

CDA Redevelopment

Agency Budget by Fund

Fund	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
CDA	446,137	1,590,594	381,534	1,232,636	1,317,118	864,900
Total	446,137	1,590,594	381,534	1,232,636	1,317,118	864,900

Agency Budget by Service

Service	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Redevelopment	446,137	1,590,594	381,534	1,232,636	1,317,118	864,900
Total	446,137	1,590,594	381,534	1,232,636	1,317,118	864,900

Agency Budget by Major-Revenue

Major Revenue	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Intergov Revenues	-	(391,188)	-	-	-	-
Charges For Services	(23,300)	(252,600)	(91,792)	(116,317)	(116,317)	(536,403)
Invest Other Contrib	(96,527)	(73,566)	(89,725)	(100,218)	(100,218)	(70,000)
Misc Revenue	(27,650)	(35,650)	(1,279,139)	(164,933)	(164,933)	(59,236)
Other Finance Source	(298,659)	(681,590)	(1,098,005)	(635,168)	(699,100)	(199,261)
Transfer In	-	(156,000)	-	(216,000)	(216,000)	-
Total	(446,137)	(1,590,594)	(2,558,660)	(1,232,636)	(1,296,569)	(864,900)

Agency Budget by Major-Expense

Major Expense	2021 Actual	2022 Adopted	2022 Actual	2023 Adopted	2024 C2C	2024 Request
Salaries	222,776	230,823	227,090	328,920	390,983	385,311
Benefits	25,251	82,652	51,780	74,056	96,475	96,475
Supplies	1,121	26,840	24	1,300	1,300	1,500
Purchased Services	115,896	127,050	36,546	72,859	72,859	109,115
Debt Othr Financing	81,094	276,679	66,094	755,501	755,501	72,500
Inter Depart Charges	-	-	-	-	-	-
Transfer Out	-	846,550	-	-	-	200,000
Total	446,137	1,590,594	381,534	1,232,636	1,317,118	864,900

TO: Mayor Satya Rhodes-Conway
FROM: Matt Wachter, Executive Director
DATE: July 21, 2023
SUBJECT: 2024 Operating Budget Transmittal Memo
CC: Deputy Mayors; Finance Director, Budget & Program Evaluation Staff

Goals of Agency's Operating Budget

The Community Development Authority (CDA) Redevelopment's goals as advanced by the 2024 Operating Budget remain the same as the CDA's state established charge which is to create more affordable housing options of better quality to address housing insecurity and discriminatory housing practices as well as supporting economic activities for marginalized populations.

The Redevelopment's activities directly respond to the Elements of a Great City as laid out by the Neighborhoods and Housing Element. "Affordable housing was a consistently identified priority throughout the Imagine Madison process. Participants emphasized the need for more affordable housing that is well served by transportation options and amenities...Affordable housing must go beyond simply low-cost housing. It must be clean, safe, fit the needs of the household. All housing, regardless of price, should meet standards of quality and provide a safe, healthy environment for those living there." (Imagine Madison, page 52) Redevelopment aims to meet the needs of current tenants and to also create more opportunities for similar future tenants by providing a place they are proud to call home.

The CDA remains committed to its initiatives at the Monona Shores Apartments, Burr Oaks Senior Housing, Revival Ridge Apartments, Reservoir Apartments, and the commercial space at the Village on Park as well as promoting many other community initiatives.

Although many of the Redevelopment's activities occur through budgetary insignificant actions, the Redevelopment is very active and would like to note the below activities for which the CDA is partnering with the community to advance neighborhood lead projects not reflected in the CDA's proposed budget:

-Redevelopment of Theresa Terrace – The CDA is working with HUD to redevelop two currently uninhabitable duplexes into affordable townhouse units. The CDA sold the units for \$1 a unit to the CDA's non-profit arm, MRCDC earlier this year and will begin construction in 2023 to be completed in 2024.

-Restructuring of the Livery at the Reservoir – The Livery at the Reservoir apartments has long been an unused space. The CDA in conjunction with Zoning is working to re-zone the space from commercial use to residential in order to convert the area into additional affordable housing units.

-Village on Park - Planning for the proposed Phase 3 housing component along Ridgewood Way, as recommended by the adopted Village on Park Master Plan, is expected to continue into 2024 as CDA continues to make progress on construction of a multistory parking garage on the south end of the site.

Enterprise Agencies

As Redevelopment efforts are funded by redevelopment activities which are regulated by WHEDA, HUD, and the Affordable Housing Fund any rate increase is in compliance with Federal, State, and Locally agreed upon affordable limits.

Reallocations and Other Changes

The CDA shall continue to be net-neutral to the General Fund, however, the CDA will experience various changes to almost every major line items as described in the attached service proposal due to the nature of its funding and market-driven operational needs.

The CDA appreciates the importance of its role in creating safe, sanitary, and affordable housing options in the city of Madison. The need for affordable housing in our community has never been greater and we look forward to being a partner in the solution.

Sincerely,

Matt Wachter
Executive Director
Community Development Authority

Service Changes - Official Request

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

Projection Number	(Multiple Items)
	91 - CDA
Segment 3	REDEVELOPMENT

Fund/Service/Major	Cost to Continue	Request	Change: Request v.
	(C2C)		C2C
5100 - CDA	\$20,550	\$0	-\$20,550
911 - REDEVELOPMENT	\$20,550	\$0	-\$20,550
42 - INTERGOV REVENUES	\$0	\$0	\$0
43 - CHARGES FOR SERVICES	-\$116,317	-\$536,403	-\$420,086
46 - INVEST OTHER CONTRIB	-\$100,218	-\$70,000	\$30,218
47 - MISC REVENUE	-\$164,933	-\$59,236	\$105,697
48 - OTHER FINANCE SOURCE	-\$699,100	-\$199,261	\$499,839
49 - TRANSFER IN	-\$216,000	\$0	\$216,000
51 - SALARIES	\$390,983	\$385,311	-\$5,672
52 - BENEFITS	\$96,475	\$96,475	\$0
53 - SUPPLIES	\$1,300	\$1,500	\$200
54 - PURCHASED SERVICES	\$72,859	\$109,115	\$36,256
56 - DEBT OTHR FINANCING	\$755,501	\$72,500	-\$683,001
57 - INTER DEPART CHARGES	\$0	\$0	\$0
59 - TRANSFER OUT	\$0	\$200,000	\$200,000

2024 Operating Budget Service Budget Proposal Form

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

Part 1. Identifying Information	
Select your Agency:	CDA REDEVELOPMENT
Enter your Service:	Redevelopment
Review the "Service Description" in the 2023 Adopted Budget . Do you have any updates? <input type="checkbox"/> No – No change to description <input checked="" type="checkbox"/> Yes – Description needs to be updated	
<i>If yes, enter updated Service Description here:</i> This service is responsible for the Community Development Authority's (CDA) housing, economic, and redevelopment initiatives in the City of Madison. CDA Redevelopment is the managing member for Burr Oaks Senior Housing and Revival Ridge Apartments. The CDA is the sole owner of Monona Shores Apartments, Reservoir Apartments, and the Village on Park. The CDA Redevelopment also undertakes Public Housing redevelopment activities through its non-profit arm, MRCDC. The goal of this service is to provide high-quality housing for low income households to strengthen low and moderate income neighborhoods.	
Review the "Activities Performed by Service" in the 2023 Adopted Budget . Do you have any updates? <input checked="" type="checkbox"/> No – No change to activities <input type="checkbox"/> Yes – Activities need to be updated	
<i>If yes, enter updated Activities Performed by Service here:</i> Click or tap here to enter text.	

Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)
Agencies can propose net neutral reallocations within their budget, but must explain changes of \$10,000 or more at the Service and/or Major level .
Examples of changes that do need to be detailed: <ul style="list-style-type: none"> Moving \$10,000+ within a Service from one Major to another Major Moving \$10,000+ within a Major from one Service to another Service
Examples of changes that do not need to be detailed: <ul style="list-style-type: none"> Total changes of less than \$10,000 at the Major and Service level. Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software

within the Purchased Services Major, you do not need to detail the change if it is within the same Service.

If your proposed changes are a technical correction to your base budget, you can simply state that the change is a correction/ adjustment in the narrative questions below.

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

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

Fund	Major	\$ Change	Description
5100 - CDA	54 - PURCHASED SERVICES	\$36,256	Increase due to the training needs of 4-5 staff in tax credit certification due to the Triangle Redevelopment and due to increases in property insurance
5100 - CDA	56 - DEBT OTHR FINANCING	-\$683,001	Decreased as property expenses incurred by 3rd party managed properties are now being directly billed
5100 - CDA	59 - TRANSFER OUT	\$200,000	Increase due to the needed budget authority for debt payment pass-through to the Village on Park
5100 - CDA	43 - CHARGES FOR SERVICES	\$420,086	Increase due to planned cash sweep of Village on Park as well as reimbursement for the Village on Park Debt Service Payment
5100 - CDA	46 - INVEST OTHER CONTRIB	-\$30,218	Decrease due to interest income adjusted to actuals
5100 - CDA	47 - MISC REVENUE	-\$105,697	Decrease due to MRCDC management agreement yet to be solidified
5100 - CDA	48 - OTHER FINANCE SOURCE	-\$499,839	Decrease due to removal of Allied Drive Home sales as all lots will have been sold by end of 2023
5100 - CDA	49 - TRANSFER IN	-\$216,000	Decrease due to owner transfers being moved to Major 43 per City Finance
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

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

Services will remain at the same level.

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

As recognized by the Imagine Madison Plan, local leaders, and NRTs alike, the lack of quality affordable housing in Madison creates an inherent inequity among citizens. As part of the national solution to the accessibility of housing to all socioeconomic classes Redevelopment remains a critical component. The 2024 budget reflects the CDA's needed capacity changes to respond to the current market increases to allow meaningful redevelopment activities in 2024.

Part 3. Supplemental Requests

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

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

[Click or tap here to enter text.](#)

Estimated Costs:

- Personnel: [\\$Click or tap here to enter text.](#)
- Non-Personnel: [\\$Click or tap here to enter text.](#)
- Explain the assumptions you used to estimate costs: [Click or tap here to enter text.](#)

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

[Click or tap here to enter text.](#)

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

[Click or tap here to enter text.](#)

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

[Click or tap here to enter text.](#)

Part 4. Personnel Changes

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

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

Allocation Changes: Does your proposal change the position allocations of existing positions?

- No – No allocation changes
 Yes – Includes proposed allocation changes

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

Reclassifications: Does your proposal reclassify existing positions?

- No – No reclassifications
 Yes – Includes proposed reclassifications

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

Position # 1033 – Potential reclassification currently being studied per HR request

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

- No – No change to # of FTEs
 Yes – Includes proposed change to # of FTEs

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

Click or tap here to enter text.

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

- No – No new positions
 Yes – Includes proposed new positions

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

Click or tap here to enter text.

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

No change to current service levels - potential reclassification is in response to the shifting responsibilities incurred due to the CDA re-org and redevelopment activities.

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

As recognized by the Imagine Madison Plan, local leaders, and NRTs alike, the lack of quality affordable housing in Madison creates an inherent inequity among citizens. As part of the national solution to the accessibility of housing to all socioeconomic classes Redevelopment remains a critical component. The 2024 budget reflects the CDA's needed capacity changes to respond to the current market increases to allow meaningful redevelopment activities in 2024.