

Finance**Function: Administration***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 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

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 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-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Charges For Services	(2,935)	-	-	-	-	-
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

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Risk Manager
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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.

Accounting Services – 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.

Budget and Program Evaluation – 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.

Risk Management and Administrative Services – 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

Treasury Services – 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

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Internal Audit Services – 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

Equity in City Contracting -- 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.

Results Madison -- 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.

High School Intern Programs – 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.

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*

2022 Operating Budget

Service Budget Proposal

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
<i>Budget by Fund</i>						
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
Total	\$2,095,230	\$2,136,555	\$2,092,038	\$2,024,497	\$2,202,524	\$2,202,524
<i>Budget by Major</i>						
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)
Total	\$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 administer 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

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

None

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

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? See above.
- 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 or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

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.

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).
<input type="button" value="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.

Has this reduction been proposed in prior years? No

Does the proposed reduction result in eliminating permanent positions? Yes

If yes, what is the decrease in FTEs:

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

If yes, which agencies:

Describe why the proposed reduction was chosen.

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?

Work responsibilities will need to be re-allocated to other continuing employees to absorb-may cause overtime and/or response delays to customers in particular for ambulance and special assessment related invoices, or amounts due to the City.

May cause delays responding to invoice inquiries via phone and email. Additionally, vendors may see service related reductions for processing vendor payments and banking related updates.

Potential impacts include: Major ambulance conveyance and special assessment service level reductions in responding to inquiries such as customer invoices and title companies. Delays with final approvals and general ledger postings related to purchasing card transactions city-wide. Reductions in service level for accounts payable related activities such as printing, voiding vendor checks, and vendor payment master table updates. Will need to allocate timekeeping, records management (including "Open Records Requests") and unclaimed property reporting responsibilities to another service area within the department. May cause over-time within the other accounting services areas.

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
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
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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	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
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, Finance, HR, Fleet)? Select...

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

2022 Operating Budget

Service Budget Proposal

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
<i>Budget by Fund</i>						
General-Net	\$488,602	\$506,371	\$477,661	\$498,408	\$485,562	\$427,162
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
Total	\$488,602	\$506,371	\$477,661	\$498,408	\$485,562	\$427,162
<i>Budget by Major</i>						
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)
Total	\$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 Impact

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

Transfer position 3681 to Internal Audit

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

None

Personnel-Permanent Positions

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

Yes

Type	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 assumptions behind the allocation change.

What is the justification behind the allocation change?

This is a vacant position. The FTE is needed for the new Internal Audit Service.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? ▾

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

N/A

What is the justification behind the increased funding?

N/A

Revenue

Are you proposing a change to the service's budgeted revenue?

 ▾

Are you proposing an increase or a decrease to the budgeted revenue?

 ▾

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

N/A

What is the justification behind the proposed change?

N/A

Non-Personnel

Are you requesting additional non-personnel funding for this service?

 ▾

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

N/A

What is the justification behind the increased funding?

N/A

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:

We are not proposing any changes.

- 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?
- 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?
- 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.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

N/A

N/A

N/A

N/A

N/A

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$200,005

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

\$133,259

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.

Activity	\$Amount	Description
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	\$133,259	Remove Admin Support Clerk 1 position for entire year. Remove Admin Support Clerk 2 position for 2/3 of year. Reduce current Doc Services Worker 2 position to a Doc Services Worker 1 position for entire year.
Non-Personnel		
Agency Billings		
Total	\$133,259	

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 years?

No

Does the proposed reduction result in eliminating permanent positions?

Yes

If yes, what is the decrease in FTEs:

1.67

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

Yes

If yes, which agencies:

All City agencies can utilize the positions being eliminated.

Describe why the proposed reduction was chosen.

One position is currently unfilled and the other will be opened due to a retirement.

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 Services 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	
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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, , Finance, HR, Fleet)?

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

2022 Operating Budget

Service Budget Proposal

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
<i>Budget by Fund</i>						
General-Net	\$627,199	\$683,485	\$798,822	\$547,381	\$625,995	\$625,995
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$627,199</i>	<i>\$683,485</i>	<i>\$798,822</i>	<i>\$547,381</i>	<i>\$625,995</i>	<i>\$625,995</i>
<i>Budget by Major</i>						
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)
<i>Total</i>	<i>\$627,199</i>	<i>\$683,485</i>	<i>\$798,821</i>	<i>\$547,380</i>	<i>\$625,994</i>	<i>\$625,994</i>
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 establishing Citywide data standards with a focus on disaggregating 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.

Legislative Fiscal Analysis	10	Perform fiscal analysis on all legislation introduced to the Common Council.
Data 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 governance APM and guide, maintaining the City's COVID-19 dashboard, and completing the Bloomberg What Works Cities Certification process.
Ad 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

SERVICE BUDGET CHANGES

Service Impact

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

No changes proposed in 2022

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

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

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 budget and program evaluation team provides a core service to all City agencies by leading the development of the annual operating and capital budgets, supporting financial and policy analysis, and leading city-wide data initiatives. Although our team does not provide direct services or programming to residents, we are advancing the Racial Equity and Social Justice (RESJ) through our collaborations with City agencies. Examples of how the Budget and Program Evaluation team's work has an impact on BIPOC residents and residents with other marginalized identities include: 1) integrating racial equity and social justice questions in the budget development process, 2) supporting the planning and monitoring of federal COVID-19 relief funding with a focus on equity, 3) participating in a City Budgeting for Equity and Recovery initiative to develop strategies to increase homeownership among the City's Black residents; and 4) supporting data analysis needs related to Racial Equity and Social Justice initiatives.

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?

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.

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?

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.

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?

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.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes
 No

Part 3: Proposed Budget Reduction

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.

Activity	\$Amount	Description
<input type="checkbox"/> 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 years?

Does the proposed reduction result in eliminating permanent positions?

If yes, what is the decrease in FTEs:

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

If yes, which agencies:

Describe why the proposed reduction was chosen.

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

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, , Finance, HR, Fleet)?

If yes, which agencies?

Describe why the proposed increase is critical.

2022 Operating Budget

Service Budget Proposal

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
<i>Budget by Fund</i>						
General-Net	\$0	\$0	\$0	\$0	\$0	\$58,400
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	
<i>Total</i>	\$0	\$0	\$0	\$0	\$0	\$58,400
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$0	\$0	\$0	\$0	\$0	\$58,400
Non-Personnel						\$0
Agency Billings						\$0
<i>Total</i>	\$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 to the service's budget from cost to continue to agency request?

\$58,400

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

New service. Personnel funding is transferred from a vacant position in the Admin Services service.

Personnel-Permanent Positions

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

Yes

Type	Fund	Amount	Description
Perm Wages	1100	\$44,600	Internal Auditor
Benefits	1100	\$13,800	Internal Auditor
Total		\$58,400	

Explain the assumptions behind the allocation change.

Personnel funding is transferred from a vacant position in the Admin Services service.

What is the justification behind the allocation change?

New service.

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

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:

- 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?
- 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?
- 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.
- e. How will you continue to communicate with your stakeholders (from 1b and 1c above) in this process?

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget?

\$200,005

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

\$0

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.

Activity	\$Amount	Description
<input type="checkbox"/> 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 years?

Select... ▼

Does the proposed reduction result in eliminating permanent positions?

Select... ▼

If yes, what is the decrease in FTEs:

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

Select... ▼

If yes, which agencies:

Describe why the proposed reduction was chosen.

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 ongoing.

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

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.

2022 Operating Budget

Service Budget Proposal

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
<i>Budget by Fund</i>						
General-Net	\$8,274	\$0	\$7,714	\$0	\$0	\$0
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
Total	\$8,274	\$0	\$7,714	\$0	\$0	\$0
<i>Budget by Major</i>						
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
Total	\$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 liaison 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 Administration	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 service's budget from cost to continue to agency request?

None

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

N/A

Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay?

Type	Fund	Amount	Description
Overtime	<input type="text"/>	<input type="text"/>	<input type="text"/>
Premium Pay	<input type="text"/>	<input type="text"/>	<input type="text"/>
Hourly	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

Are you proposing an increase or a decrease to the budgeted revenue?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the change to budgeted revenue.

N/A

What is the justification behind the proposed change?

N/A

Non-Personnel

Are you requesting additional non-personnel funding for this service?

Fund	Major	Amount	Description
<input type="text"/>	<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

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:

We are not proposing any changes to the budget, however Risk did work to put an online claim form on the Finance Department's website in 2020 to make it easier for claimants to file claims against the City.

- 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? N/A
- 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? N/A
- 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? N/A
- 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? N/A

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

Yes No

If so, please identify the respective group and recommendation.

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? \$0

What is the proposed reduction to this service's budget? \$0

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.

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 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.

There are certain activities within this service that are mandated. For example, bond placemnts for certain individuals, safety program requirements, workers' compensation coverage, and handling of claims filed against the City to name a few.

Has this reduction been proposed in prior years? No

Does the proposed reduction result in eliminating permanent positions? No

If yes, what is the decrease in FTEs:

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

No

If yes, which agencies:

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?

N/A

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
<input type="text"/>	<input type="text"/>	<input type="text"/>

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	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
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, Finance, HR, Fleet)?

Select...

If yes, which agencies?

Describe why the proposed increase is critical.

Submit

2022 Operating Budget

Service Budget Proposal

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
<i>Budget by Fund</i>						
General-Net	\$726,341	\$849,422	\$715,297	\$674,694	\$686,011	\$686,011
Other-Expenditures	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$726,341</i>	<i>\$849,422</i>	<i>\$715,297</i>	<i>\$674,694</i>	<i>\$686,011</i>	<i>\$686,011</i>
<i>Budget by Major</i>						
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)
<i>Total</i>	<i>\$726,341</i>	<i>\$849,422</i>	<i>\$715,297</i>	<i>\$674,694</i>	<i>\$686,011</i>	<i>\$686,011</i>
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, reconciliation 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?

Personnel-Permanent Positions

Are you proposing an allocation change to the FTEs for this service? No

Type	Fund	Amount	Description
Perm Wages			
Benefits			
Total		\$0	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

Personnel-Other Personnel Spending

Are you requesting additional personnel spending for non-annualized pay? No

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$0	

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Revenue

Are you proposing a change to the service's budgeted revenue?

No

Are you proposing an increase or a decrease to the budgeted revenue?

Select...

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

Non-Personnel

Are you requesting additional non-personnel funding for this service?

No

Fund	Major	Amount	Description

Insert item

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

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.

- 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? Everyone benefits from the expanded services described 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? Feedback from our customers have been positive. Further, feedback and coordination with CDA Housing staff assist in service development and implementation.
- 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? Customers of the City including public housing tenants, property owners and CDA. Their feedback is incorporated into decisions to continue the expanded services.
- 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? Website, phone and email communications.

2. Is the proposed budget or budget change related to a recommendation from any of the City's teams or initiatives that connect community need with opportunities to advance racial equity, inclusion, and social justice (e.g., NRTs, RESJI, LCET, MAC, WIC, Equitable Workforce Plans)?

If so, please identify the respective group and recommendation.

Yes No

Part 3: Proposed Budget Reduction

What is 5% of the agency's net budget? \$34,300

What is the proposed reduction to this service's budget? \$0

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.

Activity	\$Amount	Description
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 years? Select... ▼

Does the proposed reduction result in eliminating permanent positions? Select... ▼

If yes, what is the decrease

in FTEs:

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

If yes, which agencies:

Describe why the proposed reduction was chosen.

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
<input type="text"/>	<input type="text"/>	<input type="text"/>

Insert item

Total	0	
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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	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
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, Finance, HR, Fleet)?

If yes, which agencies?

Describe why the proposed increase is critical.

Submit