

CDA Housing OperationsFunction: **Planning & Development***Budget Overview*

Agency Budget by Fund

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
CDA	24,120,686	24,265,644	24,506,139	25,829,178	25,836,084	31,942,410
TOTAL	\$ 24,120,686	\$ 24,265,644	\$ 24,506,139	\$ 25,829,178	\$ 25,836,084	\$ 31,942,410

Agency Budget by Service

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Public Housing	7,783,133	8,276,982	7,518,281	8,890,192	8,901,264	9,467,079
Housing Vouchers	16,337,553	15,988,662	16,987,858	16,938,987	16,934,820	22,475,331
TOTAL	\$ 24,120,686	\$ 24,265,644	\$ 24,506,139	\$ 25,829,178	\$ 25,836,084	\$ 31,942,410

Agency Budget by Major-Revenue

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Intergov Revenues	(19,586,030)	(19,696,723)	(20,101,529)	(20,728,037)	(20,728,037)	(26,670,821)
Charges For Services	(3,681,727)	(3,687,951)	(3,731,281)	(3,689,138)	(3,689,138)	(3,998,282)
Investments & Other Contributions	(137,802)	(58,416)	(52,220)	(115,142)	(115,142)	-
Misc Revenue	(214,553)	(67,940)	(74,071)	(74,151)	(74,151)	(108,092)
Other Financing Source	(25,394)	(217,369)	(25,394)	(583,042)	(589,946)	(460,811)
Transfer In	(475,180)	(537,245)	(521,645)	(639,668)	(639,668)	(704,404)
TOTAL	\$ (24,120,686)	\$ (24,265,644)	\$ (24,506,139)	\$ (25,829,178)	\$ (25,836,082)	\$ (31,942,410)

Agency Budget by Major-Expenses

	2019 Actual	2020 Adopted	2020 Actual	2021 Adopted	2022 C2C	2022 Request
Salaries	2,810,929	3,479,753	3,262,889	3,298,190	3,370,270	3,701,078
Benefits	981,806	934,493	968,778	1,058,961	1,098,925	1,094,246
Supplies	510,843	1,048,954	497,471	800,034	800,034	639,202
Purchased Services	16,519,111	17,538,123	17,711,627	19,088,304	19,084,993	24,807,712
Debt & Other Financing	2,549,518	466,737	1,297,213	385,235	321,694	437,277
Inter Depart Charges	846,192	839,828	819,273	848,099	809,813	848,504
Inter Depart Billing	(572,893)	(579,489)	(572,756)	(565,136)	(565,136)	(625,333)
Transfer Out	475,180	537,245	521,645	915,491	915,491	1,039,725
TOTAL	\$ 24,120,686	\$ 24,265,644	\$ 24,506,139	\$ 25,829,178	\$ 25,836,084	\$ 31,942,410

To: Dave Schmiedicke, Finance Director
From: Matt Wachter, CDA Executive Director
Date: 07/12/2021
Subject: 2022 Operating Budget Transmittal Memo

Major Goals

The CDA Housing Operations Division includes two services: Housing Vouchers and Public Housing.

Housing Vouchers

This service provides rental assistance to low-income families across the City of Madison in the form of Housing Choice Vouchers. Housing Choice Vouchers administered by the CDA fill the gap between what low-income residents can afford to pay and the actual cost of housing in the private housing market. The CDA provides assistance to an average of 1,750 extremely low income families monthly through this program.

The major goal for 2022 is to continue to maintain the number of families receiving Section 8 assistance, and increase program participation through utilization of mainstream & American Rescue Act vouchers options.

Public Housing

This service provides housing to low-income families across the City of Madison through the Public Housing and Multifamily Housing programs. The CDA owns and manages 904 general occupancy units located at 37 different locations throughout the City of Madison. These units are managed using funds provided to the CDA through an Annual Contributions Contract (ACC) with HUD. HUD funds fill the gap between what the resident can afford to pay in rental costs and the actual cost to operate decent, safe, and sanitary housing.

The major goals for 2022 are to continue to implement operational efficiencies in order to continue to maintain unit turnaround times, high occupancy rates and to continue repositioning and redevelopment of public housing in accordance with guidance from HUD. The CDA is also planning several capital projects funded through the Capital Fund Grant.

COVID Recovery

COVID-19 has impacted overall CDA operations but has had minimal fiscal impact. Administrative employees successfully transitioned to teleworking and maintenance staff continued to work on site. CDA Service Coordinators have continued to check on vulnerable residents and provide referrals for mental health and community services to CDA residents. While the CDA saw a reduction in rental revenues due to tenant income

changes, HUD awarded additional funds to the CDA to supplement this loss in revenue and increase in expenses.

As we move forward we will continue to build more resilient programs, support tenants in accessing available resources, utilize innovative outreach opportunities, and remain dedicated to caring for the most vulnerable community members while working to ensure future continuity of services should the CDA ever be in this type of situation again.

2022 Request & Equity

Discriminatory housing practices have been a significant historical driver in creating inequity and preventing the acquisition of intergenerational wealth for families of color. The Board has long expressed its dedication to advancing equity, particularly on Madison's south side.

The CDA is committed to providing safe & accessible housing, supporting healthy neighborhoods, and creating opportunities for marginalized members of our community. As evident by the CDA's participation in the Section 8 Homeownership program which provides homeownership opportunities for low income families in our community, which are primarily people of color.

2022 Request & Sustainability

The CDA's 2022 budget includes capital improvement projects which support the goals of the City's Sustainability Plan, specifically in the areas of planning and design, carbon and energy, and affordable housing. In 2020, the CDA completed a Green Physical Needs Assessment and Energy Audit which is used to inform decisions around capital improvements. In addition, the CDA will continue with energy saving projects such as lighting upgrades and improvements to HVAC systems.

Major Changes in 2022 Operating Request

Consistent with the budget instructions, CDA has not submitted a five-percent reduction scenario because the CDA does not receive a subsidy from the City's general fund. Ultimately, the CDA must balance its activities with the revenue that HUD, external grants, and the CDA properties generate.

The CDA appreciates the importance of its role in creating safe, sanitary, and affordable housing options in the city of Madison. The need for stable, 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

c.c. *Deputy Mayors*
Budget & Program Evaluation Staff
Larry Kilmer, CDA Deputy Director
Anne Slezak, CDA Finance & Grants Manager

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

CDA Housing Operations

SELECT YOUR AGENCY'S SERVICE:

Housing Vouchers

SERVICE NUMBER:

922

SERVICE DESCRIPTION:

This service provides Section 8 housing vouchers across the City of Madison. The housing vouchers provide rental assistance to fill the gap between what low-income tenants can afford to pay and the actual cost of decent, safe, and sanitary housing. The voucher program serves households with incomes below 50 percent of area median income: priority is given to the elderly, disabled, families with minor children, chronically homeless veterans, and other targeted groups. The number of households receiving Section 8 housing assistance each month is approximately 1,700. This service also administers Port Housing Assistance Payments, which cover the billing for voucher recipients who are new to Madison or move to another housing authority. The goal of this service is to help chronically homeless individuals and families to become housed in permanently supported housing.

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	\$0
Other-Expenditures	\$16,337,553	\$15,988,662	\$16,987,858	\$16,938,987	\$16,934,820	\$22,475,331
<i>Total</i>	<i>\$16,337,553</i>	<i>\$15,988,662</i>	<i>\$16,987,858</i>	<i>\$16,938,987</i>	<i>\$16,934,820</i>	<i>\$22,475,331</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$1,087,954	\$1,155,553	\$1,311,001	\$1,193,083	\$1,191,396	\$1,273,464
Non-Personnel	\$15,186,935	\$14,774,605	\$15,612,445	\$15,681,613	\$15,681,028	\$21,139,471
Agency Billings	\$62,664	\$58,504	\$64,412	\$64,291	\$62,396	\$62,396
<i>Total</i>	<i>\$16,337,553</i>	<i>\$15,988,662</i>	<i>\$16,987,858</i>	<i>\$16,938,987</i>	<i>\$16,934,820</i>	<i>\$22,475,331</i>
FTEs		13.05		13.02	13.02	15.02

PRIORITY

Citywide Element

Neighborhoods and Housing

Describe how this service advances the Citywide Element:

The Section 8 Housing Choice Voucher Program contributes to the Neighborhoods and Housing element by providing vouchers to low-income City residents which increases the affordable housing opportunities throughout the City.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Administration	10	The expense incurred to administer the Section 8 program.
Housing Assistance Payments	90	Direct payments made to landlords for housing low income residents.

Insert item

SERVICE BUDGET CHANGES

Service Impact

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

Increase of \$956,312

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

The increase is due to an increase in budget authority for Housing Choice Vouchers from the US Department of Housing and Urban Development (HUD) for housing assistance payments.

Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	5100	\$68,869	Additional HCV Specialist & Information Clerk
Benefits	5100	\$11,512	Additional HCV Specialist & Information Clerk
Total		\$80,381	

Explain the assumptions behind the allocation change.

This budget assumes that 2 staff will retire in 2021 and that the agency will fill vacant positions in 2022 and an additional HCV Specialist & Info Clerk will be hired. This budget also assumes full utilization of the mainstream voucher program, American Rescue Act vouchers, and the acceptance of a proposed increase to the voucher program.

What is the justification behind the allocation change?

This budget assumes that 2 staff will retire in 2021 and that the agency will fill vacant positions in 2022 and an additional HCV Specialist & Info Clerk will be hired. This budget also assumes full utilization of the mainstream voucher program, American Rescue Act vouchers, and the acceptance of a proposed increase to the voucher program.

Personnel-Other Personnel Spending

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

Type	Fund	Amount	Description
Overtime	5100	\$0	
Premium Pay	5100	\$0	
Hourly	5100	\$0	
Total		\$0	

Explain the assumptions behind the requested funding.

This budget assumes that 2 staff will retire in 2021 and that the agency will fill vacant positions in 2022. This budget also assumes full utilization of the mainstream voucher program, American Rescue Act vouchers, and the acceptance of a proposed increase to the voucher program.

What is the justification behind the increased funding?

This budget assumes that 2 staff will retire in 2021 and that the agency will fill vacant positions in 2022. This budget also assumes full utilization of the mainstream voucher program, American Rescue Act vouchers, and the acceptance of a proposed increase to the voucher program.

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
5100	42	\$5,528,179	Housing Assistance Payments - Federal Revenue

Insert item

Explain the assumptions behind the change to budgeted revenue.

The CDA budgeted the 2022 housing assistance payments according to projections from HUD.

What is the justification behind the proposed change?

Non-Personnel

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

Fund	Major	Amount	Description
5100	54	\$5,409,568	Housing Assistance Payments

Insert item

Explain the assumptions behind the requested funding.

The CDA budgeted the 2022 housing assistance payments according to projections from HUD.

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:

Discriminatory housing practices have been a significant historical driver in creating inequity and preventing the acquisition of intergenerational wealth for families of color. The CDA Board has long expressed its dedication to advancing equity, particularly on Madison's south side.

- 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? voucher families
- 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? CDA reaches out to its partners when changes are made as well as publishing the changes in local media outlets
- 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? Homelss Constortium, CDD, Porchlight, Horizon, Stonehouse, and many others. We have continual meetings with our various partners.
- 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? CDA reaches out to its partners when changes are made as well as publishing the changes in local media outlets

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

Imagine Madison

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
<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.

N/A

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.

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"/>	N/A

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.

N/A

Submit

2022 Operating Budget

Service Budget Proposal

IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

CDA Housing Operations

SELECT YOUR AGENCY'S SERVICE:

Public Housing

SERVICE NUMBER:

921

SERVICE DESCRIPTION:

This service provides public housing assistance across the City of Madison through Community Development Authority (CDA) owned and operated developments. The CDA owns, manages, and maintains 766 units of Low Rent Public Housing on 37 sites throughout the City with funding from the federal Department of Housing and Urban Development (HUD). It also owns, manages, and maintains 114 multi-family units with funding from Wisconsin Housing and Economic Development Authority (WHEDA). This service is available to residents with income below 80 percent of area median income, with priority given to the elderly, disabled, and families with minor children. Residents in CDA housing pay 30 percent of adjusted gross income for rent and utilities.

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	\$0
Other-Expenditures	\$7,783,133	\$8,276,982	\$7,518,281	\$8,890,192	\$8,901,263	\$9,467,079
<i>Total</i>	<i>\$7,783,133</i>	<i>\$8,276,982</i>	<i>\$7,518,281</i>	<i>\$8,890,192</i>	<i>\$8,901,263</i>	<i>\$9,467,079</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	\$0	\$0	\$0	\$0
Personnel	\$2,704,780	\$3,258,693	\$2,920,666	\$3,164,068	\$3,277,797	\$3,521,859
Non-Personnel	\$4,867,717	\$4,816,454	\$4,415,511	\$5,507,452	\$5,441,185	\$5,159,112
Agency Billings	\$210,635	\$201,835	\$182,104	\$218,672	\$182,281	\$786,108
<i>Total</i>	<i>\$7,783,133</i>	<i>\$8,276,982</i>	<i>\$7,518,281</i>	<i>\$8,890,192</i>	<i>\$8,901,263</i>	<i>\$9,467,079</i>
FTEs		40.14		37.44	38.87	40.87

PRIORITY

Citywide Element Neighborhoods and Housing

Describe how this service advances the Citywide Element:

Through the federally funded Public and Multifamily housing programs, the CDA provides decent, safe, and sanitary housing to extremely low-income residents throughout the City of Madison. The CDA is a direct provider of subsidized housing to residents who would otherwise be at risk of homelessness. This housing includes community spaces that bring residents and community members together. CDA staff provide services to residents that help them age healthfully in place or successfully move out of public housing.

ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Central Operating Cost Center (COCC)	4	The COCC provides administrative support to the Public Housing program and is housed at the MMB. COCC staff collect and screen all program applications and provide policy, procurement, and financial oversight.
East Asset Management Project 200 (East AMP)	19	The East AMP is comprised of 163 units in 41 buildings at 6 different physical locations. This activity includes all expenses to manage and maintain the physical property in accordance with federal regulations.
	27	

West AMP 300

The West AMP is comprised of 294 units in 53 buildings at 23 different physical locations. This activity includes all expenses to manage and maintain these properties in accordance with federal regulations.

Triangle AMP 400

21

The Triangle AMP is comprised of 224 units in 7 buildings at 1 physical location. This activity includes all expenses to manage and maintain these properties in accordance with federal regulations.

Truax Phase 1 LLC, AMP 500

8

The Truax Phase 1 AMP is comprised of 71 units in 6 buildings located on the East site and bordering Wright and Straubel Streets. This property includes 47 public housing units and 24 Project Based Section 8 voucher units, all of which are managed by the East Site Manager. This activity includes all tax credit compliance activities as well as all expenses needed to manage and maintain these properties in accordance with federal regulations.

Truax Phase 2 LLC, AMP 600

4

The Truax Phase 2 AMP is comprised of 48 units in 3 buildings located on the East Site. This property includes 40 public housing units and 8 Project Based Section 8 Voucher units. The CDA manages 40 units and Porchlight manages 8 units. This activity includes all tax credit compliance activities as well as all expenses needed to manage and maintain these properties in accordance with federal regulations.

Karabis Apartments

6

Karabis Apartments is comprised of 20 units in 1 building located at the Triangle Site. All of the units in this building are handicapped accessible. This activity includes all expenses needed to manage and maintain this building in accordance with the contract agreement with the Wisconsin Housing and Economic Development Authority (WHEDA).

Parkside Apartments

11

Parkside Apartments is comprised of 94 units and 1 commercial space in 5 buildings at the Triangle Site. The commercial space is currently leased to Asian Foods. This activity includes all expenses needed to manage and maintain these buildings in accordance with our contracts agreement with WHEDA.

Insert item

SERVICE BUDGET CHANGES

Service Impact

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

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?

Type	Fund	Amount	Description
Perm Wages	<input type="text" value="5100"/>	<input type="text" value="\$306,018"/>	<input type="text" value="Addition of an Infomartion Clerk, Housing Manager, and staff reclasses due to increased responsibilities from Redevelopment preparation & additional HUD programmatic support"/>
Benefits	<input type="text" value="5100"/>	<input type="text" value="\$23,773"/>	<input type="text" value="Additional staff"/>
Total		<input type="text" value="\$329,791"/>	

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	5100	(\$22,896)	Reduction in overtime for all sites.
Premium Pay	5100	\$177	Premium pay for all sites.
Hourly	5100	(\$7,168)	Reduction in hourly pay for all sites.
Total		(\$29,887)	

Explain the assumptions behind the requested funding.

Overtime and hourly pay was decreased to plan for the CDA being fully staffed in 2021, requiring less overtime and use of hourly staff to complete work.

What is the justification behind the increased funding?

We increased budget for premium pay to better reflect actuals.

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
5100	48	\$526,251	Additional HUD Revenue & Fund Balance Applied

Explain the assumptions behind the change to budgeted revenue.

The CDA is planning to use property reserves at Karabis Apartments for capital projects, operating subsidy came in higher than expected, and the COCC plans to use reserves as properties become ready for redevelopment & receive additional vouchers.

What is the justification behind the proposed change?

HUD requires the CDA to maintain a minimum of 4 months of expenditures on hand as reserves (object 11000). The CDA has significant reserves available in subfund 51205 and is planning to use some of these reserves for capital improvements at the property.

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

Explain the assumptions behind the requested funding.

The CDA assumes a stabilization year after last's software implementation heavy budget.

What is the justification behind the increased funding?

Last year the CDA made many capital investments in order to reduce overall expenditures.

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:

Discriminatory housing practices have been a significant historical driver in creating inequity and preventing the acquisition of intergenerational wealth for families of color. The Board has long expressed its dedication to advancing equity, particularly on Madison's south side.

- 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?

Low income tenants

Resident Engagement Committees, public board meetings, resident surveys, and resident service coordinators

Resident Engagement Committees, public board meetings, resident surveys, and resident service coordinators

No

Resident Engagement Committees, public board meetings, resident surveys, and resident service coordinators

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

Imagine Madison

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
		N/A
<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		N/A
Non-Personnel		N/A
Agency Billings		N/A
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.

N/A

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
		N/A

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