with opportunities to advance If so, please art 3: Proposed Budget Rec What is 5% of the agency's net What is the proposed reduction Explain how you would change	e racial equity, inclusion, and socia e identify the respective group and duction budget? n to this service's budget? the activities and the level of service a	al justice (e.g., NRTs, RESJI, LCET, MAC, WI	 C, Equitable Workforce Plans)? Yes No \$34,300 \$0 ease to this service. List changes by service
with opportunities to advance If so, please art 3: Proposed Budget Rec What is 5% of the agency's net What is the proposed reduction Explain how you would change activity identified above. Add a	e racial equity, inclusion, and socia e identify the respective group and fuction budget? h to this service's budget? the activities and the level of service a separate line for each reduction.	al justice (e.g., NRTs, RESJI, LCET, MAC, WI I recommendation. as a result of implementing the funding decre	 C, Equitable Workforce Plans)? Yes No \$34,300 \$0 ease to this service. List changes by service
with opportunities to advance If so, please art 3: Proposed Budget Rec What is 5% of the agency's net What is the proposed reduction Explain how you would change activity identified above. Add a	e racial equity, inclusion, and socia e identify the respective group and fuction budget? h to this service's budget? the activities and the level of service a separate line for each reduction.	al justice (e.g., NRTs, RESJI, LCET, MAC, WI I recommendation. as a result of implementing the funding decre	 C, Equitable Workforce Plans)? Yes No \$34,300 \$0 ease to this service. List changes by service

Is the City mandated to perform the activities of this service? If so, explain the mandate and mandated service level. If not, are there other local organizations also involved in performing these activities.

Has this reduction been proposed in prior years?

Select... 🗸

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease

Select... 🗸

os the proposed reduct	on impact other	rice (i.e. Floot Services)?	
es the proposed reduction		(i.e. Fleet Services)?	Select 🗸
n yes, whic	h agencies:		
scribe why the proposec	I reduction was chose	n.	
plain the impacts of the w can impacts of this re		n the end user of the service. Summarize these impacts in the cor	ntext of the questions asked in Part 2 of this f
ultiple supplemental re quests should only be	mit one supplement equests are submitte submitted if agencie	al request in their 2022 budget request. Please include the d, agencies will be required to choose one to be presented es identify a critical need. Agencies should first consider real	for consideration for the Executive Budge llocating base resources within and amon
nat is the proposed fur	nding increase? Expl	Agencies should not include Town of Madison requests in th ain how you would change the activities and the level of ser	
Activity	SAmount	ce activity identified above. Description	
Activity	ŞAmount	Description	
Insert item			
Total	0		
plain the changes by m	najor expenditure ca	tegory that your agency would implement as a result of the	funding increase to this service.
N	\$Amount	Description	
Name			
rsonnel			
ersonnel on-Personnel			
rsonnel on-Personnel	0		
ersonnel on-Personnel gency Billings Total ow will this increase be	funded (e.g., Gener	al Fund, Library Fund, Capital Fund, Enterprise Fund, Grant et analyst if you are uncertain.	Fund, etc.)? Please list the most applicab
prsonnel on-Personnel gency Billings Total ww will this increase be nding source(s). Follow	funded (e.g., Gener v up with your budge s of this service incr	et analyst if you are uncertain. ease over the next five years? Identify if this increase is ong	
ersonnel on-Personnel gency Billings Total ww will this increase be nding source(s). Follow hat are the implication rsonnel would be need	funded (e.g., Gener v up with your budge s of this service incr ded to support this in	et analyst if you are uncertain. ease over the next five years? Identify if this increase is ong	oing and if additional increases to fundin
rsonnel on-Personnel tency Billings Total w will this increase be nding source(s). Follow hat are the implication rsonnel would be need es the proposed incre	funded (e.g., Gener v up with your budge s of this service incr ded to support this in	et analyst if you are uncertain. ease over the next five years? Identify if this increase is ong ncrease. for any administrative or internal service agencies (e.g., IT,	oing and if additional increases to fundin

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