



Results Madison Service Reengagement & 2023 Operating Budget

July Budget Contacts
7/6/2022

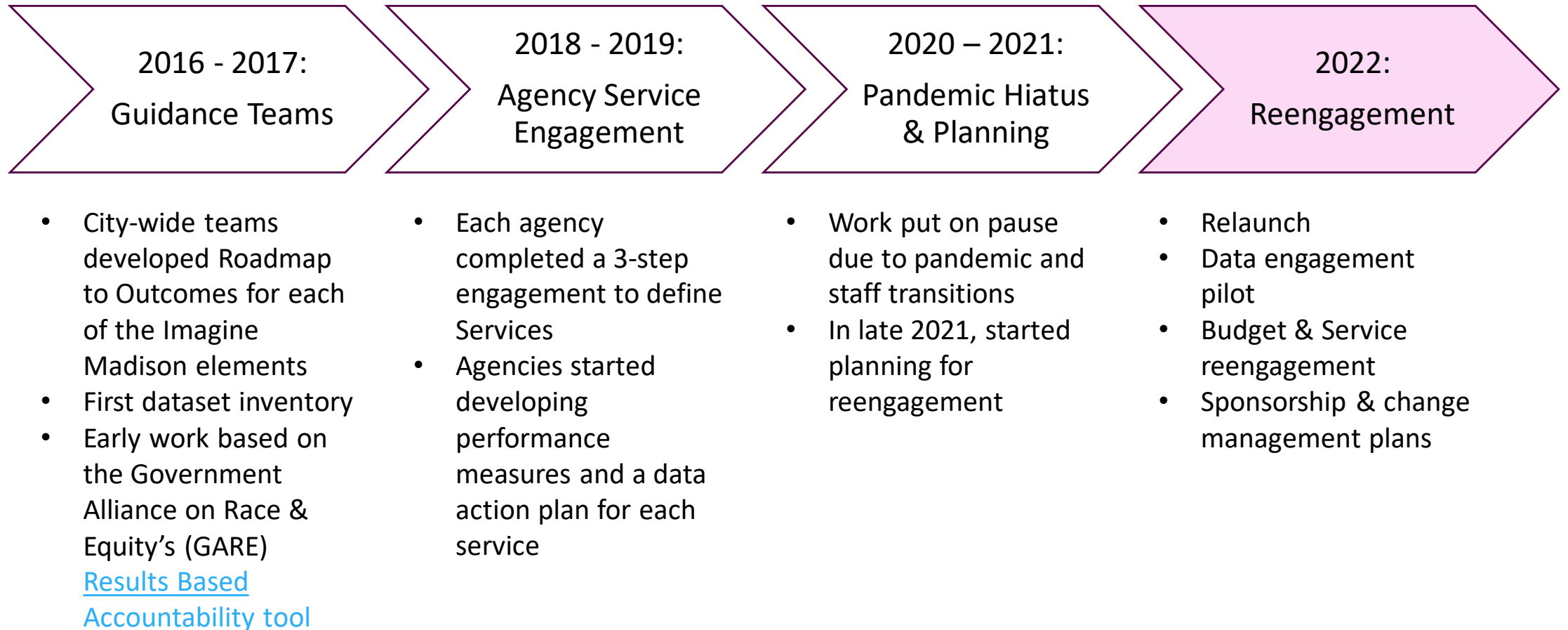
Agenda

- **Part 1: Results Madison Service Reengagement**
 - Overview of Results Madison
 - Understanding the Chart of Accounts
 - Updating budgetary Services
- **Part 2: Understanding the Operating Base Budget**
 - Review of key assumptions in developing the operating budget
 - Inter-departmental charges
- **Part 3: Navigating Munis and SharePoint**
 - Demonstration of forms
- **Part 4: Operating Budget Work Session (Optional)**
 - Informal drop-in session in breakout rooms

Part 1: Results Madison Service Reengagement

- What is Results Madison?
- What is the Chart of Accounts?
- What is the Service Reengagement?

Results Madison: Where we've been, where we're going



What is Results Madison?

Results Madison is a strategic framework intended to **align city services** with the **outcomes** that matter most to Madison residents.

How do we get to outcomes?

- **Define a vision for success**, using Imagine Madison's Elements of a great City as a roadmap.
- **Use data to inform decision-making** by identifying agency-level service indicators that tell us what we're doing and how well we're doing it.
- **Support City staff adapt to changes** in how we work and serve residents.

Components of Results Madison



Strategic Budgeting

Strategically allocate funding to services that advance City priorities (e.g. equity, sustainability) and strategic plans (e.g. Imagine Madison, Vision Zero)

Tactics/ Approaches:

- Re-engage agencies on proposed Munis Service structure (developed in 2018) and finalize
- Rebuild Chart of Accounts with new Services to better budget for priorities
- Use agency indicators to inform budget decisions; develop budget based on goals/ priorities



Agency Data Engagement

Use data to understand current state of City services; support agencies in effectively using data.

Tactics/ Approaches:

- Update dataset & systems inventories
- Develop agency-level Service Indicators (including equity indicators)
- Pilot w/ 1 agency, onboard cohorts on a rolling basis
- Develop tools/ trainings/ other supports for data use



Change Management

Leading organization-wide efforts to adapt to new ways of working and supporting continuous improvement.

Tactics/ Approaches:

- Coordinate and create awareness of city-wide initiatives
- Build on TeamCity change leadership and ADKAR model (awareness, desire, knowledge, ability, and reinforcement)
- Support skill development, training, and work planning

Results Madison Roadmap



We are building on past work, not starting over.

- Existing dataset inventories, 2018 Service redesign, etc. will be the starting point
- Take what's useful from past efforts, but also take advantage of the opportunity to update and refine services

Acknowledge & celebrate progress to date.

- Racial equity considerations incorporated in budget development
- City-wide efforts to increase agency-level strategic planning
- Projects and services aligned with Imagine Madison elements



Keep an eye toward the future. If Results Madison is successful...

- Agencies will work toward the same City-wide goals and priorities
- The budget process will strategically allocate resources
- Agencies will use data to inform operations, policies, and services

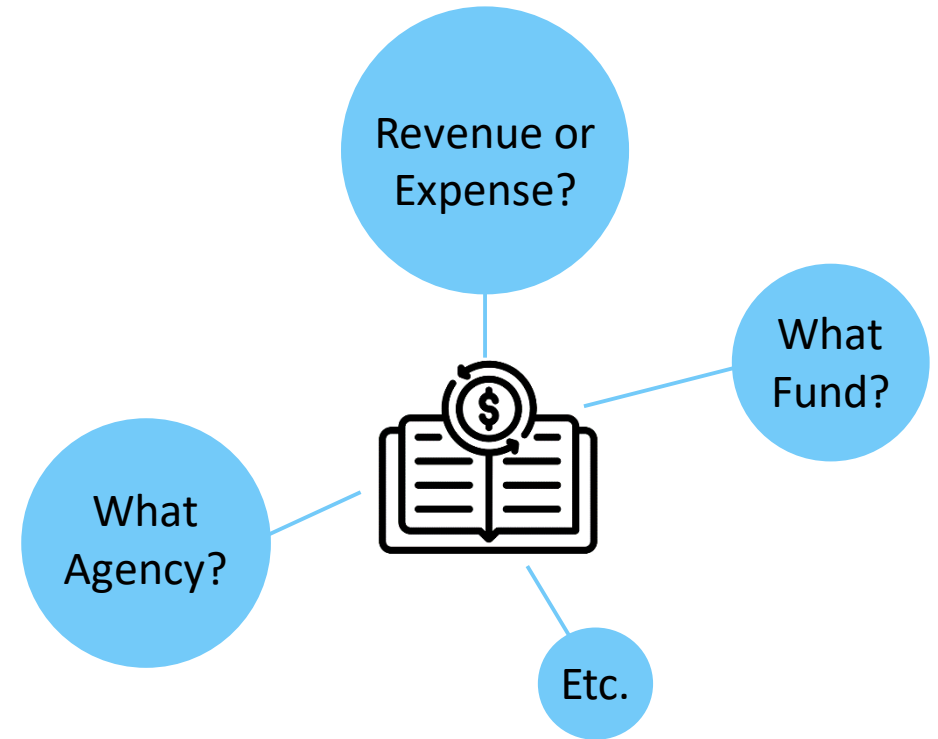


Understanding the Chart of Accounts & Service Resdesign

Chart of Accounts (CoA): What is it?

A listing of all accounts used by the City to record and report financial transactions.

Has many segments that provide different types of information on the transaction.



Breakdown of General Ledger (GL) Accounts

GL Account = A unique code used to map transactions to the appropriate location in the financial statements

Segments	Code	Description
Segment 1: Fund	1100	General
Segment 2: Function	20	General Government
Segment 3: Agency	15	Finance
Segment 4: Service	151	Accounting
Segment 5: Sub Service	1510	Payroll
Segment 6: Location	0000	Undefined
Segment 7: PSC	00000	Undefined
Segment 8: Subfund	00000	Undefined

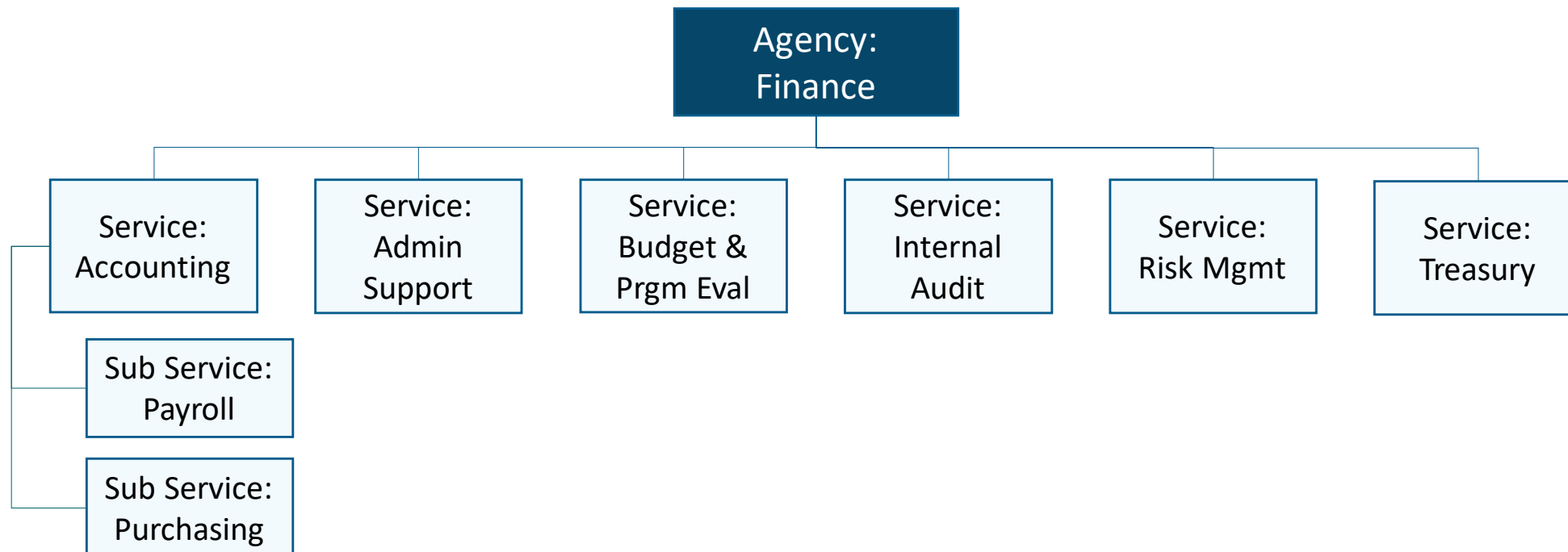
Segments form a unique Organization (“Org”) Code & Account Name

15110 – Fin Accounting Payroll

Zooming in on Segment 4: Services

A **Service** is an activity or set of activities performed by an agency that has **identifiable costs for budgetary purposes** and **a clear purpose with measurable objectives**.

Services help us answer: **Where the Money is Spent?**



What is the Service Redesign?

Current State: Some agencies have services that are too broad and need further definition. Some have too many services where additional granularity does not provide actionable information. Other agencies may have had significant changes in activities.

Purpose/ Goal: The Service Redesign is an opportunity to 1) review and update your agency's Service structure to better reflect your agency's activities, 2) improve internal and external reporting on budget and metrics, and 3) facilitate the strategic allocation of resources.

Potential Actions:

1. No Change:

Keep Service structure same as current Munis structure

2. Add Services:

Create new services to add granularity to budget

3. Consolidate:

Combine services that should not be standalone

4. Shift Activities:

Realign accounts across services to reflect operations

Evaluating the Service Structure

Questions to consider:

- What budget and service-related questions do you get from the public? Alders and BCC members? The Mayor and other departments?
- How do you develop agency work plans and manage progress toward outcomes?
- Does your current Service structure allow you to answer these questions?

External Perspective

Service structure can improve communications and transparency on how the City allocates resources to achieve outcomes for residents.

- Do the services make sense to a resident?
- Do the services help the public and policymakers understand what your agency does and how it spends money?

Internal Perspective

Service structure can be a management tool – allows you to allocate resources & manage costs for specific functions.

- Do your services accurately reflect your operations?
- Do the services provide the right level of detail for effective management?

Design Considerations

Services should...	Strategy Tips
<ul style="list-style-type: none">Clearly communicate what your agency does	<ul style="list-style-type: none">Think about services from a resident perspective. Does your current structure allow a member of the public to understand what your agency does and how the City allocates resources?
<ul style="list-style-type: none">Reflect your agency's operations	<ul style="list-style-type: none">Services can, but do not have to match your org chart – a service may span multiple functional areas within your agencyYou should be able to develop an annual work plan around each service
<ul style="list-style-type: none">Have clear output and outcome measures	<ul style="list-style-type: none">Think about the most common ways you report your work to external and internal stakeholders and try to align services with reporting needs.Agencies will be required to define service indicators as part of the Results Madison data engagement.
<ul style="list-style-type: none">Be relatively stable over time	<ul style="list-style-type: none">A service is not the same as a program, project, or work product that has a discrete start and end date
<ul style="list-style-type: none">Be customized to your agency's needs.	<ul style="list-style-type: none">There is no 'right' number of services; no hard line about how big a service should be – this will vary by agency

Design Considerations: Granularity

Q: How big or small should a service be?

A: It depends.

- Smaller agencies may only need 1-2 services, while larger agencies may need 5-8 services
- Some Services are too broad and need to be broken out to give greater transparency on the budget
- More Services = more accounts for managing your budget
- Think about the level of detail you need to effectively manage your budget and allocate resources



Example: If you buy black pens, red pens, and paperclips, you wouldn't create a separate account for each supply – this would be inefficient and burdensome to manage.

These expenses are rolled up into Major– Supplies [53] → Object – Office Supplies [53110]

Adding Services

- Fire currently has 2 services
- Agency has one of the largest budgets in the City – adding services to provide more detail is important for transparency and management.

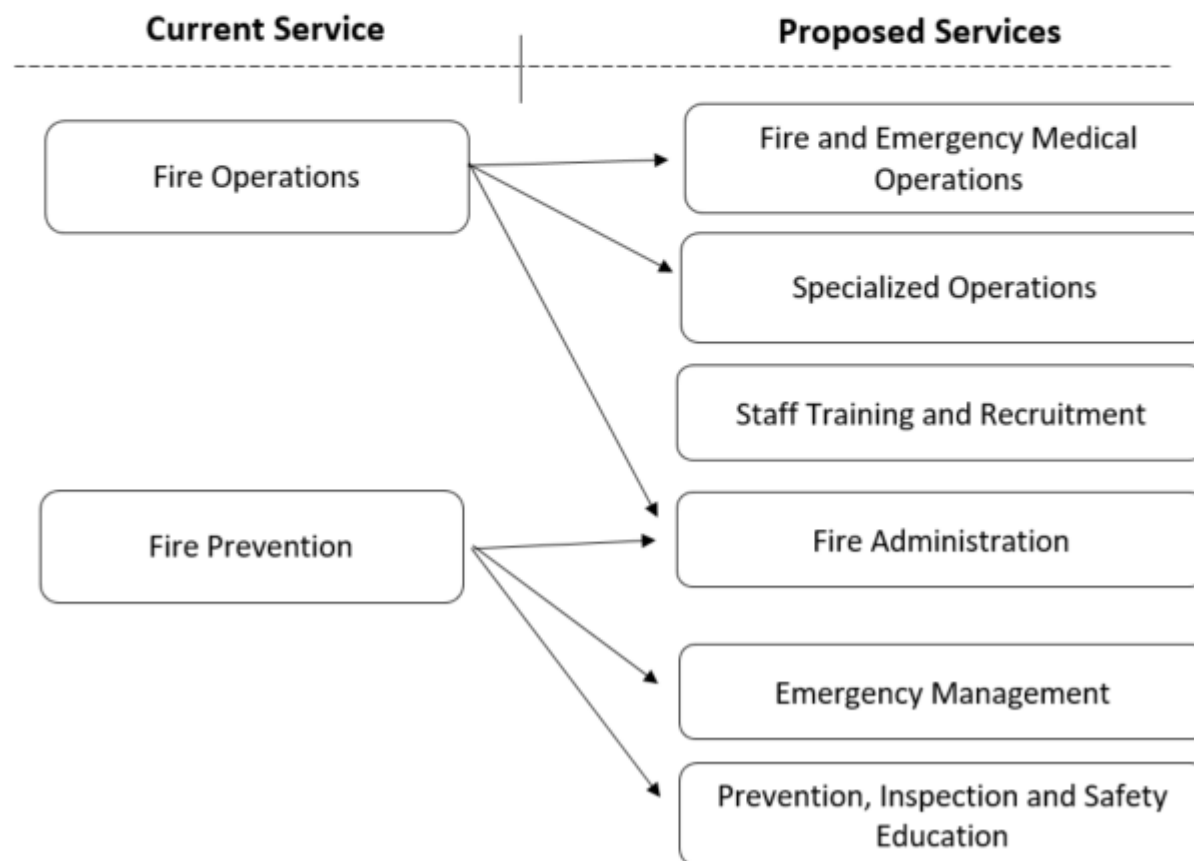
Fire

Proposed Service Structure Revisions

Drafted June 2018

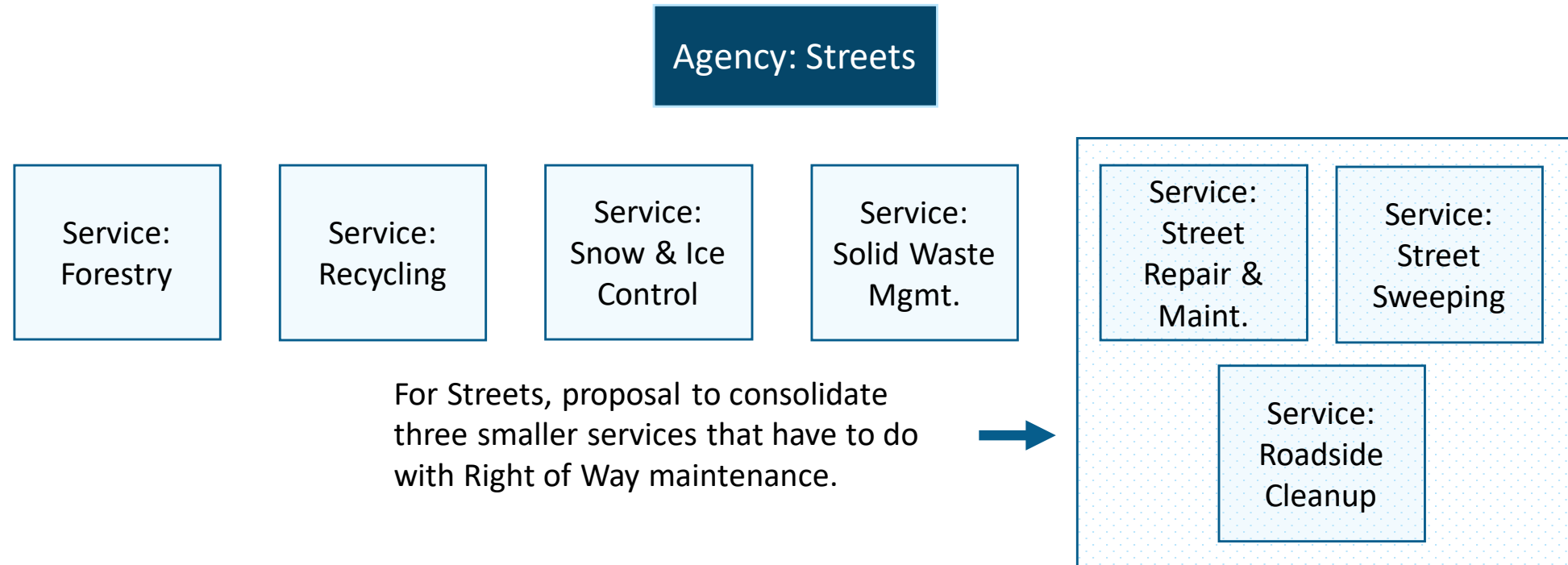


Through the Results Madison engagement process, Fire staff proposed the following changes to the department's current service structure (as set forth in the 2018 budget):



Consolidating Services

- Streets currently has 7 services – 3 are related to right of way maintenance and repair. Consolidating smaller services makes sense from a management perspective.
- Snow & Ice Control also maintains the right of way, but is a substantial body of work with unique costs and metrics, which merits having a separate service.



Shifting Activities

- Planning currently has 3 services that are based on an antiquated org structure.
- 2018 proposal includes adding services and splitting up activities in existing services into the new structure

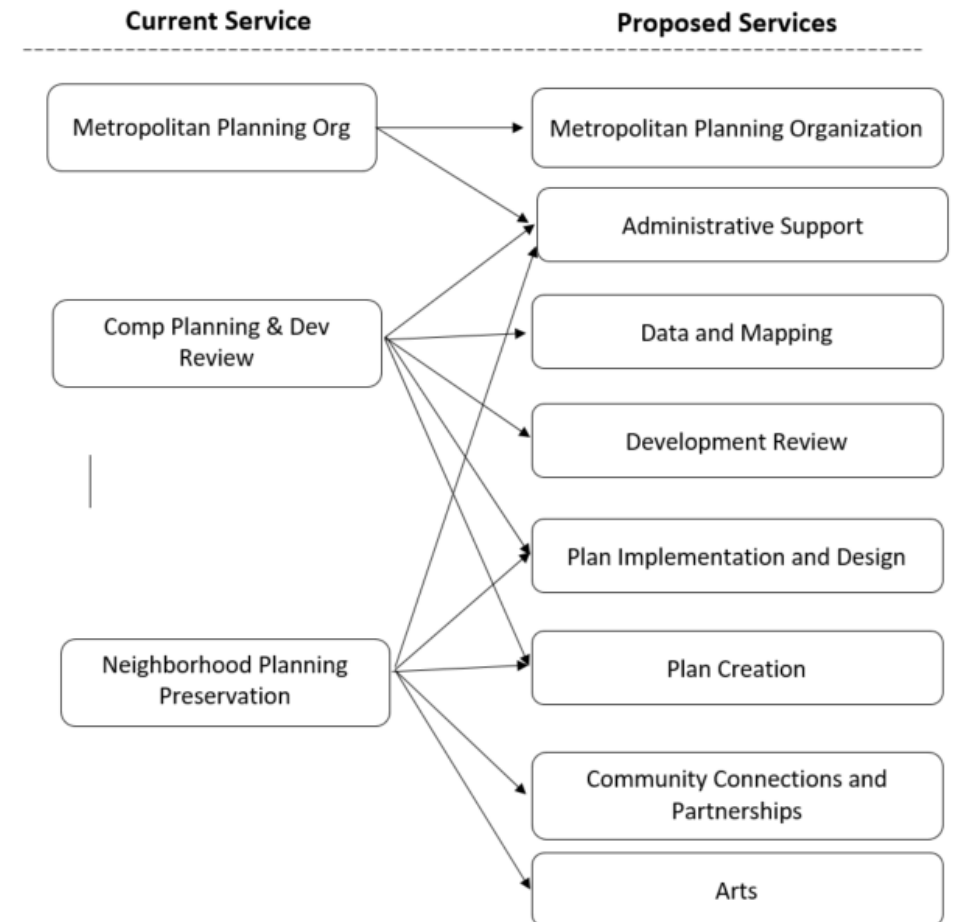
Planning

Proposed Service Structure Revisions

Drafted June 2018



Through the Results Madison engagement process, Planning staff proposed the following changes to the division's current service structure (as set forth in the 2018 budget):



Design Considerations: Other Segments in the CoA

Can the detail you want/ need be captured in another segment of the CoA?

Major Expenditure

Categories: Can be used to identify expense types

- Example: If you're interested in tracking consulting costs, you wouldn't create a separate service for "Consulting." You would track this through the Object code for consulting (54645)

Sub Service: Can be used to split out functions within a service

- Example: Accounting includes sub services for Payroll and Purchasing; both are substantial activities in the department that merit tracking costs/ budget, but are under the Accounting umbrella

Location: Can be used to track activities for agencies with multiple sites

- Example: Library can use location segment to identify where community engagement programs are taking place

Tip: Use "Seg Find" in Account Inquiry to see what currently exists in the Munis account structure.

What does the service engagement look like?

Resources

1. Copy of proposed service structure & service definitions from 2018
2. Copy of these guidelines and presentation recording on how to define a service

Actions

1. Identify a staff team
2. Share materials with staff and review
3. Plan at least 1 - 2 meetings to refine and confirm services
4. Update and submit to budget team

Resources:

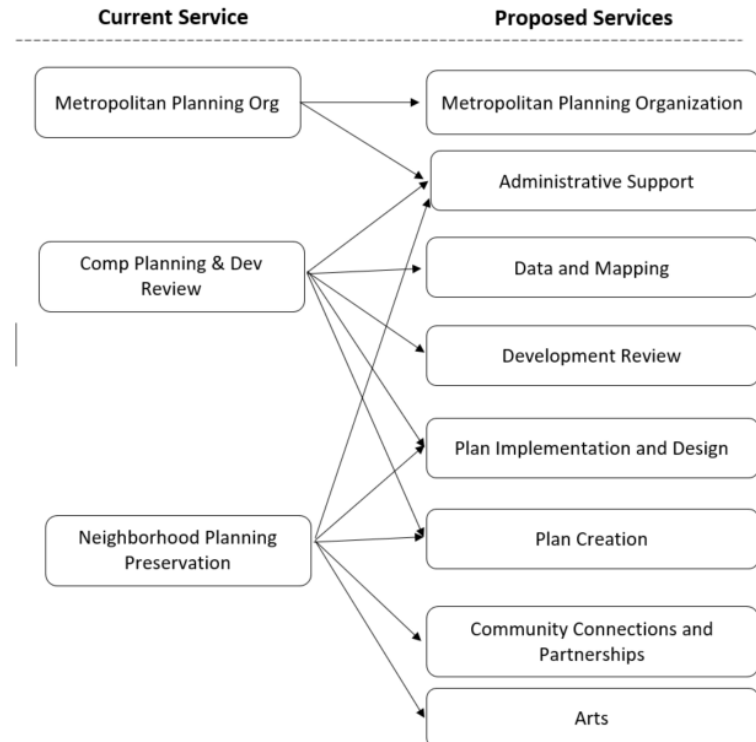
Copy of 2018 Service Structure Revision

Planning

Proposed Service Structure Revisions Drafted June 2018



Through the Results Madison engagement process, Planning staff proposed the following changes to the division's current service structure (as set forth in the 2018 budget):



Results Madison Workbook - Steps 1 & 2 - Defining Services and Identifying Measures			
Select Agency Below:			
Planning		Service 1	Service 2
Service Name:		Administrative Support	Data and Mapping
Citywide Element(s):		Effective Government	Effective Government
Step 1: Define Services	Who are you serving?	<ul style="list-style-type: none"> Planning Division employees City Council / Mayor / General public (Budget) 	<ul style="list-style-type: none"> Members of the Planning Division City agencies External stakeholders and public
	What activities are you responsible for providing under this Service?	<ul style="list-style-type: none"> Budget development and tracking Payroll Hiring, discipline, promotion, RESJ Furthering goals of citywide initiatives (e.g., Results Madison, Performance Excellence) workplan development 	<ul style="list-style-type: none"> Database management for use within Planning and by other agencies Data analysis for everyday Planning Division workflows Data creation for Planning Division processes Data analysis for other city agencies to support city processes Technical support for data and software in Planning
	Why do you provide this Service? What is the purpose behind this work?	<ul style="list-style-type: none"> Necessary for each agency in the city Support employee satisfaction/purpose Fiscal responsibility to city taxpayers 	<ul style="list-style-type: none"> Most, if not all, Planning processes are informed by data and/or mapping To assist other city agencies and the public with projects and analysis To provide the public with information about the city To make sure everyday Planning workflows function smoothly
		<ul style="list-style-type: none"> Adherence to budget Smooth payroll/compensation process 	<ul style="list-style-type: none"> To have the requestor (internal/external) use the data/graphic/map/document and understand its purpose

Actions

1. Identify a staff team
 - Decide who should be involved in defining services. Aim to engage a broad range of staff – front line staff, budget contacts, dept equity team members, service managers
2. Share & review materials
 - Does your 2018 proposal capture the services you provide?
3. Plan at least 1 - 2 meetings with staff to refine and confirm services
 - Meet to review the proposed services and come to consensus on the final list
 - If you are proposing changes, start thinking about how this will effect
4. Update and submit to budget team

Timeline

- July 6: Overview of Service Reengagement
- July 13: Budget sends agencies copies of 2018 materials, copy of guidance, and template for proposing changes
- Mid-August: Budget team will check in with agencies on progress
- August 24: Service proposals due to Budget team

Budget team and Results Madison working group available for consultations.

UPDATE 7/26/22: Meeting recording from 7/ 6 references original timeline above.
Timeline will be pushed back due to budget team capacity; new deadlines will be communicated via email.