Information Technology

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
General	7,076,217	9,438,775	7,769,179	9,569,373	9,513,105	9,513,105
Total	**7,076,217**	**9,438,775**	**7,769,179**	**9,569,373**	**9,513,105**	**9,513,105**

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Application Dev And Support	4,050,309	4,248,122	4,000,187	4,397,855	4,223,991	4,240,016
Technical Services	3,025,908	5,190,653	3,768,993	5,171,518	5,289,114	5,273,089
Total	**7,076,217**	**9,438,775**	**7,769,179**	**9,569,373**	**9,513,105**	**9,513,105**

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	(11,350)	(17,000)	(5,675)	(5,000)	(5,000)	(5,000)
Charges For Services	(3,050)	(30,000)	-	(5,000)	(5,000)	(5,000)
Other Finance Source	(8,000)	(8,000)	(16,000)	(8,000)	(8,000)	(8,000)
Transfer In	-	-	(493)	-	-	-
Total	**(22,400)**	**(55,000)**	**(22,168)**	**(18,000)**	**(18,000)**	**(18,000)**

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	4,194,438	4,492,326	4,322,894	4,746,427	4,870,799	4,893,824
Benefits	1,247,993	1,250,901	1,251,656	1,311,884	1,352,169	1,352,169
Supplies	22,552	23,850	17,381	23,850	23,850	18,850
Purchased Services	2,379,357	4,676,050	3,128,437	4,727,290	5,042,841	5,024,815
Debt Othr Financing	-	-	20,965	-	-	-
Inter Depart Charges	25,377	26,814	26,180	27,954	28,299	28,299
Inter Depart Billing	(771,100)	(976,166)	(976,166)	(1,250,032)	(1,786,852)	(1,786,852)
Total	**7,098,617**	**9,493,775**	**7,791,347**	**9,587,373**	**9,531,105**	**9,531,105**

TO: Mayor Satya Rhodes-Conway
FROM: Sarah Edgerton, CIO and IT Director
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Katie Crawley, David Schmiedicke, Christine Koh

Goals of Agency's Operating Budget

The City of Madison Information Technology (IT) 2024 Operating Budget submissions support running, growing and transforming the City's technology infrastructure. By aligning the City of Madison's IT 2024 Capital submissions, the IT Strategic Priorities and 2024 IT Work Plan, we will continue the path towards the City of Madison's technology transformation.

By investing in IT staffing, training, and software, the City is able to support the technology transformation and further the City's service delivery. As the City continues to grow, so do the needs of Madison residents, City agencies, and policymakers. Today, nearly all City services and projects require a highly connected and agile technology infrastructure. The 2024 IT Operating budget provides the resources, software, and staffing to complete project work to upgrade the City network infrastructure. Our goal is to enable the City's ability to deliver the robust, scalable communications and data infrastructure needed to support current and future Smart City functions throughout the City of Madison.

One of our primary priorities in the IT 2024 Work Plan is to continue improving our lifecycle management programs. The ultimate goal is to establish lifecycle management programs that are sustainable and complimentary to the growing number of City services. We plan to continue improving several components in 2024, including: reporting issues, policy procedures, staffing needs and maintenance costs. We are using data and feedback indicators to assist us in determining where adjustments and refinements are necessary to produce high-performing programs and services.

In addition to the continuous improvement of our lifecycle management program, the 2024 IT Work Plan includes other major goals funded by operating, such as prioritizing cybersecurity, implementing new industry-standard technology to support the City's growing digital workplace and technology ecosystem, refining IT customer service, and furthering digital inclusion by connecting the public to City government through technology.

Information Technology looks forward to ongoing partnerships with all City agencies to develop and deploy additional technology-based solutions in support of the City's shared values.

IT 99% Budget Target in 2024

The ideas listed are long-term sustainable reductions with minimal impact to City service delivery. Ideas that are short-term investments with long-term operating efficiencies and savings are noted with an asterisk.

- Realizing salary savings during the recruitment process to off-set requested increases in funding for intern staffing needs *
- Decreasing our footprint for office space needs *

- Reducing office and hardware supplies due to the decrease demand for supplies in our hybrid working environment
- Reorganizing staff teams to align to our core services and organizational structure to best serve the growing needs of customers and residents. *
- Analyzing the City's software portfolio by engaging with an internal customer group to identify software duplications, and to streamline the City's technology portfolio *
- Analyzing our internal services to see if there are more opportunities for third-party support with systems to ease our maintenance workload *
- Analyzing our phone system to see if there are opportunities for consolidation as we activate M365 services. *

Reallocations and Other Changes

IT is proposing a net neutral reallocation to our Cost to Continue budget. We would like to align funding to reflect actual spending in activities. We have seen a decrease spending in our office and hardware supplies due to more IT staff working in a hybrid environment. We are able to attend many of our trainings remotely, so there is a reduction in travel and hotel expenses and we stagger staff who attend conferences with travel expenses.

As our portfolio of services continues to increase, and as more agencies turn to technology to improve business efficiencies, we have found the benefit of employing more hourly interns to work on small focused projects or hourlies to support Media Team productions. Many of our interns work on research and documentation that are central to IT functions but are time-consuming and not always feasible within IT's portfolio of work.

Hiring hourly interns provides us with a wonderful opportunity to connect with community partners to maximize applicant pools to support the hiring of women, people with disabilities and people of color and to provide paid internships. We will leverage Department of Civil Rights AASPIRE Program, Centro Hispano's Caminos de Latina Program, Madison College, State of Wisconsin Department of Workforce Development, and UW Madison, for intern applicants. In order for our interns to be successful, we create trainee development paths which aligns to our IT Strategic Plan and our Equity Action Plan. Since implementing this program, we have been able to promote several hourly interns to full-time staff in IT.

Changes of $10,000 or more at the Major: Increasing hourly funding by $23,000

We will do this by:

- Reallocating $5,000 of out of the Office Supplies accounts in both Application & Development and Technical Services to more closely align with actual spending
- Reducing training funds out of Application & Development and Technical Services by reallocating $9,000 out of both services.

Optional Supplemental Request

We are requesting a new Information Technology Project Manager (ITS2) position to support the ongoing technical needs of Parking Utility & the Department of Transportation (DOT). The technology needs of Parking Utility and DOT are complex and are beyond their staff capacity to

support and they are one of ITs' biggest customers and this position would assist in aligning and coordinating technology work between the agencies.

- Parking Utility and Department of Transportation is partnering with IT to hire a permanent FTE. Funding for the position is in Department of Transportation and realized in the IT FTE allocation.
- Hiring this position as a CG 18 Range 8 to support the complex technology needs of Parking Utility and DOT.

Service Changes - Official Request

The table below summarizes the Agency request compared to cost-to-continue. Data is based on the line item budget entered in Munis Central Budget. The table is organized by Fund, Service, and Major Expenditure/ Revenue category.

Projection Number	(Multiple Items)
Segment 3	17 - INFORMATION TECHNOLOGY

Fund/Service/Major	Cost to Continue (C2C)	Request	Change: Request v. C2C
1100 - GENERAL	$9,513,105	$9,513,105	$0
171 - APPLICATION DEV AND SUPPORT	$4,223,991	$4,240,016	$16,025
42 - INTERGOV REVENUES	$0	$0	$0
48 - OTHER FINANCE SOURCE	$0	$0	$0
49 - TRANSFER IN	$0	$0	$0
51 - SALARIES	$2,520,907	$2,543,932	$23,025
52 - BENEFITS	$710,833	$710,833	$0
53 - SUPPLIES	$7,900	$5,400	-$2,500
54 - PURCHASED SERVICES	$2,071,127	$2,066,627	-$4,500
57 - INTER DEPART CHARGES	$10,860	$10,860	$0
58 - INTER DEPART BILLING	-$1,097,636	-$1,097,636	$0
59 - TRANSFER OUT	$0	$0	$0
172 - TECHNICAL SERVICES	$5,289,114	$5,273,089	-$16,025
42 - INTERGOV REVENUES	-$5,000	-$5,000	$0
43 - CHARGES FOR SERVICES	-$5,000	-$5,000	$0
48 - OTHER FINANCE SOURCE	-$8,000	-$8,000	$0
49 - TRANSFER IN	$0	$0	$0
51 - SALARIES	$2,349,892	$2,349,892	$0
52 - BENEFITS	$641,335	$641,335	$0
53 - SUPPLIES	$15,950	$13,450	-$2,500
54 - PURCHASED SERVICES	$2,971,713	$2,958,188	-$13,525
56 - DEBT OTHR FINANCING	$0	$0	$0
57 - INTER DEPART CHARGES	$17,439	$17,439	$0
58 - INTER DEPART BILLING	-$689,216	-$689,216	$0
59 - TRANSFER OUT	$0	$0	$0

2024 Operating Budget
Service Budget Proposal Form

Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	INFORMATION TECHNOLOGY
Enter your Service:	Applications Development
Review the "Service Description" in the 2023 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
If yes, enter updated Activities Performed by Service here: Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes ($10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of $10,000 or more at the **Service and/or Major level**. Examples of changes that **do** need to be detailed: - Moving $10,000+ within a Service from one Major to another Major   - Moving $10,000+ within a Major from one Service to another Service   Examples of changes that **do not** need to be detailed: - Total changes of less than $10,000 at the Major and Service level.   - Object level changes do not need additional justification if the net change to the Major is less than $10,000. For example, if you propose moving $15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change if it is within the same Service.   If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

Summary Table of *Service and/or Major* Changes of $10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	51 - SALARIES	$23,025	Reduced Supplies by $2,500 and reduced Training by $4,500. Combined with $16,025 reductions in Tech Services to support increasing the hourly salaries budget in Apps Dev service to accommodate growing project work.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
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Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There is a heavier reliance on hourly employees to support project work.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

We plan to hire interns from the AASPIRE Program, Centro Hispano Latinx in Tech program and Madison College to assist us in supporting service delivery.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

We are requesting a new Information Technology Project Manager (ITS2) position to support the ongoing technical needs of Parking Utility & the Department of Transportation (DOT). The technology needs of Parking Utility and DOT are complex and are beyond their staff capacity to support and they

are one of ITs' biggest customers and this position would assist in aligning and coordinating technology work between the agencies.

- Parking Utility and Department of Transportation is partnering with IT to hire a permanent FTE. Funding for the position is in Department of Transportation and realized in the IT FTE allocation.
- Hiring this position as a CG 18 Range 8 to support the complex technology needs of Parking Utility and DOT.

Estimated Costs:
- Personnel: $68,320.98
- Non-Personnel: $Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: I used the 12/25/2022 Salary schedules: https://www.cityofmadison.com/sites/default/files/city-of-madison/finance/documents/salary/CG18.pdf

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

We have approximately three staff members who have been assigned to support PU and DOT technology projects but are not able to provide the dedicated time that is needed with their technological growth.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Projects are implemented in a timely manner and less PU/DOT and IT resources are being used more efficiently because there is more coordination and alignment between agencies.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

We will look at our hourly intern pool to see if there is an opportunity to develop a trainee development path which aligns to our IT Strategic Plan and our Equity Action Plan which would provide the opportunity to hire and support women, people of color, non-binary people, people with disabilities, and members of other underrepresented groups.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?
☒No – No allocation changes
☐Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?
☒No – No reclassifications
☐Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

# of FTEs: Does your proposal change the total number of FTE positions for an existing classification?
☒No – No change to # of FTEs
☐Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:
Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)
☒No – No new positions
☐Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:
Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.

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2024 Operating Budget
Service Budget Proposal Form

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Instructions: Complete one form per Service. When saving the file, add the Agency and Service name to the file name. Submit by saving a copy of the proposal form in you F:/Common Drive Folder.

Part 1. Identifying Information	
Select your Agency:	INFORMATION TECHNOLOGY
Enter your Service:	Technical Services
Review the "Service Description" in the 2023 Adopted Budget. Do you have any updates? ☒No – No change to description ☐Yes – Description needs to be updated	
If yes, enter updated Service Description here: Click or tap here to enter text.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget. Do you have any updates? ☒No – No change to activities ☐Yes – Activities need to be updated	
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Summary Table of *Service and/or Major* Changes of $10,000 or More

Complete the table below to detail changes at the Service and/or Major level and answer the narrative questions to describe your changes. **If you have no significant changes, skip this section**

Fund	Major	$ Change	Description
1100 - GENERAL	54 - PURCHASED SERVICES	-$13,525	Reduced budget Training and Other Expenditures by a total of $13,525 to support increasing the hourly salaries budget in Apps Dev service to accommodate growing project work.
1100 - GENERAL	53 - SUPPLIES	-$2,500	Reduced budget by $2,500 to support increasing the hourly salaries budget in Apps Dev service to accommodate growing project work.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.
Select	Select	Enter $.	Click or tap here to enter text.

Explain the impact of your proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

There is a heavier reliance on hourly employees to support project work.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

We plan to hire interns from the AASPIRE Program, Centro Hispano Latinx in Tech program and Madison College to assist us in supporting service delivery.

Part 3. Supplemental Requests

Agencies may submit up to one (1) supplemental request to address citywide priorities or urgent needs. Before submitting a supplemental request, agencies should first examine whether they can address their needs through reallocations within the base budget or by implementing operational efficiencies. **If you are not submitting a supplemental request, skip this section.**

Describe your supplemental proposal. What citywide priority or urgent need does the proposal address? What data informed your proposal?

Click or tap here to enter text.

Estimated Costs:
- Personnel: $Click or tap here to enter text.
- Non-Personnel: $Click or tap here to enter text.
- Explain the assumptions you used to estimate costs: Click or tap here to enter text.

What efforts have you taken to reallocate resources, identify process improvements, or implement other operational efficiencies prior to submitting this request?

Click or tap here to enter text.

If funded, what performance measures will you track to determine whether the additional funding is meeting the stated goals?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2023-2024 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

Part 4. Personnel Changes

All proposed personnel change must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. Any proposal that adds a completely new position (i.e. a position that does not have an existing classification) must include a draft job description.

If the proposed personnel changes require supplemental funding, be sure to complete "Part 3. Supplemental Request" above. **If you are not submitting personnel changes, skip this section.**

Allocation Changes: Does your proposal change the position allocations of existing positions?
☐ No – No allocation changes
☒ Yes – Includes proposed allocation changes

If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.

Reclassifications: Does your proposal reclassify existing positions?
☒ No – No reclassifications
☐ Yes – Includes proposed reclassifications

If yes, provide the position number and briefly describe the change:
Click or tap here to enter text.

# of FTEs: Does your proposal change the total number of FTE positions for an existing classification?

☒No – No change to # of FTEs

☐Yes – Includes proposed change to # of FTEs

If yes, provide the position classification and briefly describe the change:

Click or tap here to enter text.

New Positions: Does your proposal create a new position? (i.e. position with no existing classification)

☒No – No new positions

☐Yes – Includes proposed new positions

If yes, submit a draft position description with your proposal and briefly describe the change here:

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2024 budget?

Click or tap here to enter text.

Explain how your proposed personnel change(s) will align with your draft Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals?

Click or tap here to enter text.