



**BOARD OF COMMISSIONERS AGENDA
MONDAY, DECEMBER 8, 2025
12:00 PM - COMMISSION CHAMBERS – 503 S HIGHLAND
AVENUE**

Please join the Zoom meeting from your computer, tablet or smartphone.
<https://us06web.zoom.us/j/84420246350> | Meeting ID: 844 2024 6350
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+1 312-626-6799

CALL TO ORDER

PLEDGE OF ALLEGIANCE

ROLL CALL

ADOPT AGENDA

BUSINESS

- 1) Finance Operations - Progress & Strategic Direction, Digital Budget Book
- 2) Electric - OATI AMI Update
- 3) Information Technology - 2025 Update

PUBLIC COMMENT

ANNOUNCEMENTS

- 4) Next Regular Commission Meeting – Monday, December 15, 2025 at 5:30 pm

ADJOURN

Anyone wishing to speak to an item on the agenda must be acknowledged by the chair and come to the podium to address the Mayor and City Commission. Addressing other audience members will not be permitted.

Supplementary agenda information may be accessed at www.cityofmadisonsd.com

If special accommodations are necessary to attend any Board of Commissioners meeting, please contact the Finance Office at (605) 256-7500 at least 24 hours before meeting time. All attempts shall be made to accommodate a request.

**Address:**

503 S Highland Avenue
Madison, SD 57042

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www.CityofMadisonSD.com

CITY OF MADISON – FINANCE OFFICE

PROGRESS REPORT & STRATEGIC DIRECTION

Date: December 8, 2025

To: City Commission

From: Amy L. Sad, Finance Officer

EXECUTIVE SUMMARY

Over the past year, the Finance Office has stabilized operations, strengthened internal controls, modernized key processes, and advanced transparency across the organization. We completed foundational policies, corrected legacy practices, clarified internal roles, and implemented tools that expand access to financial information for staff, leadership, and the public.

The Finance Office has made measurable progress in stabilizing operations, codifying standards, and improving transparency. We are striving to sustain compliance and improve service to residents. We are learning new systems, and embracing a higher bar for transparency.

The next phase of work focuses on codifying long-term financial discipline through policy adoption, fully digitizing agendas and minutes to improve efficiency and public recordkeeping and completing fixed-asset and inventory reforms. These efforts are not cosmetic - they strengthen stewardship of taxpayer dollars, shorten cycle times, and provide clearer, timelier information to both the Commission and the community. As these initiatives move forward, the Finance Office is positioned to reinforce fiscal discipline, maintain transparency, and deliver a durable and accountable department that serves the City of Madison with integrity.

ACCOMPLISHMENTS

- **Audit readiness & compliance.** Two audits completed and third in progress. Strengthened preparation practices, documentation, and follow-ups.
- **Policy development.** Drafted and implemented core policies (e.g. Procurement, Reimbursement, Crisis, Comprehensive Financial and Reserves).
- **Transparency & reporting.** Built the digital budget book to consolidate financial information for internal use and public transparency; implemented monthly financial updates, expanded bilingual utility forms.
- **Operational modernization.** Implemented Department Head access in Tyler; automated Accounts Payable workflows; standardized purchasing controls (e.g., Amazon Business, Center for credit cards), and revamped vehicle registration processing.

- **Public service improvements.** Implemented QR-enabled parking ticket payments; streamlined customer-facing forms and procedures.
- **Organizational leadership.** Expanded engagement with all city departments.
- **Debt & financing administration.** Advanced bond / loan documentation, closed interim financings, secured financing – cash flow (BANS), and improved coordination with advisors and departments.

RESET (OPERATIONS & CONTROLS)

- **Accounts Payable:** Introduced clear approval workflows and reduced rework by aligning documentation at the front end.
- **Purchasing & Credit Cards:** Migrated cards to a commercial program; clarified usage and reconciliation expectations; tightened Amazon purchasing controls.
- **Receipting & Customer Interaction:** Introduced bilingual forms; standardized customer service scripts and handouts where needed.
- **Revenue & Collections:** Implemented QR for parking tickets; improved fee collection processes; tightened cash handling expectations.
- **Departmental Access & Accountability:** Enabled role-appropriate Tyler access for department heads; improved visibility into budgets and transactions.
- **Operational Analysis & Review:** Determine and establish effective procedures for processing internal transactions.

POLICY MODERNIZATION

- Procurement Policy (with competitive thresholds and documentation standards)
- Reimbursement Policy (clarified eligible expenses, approvals, documentation)
- Crisis Policy (communication & expectations)
- Comprehensive Financial Policy – framework for budgeting, accounting, reporting, investments, and debt.
- Reserves Policy – target ranges, assignments / unassignments, and use criteria.
- Scrap & Recycle Policy – standardized asset disposition and chain-of-custody.

TRANSPARENCY & PUBLIC COMMUNICATION

- **Digital Budget Book:** Implemented ClearGov. Established a centralized online location for budget narratives, fund summaries, capital program detail, and performance context to support both Commission decision-making and public understanding.
- **Capital Planning Process:** Rolled out a structured scoring/priority framework to elevate health/safety, legal mandates, operations, and financial return across projects.
- **Public-Facing Clarity:** Refined key messages and corrected legacy communications when needed to preserve trust.
- **Monthly Finance Reporting:** For commission and public.

AUDIT READINESS & COMPLIANCE

- **Past Due Audit Remediation:** Cleared backlog and standardized supporting schedules.
- **Internal Controls:** Introduced template forms, checklists, and documented procedures to improve repeatability and audit evidence.

- **Grant & Debt Compliance:** Centralized source documentation and timelines to ensure adherence to SRF/bond covenants and grant terms.

TEAM DEVELOPMENT

- **Training:** Cross-trained staff, continued evaluation of processes and documentation of procedures. Monthly department meeting to improve communication and teamwork.
- **Role Definition:** Clarified “who does what” to reduce single-points-of-failure
- **Service Standards:** Set clear response and turnaround expectations for departments and the public.
- **Document Organization and Retention Guidelines:** File access for all finance staff, guidelines for file storage and process.
- **Finance Calendar:** Create calendar for all finance related deadlines and process available to all finance staff.

DIRECTION: 6–12 MONTH PRIORITIES

Priority	Status	Target	Notes
CivicPlus: Electronic Minutes	In progress	February 2026	Automate process and archive.
Eliminate Heartland as a MID (Merchant ID)	Completed	December 2025	Consolidate merchant processing to reduce fees, simplify reconciliation, and tighten PCI.
Liquor License Procedures – Update & Standardize	In progress	May 2026	Annual calendar, renewal notices, fee schedules, and compliance checklists; align with SD practice and ordinance.
Fixed Assets & Inventory Overhaul	In progress	November 2026	Capitalization thresholds, physical inventory and Tyler Fixed Assets activation.
Comprehensive Financial Policy	Completed	November 2025	Budgeting, reporting, investments, debt; adopt by resolution.
Reserves Policy	Completed	October 2025	Target ranges and governance for assignments/unassignments.
Scrap & Recycle Policy	Completed	November 2025	Surplus/obsolete disposition, documentation, and internal controls.
Digital Budget Book	Completed	November 2025	Expand fund narratives, CIP details, and dashboards.
Surcharge	Continual	January 2026	Implement past and current surcharges

Priority	Status	Target	Notes
Debt Analysis	Ongoing	June 2026	Validate and track all outstanding debt.
TIF	Ongoing	March 2026	Verifying base values, increment calculations, project plans, remaining obligations, and expiration dates.
Special Assessment	Ongoing	June 2026	Tracking and reconciling outstanding assessments.
Contracts	Upcoming	December 2026	Validate, track and centralize

RISKS & MITIGATIONS

- **Data quality/legacy gaps:** Continue backfilling documentation and standardizing files.
- **Capacity constraints:** Prioritize the policy calendar and critical path (fixed assets, licensing, agendas/minutes); leverage cross-training.
- **Document Retention:** Communication of procedure specific to funding.

STRATEGIC GOALS

- Implement Accounts Payable (AP) Automation to further streamline invoice processing and reduce manual work.
- Transition to TYLER ER PRO 10 Cloud to modernize financial systems and enhance integration capabilities.
- Engage with a new audit firm to ensure timely delivery, quality, and independence of the audit process.
- Source banking institutions to improve service, fees, and alignment with City needs.

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DIGITAL BUDGET BOOK OVERVIEW

The City of Madison has completed its first Digital Budget Book, produced through the ClearGov platform. This new format replaces the traditional manual budget book and is designed to improve transparency, accessibility, and ease of use for both the public and internal stakeholders.

Purpose of the Digital Budget Book

The Digital Budget Book modernizes how the City presents and communicates its budget. The platform allows residents, commissioners, and staff to view the City's financial information in a clear, interactive, and ADA-compliant online format. This aligns with our commitment to improving public engagement and enhancing the understanding of how municipal dollars are allocated.

Key Features

- Multi-format presentation: Automatically produces web, mobile, and PDF versions for broad accessibility.
- Customizable, ADA-compliant content: Pages, charts, and tables are easy to design and modify without technical support.
- Automated data integration: Revenue and expenditure data update as the City updates its budget, reducing manual errors and increasing accuracy.

Benefits to the City of Madison

- Strengthens financial transparency and public communication.
- Creates a consistent, navigable, and easy-to-understand presentation of complex financial data.
- Enhances long-term budget modernization as part of the City's broader financial improvements.

What the Commission Will See on Monday

- A live walkthrough of the Digital Budget Book.
- Demonstration of the online navigation, including department pages, charts, and summaries.

DEC 8 WORK SESSION AMI UPDATE

AGENDA



Timelines

Challenges

Updates

TIMELINE

- **We are installing meters at 50 per day (up from 25)**
- **Enlisted help from Utilities admin assistant to help Utility Billing enter meter exchanges in Tyler Tech because of volume of installs**
- **We have 1067 AMR meters left at 50/day pending additional workload from installation crew**

CHALLENGES

- **Updated MVRs system (unit used to read water meters) to Temetra handheld. System seems to be working better than the old MVRs so not really a challenge but noteworthy.**
- **Meter reader assignment being water and electric (who reads them, water or electric personnel) union conflicts.**
- **Change over in meter reader duties.**
- **Ensure 3 phase meters will come in correctly. (3phase meters have the most impact on meter reading efficiency)**
- **Residents working from home leaves meters unchanged and causes more time with having to go back, but we understand.**

INSTALLATION UPDATE

- **Ultimately, we will be 100% AMI electric meters.**
- **Ordered and received remainder of electric meters to include 3 phase meters.**
- **Installation is underway. (50/day on single phase, up from 25)**
- **Increasing water meter reads daily and electric AMI installation is helping that.**
- **Will install 3 phase meters on government accounts when we can ensure that the information coming in from OATI is correct. We have installed a couple more to test the programming and export information.**

OATI UPDATE-CHRIS SHIVERS- ACCOUNT MANAGER

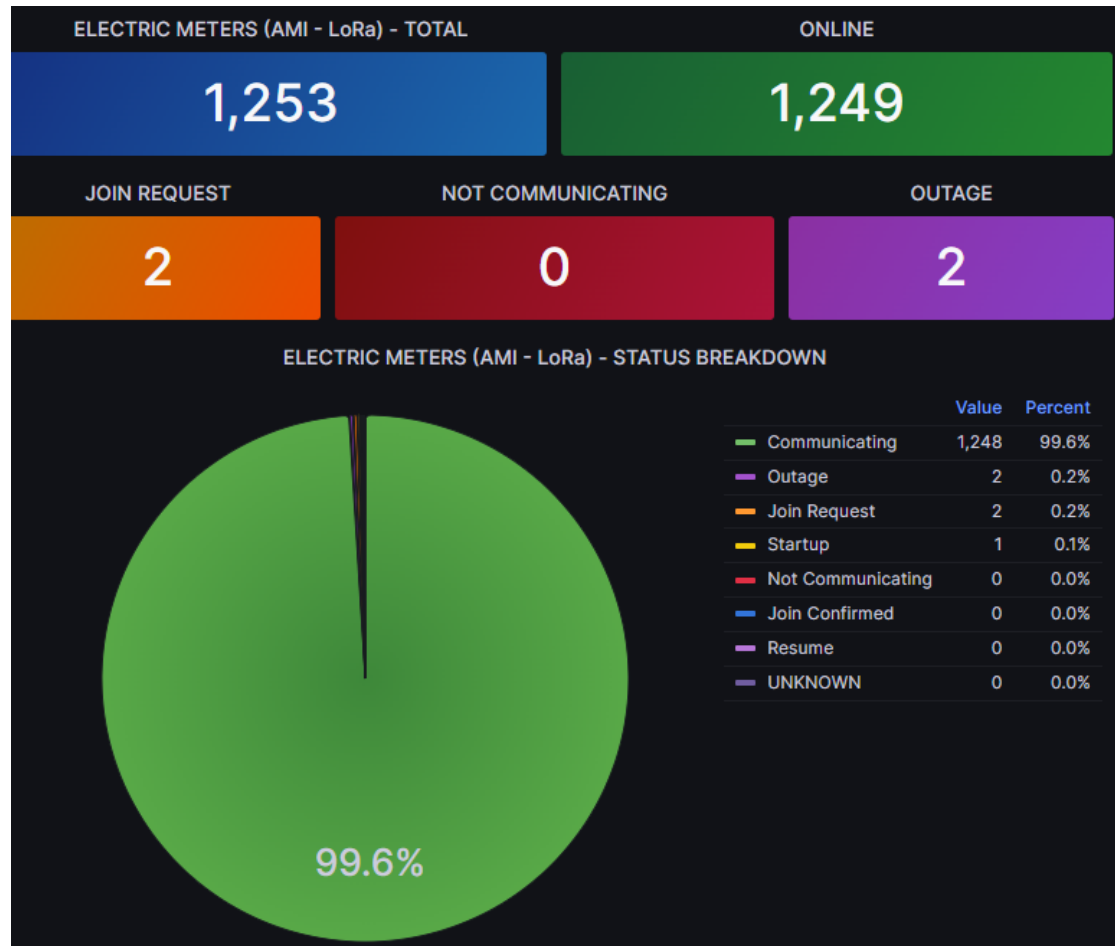


- overall, AMI conversion is in a good state
- 100% of electric AMR ERT single-phase meters are being read through the AMI system and used for monthly billing activities.
- Tyler Tech, OATI, and Madison have confirmed 3-phase data transfer between systems, enabling further procurement and deployment of AMI 3-phase electric meters.
- With the deployment of more AMI meters recently, water AMR ERT meters being read by the AMI system has increased by about 15% to about 74% and will increase with deployment of more AMI electric meters.
- OATI has started routine firmware update activities for Madison's AMI meters as a managed service, providing updated functionality and reliability.

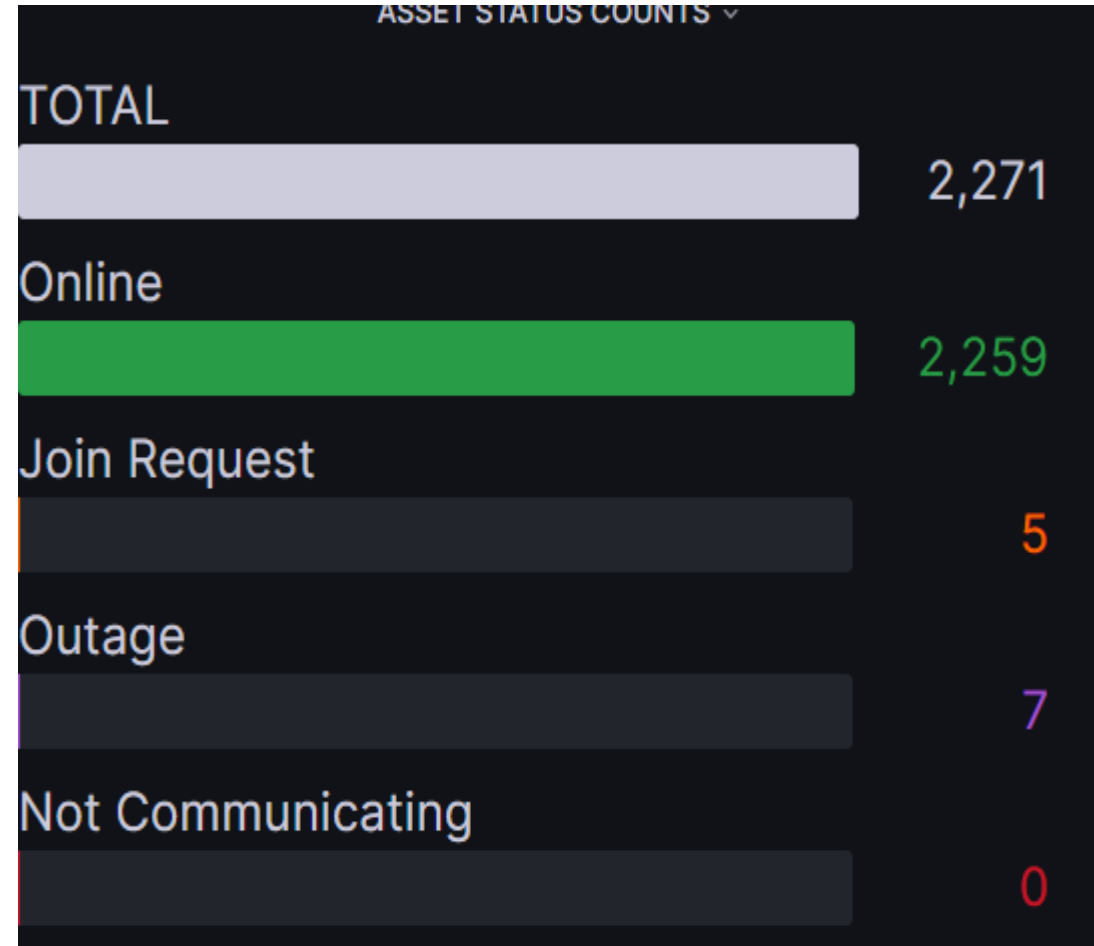
METERS BY THE NUMBERS: ELECTRIC AMI



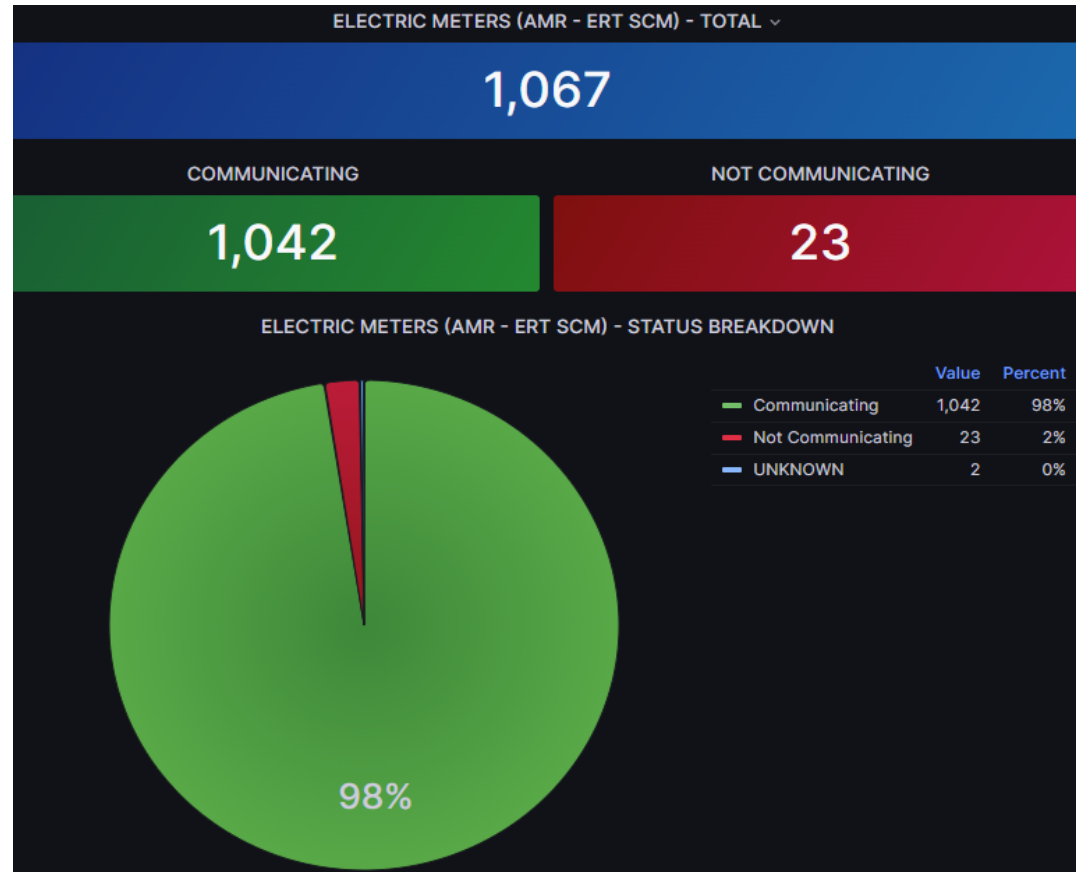
PREVIOUS UPDATE



CURRENT



METERS BY THE NUMBERS ELECTRIC ERT

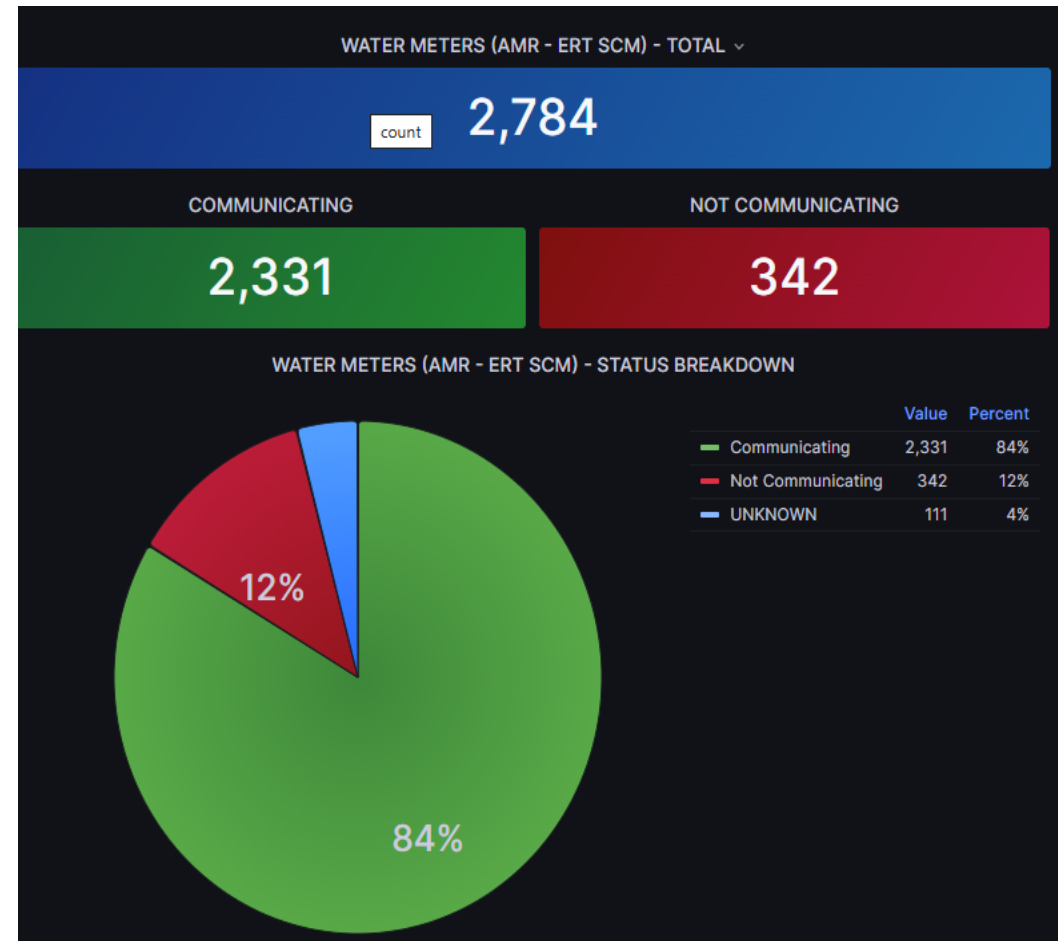
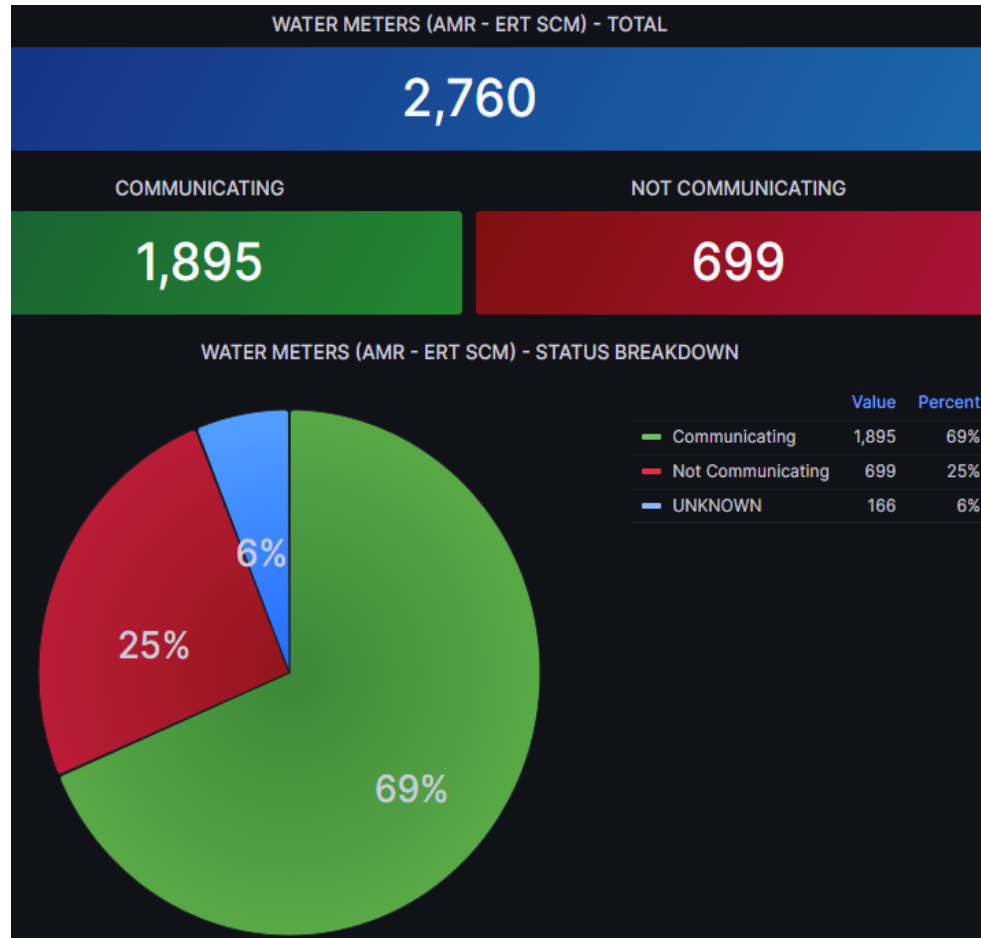


METERS BY THE NUMBERS: WATER



PREVIOUS

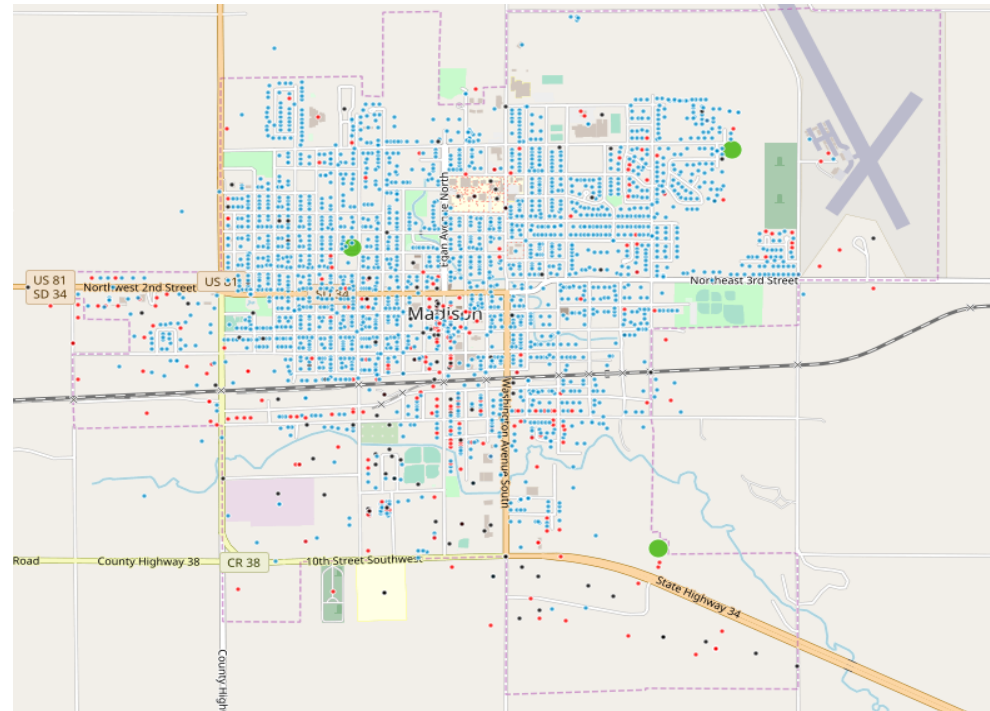
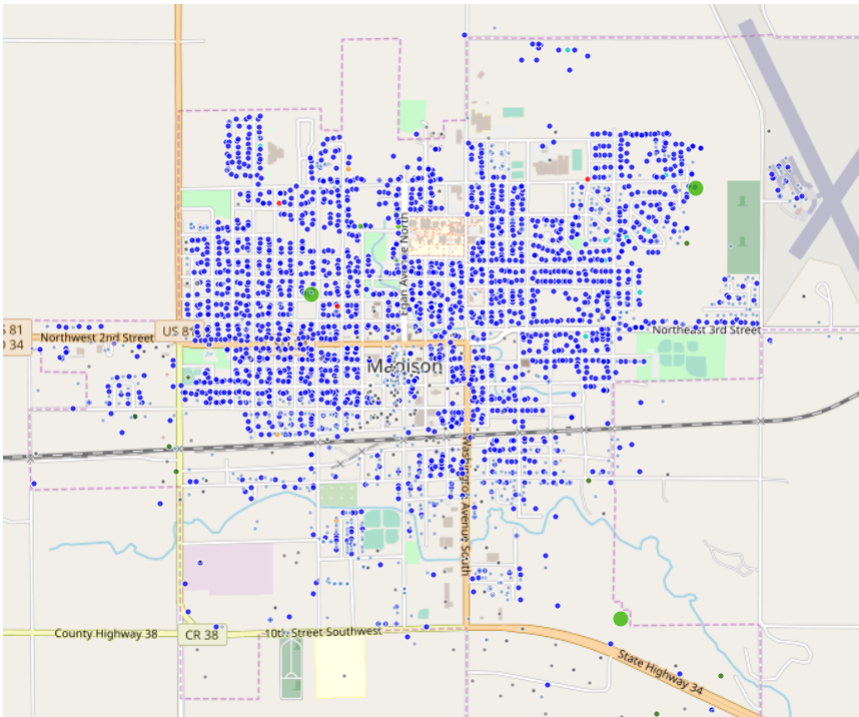
CURRENT



WATER AND ELECTRIC MAPS



ELECTRIC WATER





Information Technology Update

12/5/2025

Introduction

The goal has been to increase our Cybersecurity posture as a city by working with organizations such as the Cybersecurity and Infrastructure Security Agency (CISA), DSU Project Boundary Fence, SecureSD, and Infotech. 2025 brought us new IT Policies and Procedures as well as the beginnings of a Cybersecurity program for the City of Madison. Below, we'll cover Strategic and Technical Assessments, Notable Cybersecurity Projects, and Education.

1. Strategic and Technical Assessments

- **Cybersecurity and Infrastructure Security Agency (CISA)**

- “CISA works with partners to defend against today’s threats and collaborate to build a more secure and resilient infrastructure for the future.”
- **Yearly Cybersecurity Performance Goals (CPG) strategic assessment**
 - Last assessment with CISA Coordinator Jim Edman was on 7/11/2025.
 - Focus this year was on Protection and Detection. Next year will be on Respond and Recovery.
- **Monthly CISA Web Application Scanning (WAS) vulnerability scan**
 - Scans against the CoM website, Tyler Tech products, and locally hosted applications.
- **Weekly CISA Cyber Hygiene (CYOMSD) scan**
 - Weekly scans are run against all CoM public IP addresses.

- **DSU: Project Boundary Fence**

- “Project Boundary Fence is a free resource for South Dakota county and city governments provided by the Attorney General’s Office of South Dakota. Our goal is simple, we want to help secure county and city networks from cyber attacks through internal and external penetration testing of technology infrastructures.”
- Last Technical Assessment was 1/20/2025.
 - 2025 focused on ensuring the network and physical security of the new City Admin Building.
- Next Technical Assessment is currently *In Progress*, 12/1/2025.
 - Focus is on physical security and Operational Technology (OT) infrastructure, electric and water systems.

- **SecureSD**

- “SecureSD is an initiative funded through [SB187](#), in partnership with the Attorney General’s Office and the Cybersecurity & Infrastructure Security Agency (CISA). The initiative is aimed at strengthening the cybersecurity posture of municipalities, counties, and local governments across South Dakota.”
- **Firewall Review**
 - Conducted by Golden West Technologies, 8/26/2025.
- **Network Upgrades funded by SecureSD in 2025**
 - Network switch upgrade in MMU
 - 2 x Network switch upgrades at the Madison Public Library
 - Labor on Water Treatment Plant firewall setup and configuration
 - Wireless and switch upgrades, labor on network configuration at the Gen Plant
- **Secure Email. Government Community Cloud (GCC)**
 - In progress. In talks with both Infotech and SecureSD on migration CoM email to the GCC. Mike Waldner will join us on 12/15 to discuss this project.

2. Notable Cybersecurity Projects

- **Cyber Incident Response Plan, 11/18/2025 (In Progress)**

- Document that outlines the procedures and processes that the CoM will follow in the event of a cyber incident.
- Recently, the Leadership Team ran through a small Tabletop Exercise (TTX) with real-world scenarios. The goal was to raise awareness and identify what in the IRP needs to be modified and updated.
- A full Table Top Exercise (TTX) with the LT and supervisors, managers, and coordinators is on the horizon.

- **Network Hardware Upgrades**

- Operational Technology (OT) / AMI Project
 - Each OATI AMI gateway location received firewall and network upgrades.
 - NE Water Tower, Union Water Tower, and Gen Plant.
 - Union Power Plant and the Water Treatment plant received firewall upgrades as well.
- Cloud Secure Edge
 - Water Treatment Plant employees now utilize Cloud Secure Edge for remote access.
 - We’re currently migrating MMU users and City Admin users soon.

- **New Cybersecurity Tools in 2026 through Infotech**
 - Huntress Endpoint Detection and Response (EDR)
 - Huntress Identity Threat Detection and Response (ITDR)
 - Huntress Security Information and Event Management (SIEM)
 - Together, these tools provide essential, 24/7 protection across endpoints, user identities, and system logs—covering the three most common attack vectors that target local governments. Together, they deliver expert threat detection, rapid response, and full visibility that small IT teams can't achieve alone, meeting modern cybersecurity and compliance requirements.

3. Education

“Education continues to be critical in cybersecurity because most breaches begin with human error—phishing clicks, weak passwords, and misuse of technology. When staff understand modern threats and know how to recognize and report suspicious activity, they become an active layer of defense, reducing risk far more effectively than technology alone.”

- **KnowBe4 Security Awareness Training**
 - KnowBe4 continues to be an invaluable tool for educating our employees.
- **BitWarden Password Manager: Workshop / In-person Training**
 - The goal here is to get better with our Cyber hygiene by storing our passwords securely and not in Word documents, Excel sheets or sticky notes on your monitor.
 - I've already ran the Library and Community Center through training. I'll provide training to all other departments over the next few weeks.
- **Cybersecurity Table Top Exercise (TTX)**
 - As mentioned prior, the CoM will undergo a full Table Top Exercise (TTX) to better prepare us in case the inevitable happens.