

**Community Development****Function: Planning & Development***Budget Overview*

## Agency Budget by Fund

	<b>2019 Actual</b>	<b>2020 Adopted</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2022 C2C</b>	<b>2022 Request</b>
General	13,490,795	14,174,892	13,895,426	15,016,693	14,628,508	14,628,508
Community Development Grants	6,070,648	7,246,881	5,174,155	5,282,184	5,282,184	5,124,876
Other Grants	574,558	89,400	-	393,550	90,951	421,224
<b>TOTAL</b>	<b>\$ 20,136,001</b>	<b>\$ 21,511,173</b>	<b>\$ 19,069,581</b>	<b>\$ 20,692,427</b>	<b>\$ 20,001,643</b>	<b>\$ 20,174,608</b>

## Agency Budget by Service

	<b>2019 Actual</b>	<b>2020 Adopted</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2022 C2C</b>	<b>2022 Request</b>
Affordable Housing	5,056,417	6,912,276	4,570,152	5,566,440	5,491,052	5,498,268
Econ Dev & Emp Opportunities	2,550,388	3,289,538	2,579,079	2,856,232	2,875,354	2,756,476
Strong Healthy Neighborhoods	2,546,408	1,922,430	1,687,936	2,065,379	2,045,675	1,988,735
Community Support Services	8,090,274	8,166,359	7,909,303	8,380,845	8,299,404	8,677,607
Overall Program Administration	1,892,515	1,220,570	2,323,110	1,823,531	1,290,158	1,253,522
<b>TOTAL</b>	<b>\$ 20,136,001</b>	<b>\$ 21,511,173</b>	<b>\$ 19,069,581</b>	<b>\$ 20,692,427</b>	<b>\$ 20,001,643</b>	<b>\$ 20,174,608</b>

## Agency Budget by Major-Revenue

	<b>2019 Actual</b>	<b>2020 Adopted</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2022 C2C</b>	<b>2022 Request</b>
Intergov Revenues	(75,000)	(75,000)	(77,972)	(80,000)	(80,000)	(77,972)
Charges For Services	(29,792)	(33,000)	(13,764)	(17,300)	(17,300)	(21,000)
Investments & Other Contributions	(34,860)	(53,050)	(137,341)	(30,000)	(70,000)	(74,030)
Misc Revenue	(75,305)	(84,100)	(36,386)	(79,000)	(79,000)	(79,000)
Transfer In	-	-	(133,336)	-	-	-
<b>TOTAL</b>	<b>\$ (214,957)</b>	<b>\$ (245,150)</b>	<b>\$ (398,800)</b>	<b>\$ (206,300)</b>	<b>\$ (246,300)</b>	<b>\$ (252,002)</b>

## Agency Budget by Major-Expenses

	<b>2019 Actual</b>	<b>2020 Adopted</b>	<b>2020 Actual</b>	<b>2021 Adopted</b>	<b>2022 C2C</b>	<b>2022 Request</b>
Salaries	2,735,643	3,163,084	2,818,299	3,190,211	3,090,259	3,143,151
Benefits	976,587	911,490	884,945	934,513	957,783	956,479
Supplies	50,944	52,428	53,631	47,541	44,691	43,391
Purchased Services	14,467,762	17,443,140	14,042,141	16,642,096	16,068,829	16,197,208
Debt & Other Financing	1,871,931	45,000	1,492,995	45,000	47,015	47,015
Inter Depart Charges	264,564	271,164	245,014	246,235	246,235	265,782
Inter Depart Billing	(86,414)	(129,983)	(103,833)	(218,580)	(218,580)	(238,127)
Transfer Out	69,941	-	35,188	11,711	11,711	11,711
<b>TOTAL</b>	<b>\$ 20,350,959</b>	<b>\$ 21,756,323</b>	<b>\$ 19,468,381</b>	<b>\$ 20,898,727</b>	<b>\$ 20,247,943</b>	<b>\$ 20,426,610</b>



Department of Planning & Community & Economic Development

## Community Development Division

215 Martin Luther King Jr Blvd, Ste. 300

Mailing Address:

P.O. Box 2627

Madison, Wisconsin 53701-2627

Phone: (608) 266-6520

Fax: (608) 261-9626

[www.cityofmadison.com](http://www.cityofmadison.com)

Child Care  
Community Resources  
Community Development Block Grant  
Madison Senior Center

# MEMO

**To:** Dave Schmiedicke, Finance Director  
**From:** Jim O'Keefe, Community Development Division  
**Date:** July 12, 2021  
**Subject:** CDD's 2022 Operating Budget

---

### *Major Goals*

The Community Development Division's 2022 Operating Budget addresses demonstrated needs within five established services: Affordable Housing, Economic Development & Employment, Strong & Healthy Neighborhoods, Community Support Services and Program Administration. The primary goals in each area are:

- **Affordable Housing:** Expand housing opportunities, and housing choices, that are accessible to low- and moderate-income households in Madison. This work entails collaborating with community partners to help create or improve available housing stock that is affordable to households of more modest means, connect residents to housing opportunities and maintain stable housing.
- **Economic Development & Employment:** Make available job training and career development opportunities that enhance economic mobility; provide internships and other job experiences to Madison youth and promote neighborhood vitality through support of new and existing businesses.
- **Strong & Healthy Neighborhoods:** Strengthen Madison neighborhoods and build community cohesion through strategic investments in physical assets such as community centers and other neighborhood-based facilities.
- **Community Support Services:** Support a network of service providers and community resources across a broad range of activities that help expand and enhance early childhood and youth programming, help older adults age successfully, aid persons in crisis and ensure access to resources for marginalized members of our community.
- **Program Administration:** Administer the Community Development resources to respond effectively to Madison residents and the community partners that serve them.

### *COVID Recovery*

Much of CDD's work continues to be influenced by the pandemic. While program services are likely to gradually return to in-person models, the Division will continue to offer support and flexibility to community partners as they make those transitions. CDD continues to respond to the influx of federal resources that have been made available, particularly those intended to support persons experiencing housing instability, and homelessness, in efforts that promise to have long-term impacts not only for individual households but also the manner in which the community serves them. These are difficult, but critical efforts that will require sustained focus and collaboration among the network of service providers and those we seek to serve.

### *2022 Request & Equity*

A number of activities planned for 2022 will help advance the City's equity goals and address disparities in the community. Madison faces very significant disparities in the housing sector. Black men constitute a disproportionate number of people in our community experiencing homelessness. Lower income households and households of color struggle to find affordable housing options, homeownership rates among Black households is but a fraction of their White counterparts. The CDD services direct considerable energy toward addressing these challenges – improving the system of homeless services and expanding housing and homeownership opportunities. These efforts will be greatly enhanced by new, albeit temporary, resources provided by the federal government and committed to this work by the Mayor and Common Council. Beyond housing, CDD anticipates securing Council approval to adopt changes to policies governing the early child care tuition assistance program – changes intended to make that resource more responsive to lower-income households and communities of color. Finally, a supplemental funding request seeks resources to take tangible steps toward fulfilling our commitment to do more to support older adults of color. It responds specifically to input offered by community partners who serve older people of color, those who identify as LGBTQ+ and those living with lower incomes in marginalized communities.

### *2022 Request & Sustainability*

CDD's sustainability efforts are largely focused on our community partners and, through flexible funding, technical assistance and collaboration, doing what we can to maintain their vitality and preserve their ability to retain programming and serve residents and neighborhoods across the City.

### *Major Changes in 2022 Operating Request*

CDD's 2022 operating budget contains no significant changes. Funds diverted in 2021 from established programs (the Emerging Opportunities and Community Building and Engagement Programs) to support a COVID Recovery Flex Fund will return to their previous use to support smaller scale neighborhood-focused activities. Though not involving funding changes, CDD staff will proceed with funding processes later this year that will allocate funds for 2022 within several program areas including homeless services; housing resources; and prevention, crisis and intervention. These processes provide the opportunity to adjust or revamp program goals and priorities within existing financial parameters.

### *Summary of Reductions*

The CDD budget does not offer funding reductions. The requested reduction would total about \$730,000. The consensus among CDD managers is that, if necessary, the Division would meet that goal by eliminating funding for the valuable, but labor-intensive, EOP and CBE programs (total funding - \$400,000) and reduce purchase of service contracts by the amount needed to generate the balance.

### *Optional Supplemental Request*

The CDD budget offers a supplemental request seeking \$300,000 for assistance to older adults. Specifically, the funds would meet critical needs in two areas. First, it would offer up to \$2,500 in financial support to defray specified expenses of older adults who are in the role of primary care provider for a related child under the age of 18. Second, it would provide up to \$100 per month to eligible older adults to help them meet specified allowable expenses that enable them to maintain their independence. Both benefits would target BIPOC, LGBTQ+ and very-low income residents. These were identified as primary needs by community partners with whom CDD engaged in efforts to better serve a more diverse population of older adults. The funding would be delivered to eligible participants by way of purchase of service contracts with selected agencies.

cc: Deputy Mayors  
Budget & Program Evaluation Staff

# 2022 Operating Budget

## Service Budget Proposal

### IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Affordable Housing

SERVICE NUMBER:

621

SERVICE DESCRIPTION:

This service supports partnerships with non-profit partners to preserve, improve, and expand the supply of affordable housing for homeowners and renters by supporting the rehabilitation of existing owner-occupied housing and development of new owner-occupied and rental housing. These funds are also used to help improve housing stability for homebuyers, renters, homeless, and special needs populations through the provision of homebuyer assistance, homeless services, and other housing resources. The goal of this service is to provide decent, safe, sanitary, and affordable housing opportunities for low and moderate-income households in order to enhance the stability of households, neighborhoods, and communities.

### 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	\$1,751,311	\$1,915,784	\$1,877,561	\$2,295,703	\$2,237,398	\$2,212,462
Other-Expenditures	\$3,305,106	\$4,996,492	\$2,692,592	\$3,270,737	\$3,253,654	\$3,285,806
<i>Total</i>	<i>\$5,056,417</i>	<i>\$6,912,276</i>	<i>\$4,570,153</i>	<i>\$5,566,440</i>	<i>\$5,491,052</i>	<i>\$5,498,268</i>
<i>Budget by Major</i>						
Revenue	(\$80,000)	(\$77,200)	(\$88,295)	(\$82,300)	(\$82,300)	(\$82,972)
Personnel	\$617,235	\$702,270	\$676,012	\$777,331	\$701,943	\$766,996
Non-Personnel	\$4,519,182	\$6,287,206	\$3,982,435	\$4,871,409	\$4,871,409	\$4,814,244
Agency Billings	\$0	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$5,056,417</i>	<i>\$6,912,276</i>	<i>\$4,570,152</i>	<i>\$5,566,440</i>	<i>\$5,491,052</i>	<i>\$5,498,268</i>
FTEs		9.38		8.97	8.61	9.46

### PRIORITY

Citywide Element Neighborhoods and Housing

Describe how this service advances the Citywide Element:

The activities within this service advance the City's strategies to expand affordable housing options in neighborhoods throughout the City, help rehabilitate existing homes and provide services to residents who are experiencing, or at risk of, homelessness.

### ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Housing Supply	28.02%	Provides loans to help finance the development of new rental and owner-occupied housing, and the rehabilitation of existing housing stock.
Housing Assistance	71.98%	Provides home-purchase assistance, homebuyer education, oversight of fair housing practices, and other services that assist homeless and special needs populations.

Insert item

### SERVICE BUDGET CHANGES

Service Impact

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

\$7,216

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

There is no service level impact associated with this modest funding change.

Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	1100 / 1210	\$52,422	+0.85 FTE (pos 609); +0.02 FTE (pos 618); -0.02 FTE (pos 608)
Benefits	1100 / 1210	\$13,938	+0.85 FTE (pos 609); +0.02 FTE (pos 618); -0.02 FTE (pos 608)
<b>Total</b>		\$66,360	

Explain the assumptions behind the allocation change.

+0.85 FTE Community Development Specialist shifted here from services 622 Economic Development & Employment (-0.56 FTE), 623 Strong & Healthy Neighborhoods (-0.28 FTE) and 625 Administration (-0.01 FTE); -0.02 FTE Community Development Specialist moved to service 625 Administration; +0.02 FTE Program Assistant moved here from service 625 Administration; 0.53 FTE Community Development Specialist shifted within this service between funds 1100 and 1210.

What is the justification behind the allocation change?

Adjusted payroll allocation for new CD Specialist hire to reflect reconfigured duties for this position from that of previous incumbent (more housing-focused, as opposed to small business & neighborhoods-focused); inter-fund allocation shift for a vacant CD Specialist position to keep aggregate changes across services net neutral to the General Fund; plus a minor realignment of service allocation percentages for two other positions.

Personnel-Other Personnel Spending

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

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
<b>Total</b>		\$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?

Yes

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

Increase

Fund	Major	Amount	Description
1100	43 Chgs for Svcs	\$2,700	modify projected figure based on trend in application fee revenue

Insert item

Explain the assumptions behind the change to budgeted revenue.

+\$2,700 to Fees (43711)

What is the justification behind the proposed change?

Minor adjustment to revenue generated from application fees, based on past actuals.

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 proposed budget supports the City's goals to support a continuum of services that ensure that homelessness is rare, brief and non-reoccurring to residents, a disproportionate number of whom are BIPOC, people living with very low incomes, and people who are in other ways marginalized. The funds are used to support homeless services as well as housing stability for lower income tenants and ensure equitable access to those resources.

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 activities within this service aim to benefit members of lower-income households, individuals and households of color, and others who face social or economic barriers and housing insecurity. The proposed budget is designed to support Madison's community services network and residents' access to resources.

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?

Black men constitute a disproportionate number of people experiencing homelessness in Dane County. Though blacks comprise just 5.5% of Dane County's total population, they made up 52% of those identified in the January 2020 Point in Time Count. Hispanic/Latinx and Indigenous people are similarly disproportionately impacted by homelessness. CDD participates in efforts to engage members of the public, community partners and other stakeholders to convey information about key community development initiatives and solicit input that informs City actions and helps ensure equitable access to City resources. This happens during CDD's public comment period of its Action Plan, through Listening Sessions at City County Homeless Issues Committee, engagement with Lived Experience Committee and direct surveys that gather input from the end users of the services.

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?

The Community Development Division works closely with members of the Homeless Services Consortium, City County Homeless Issues Committee, Lived Experience Committee as well as the network of non-profit service providers to solicit feedback on housing policies and identify gaps in 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.

The risk of harm is that there is insufficient funding to meet the total need, therefore, many persons who need support will not receive it.

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

Continue to utilize transparent planning processes that are consistent with City priorities and reflect community and stakeholder engagement.

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.

The City's Housing Recovery Team seeks to continue support to Madison most vulnerable population and supports funding for housing programs that will provide housing stability to residents.

### Part 3: Proposed Budget Reduction

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

\$731,425

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="button" value="Insert item"/>		
<b>Total</b>	\$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		
<b>Total</b>	\$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

Insert item

<b>Total</b>	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		
<b>Total</b>	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:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Community Support Services

SERVICE NUMBER:

624

SERVICE DESCRIPTION:

This service supports Madison's community services network and residents' access to resources and opportunities that can help them reach their full potential. This service includes multiple program areas: (1) Child Care Services and Support, (2) Child and Youth Programming, (3) Madison Senior Center and Senior Services, (4) Community Building and Engagement, (5) and Access to Resources and Support Services. Contracted agencies funded by the service receive technical assistance, collaborative planning, and consultation from CDD staff. Goals for this service include supporting a continuum of services that promote positive youth development, enhance individual and household stability, and ensure equitable access to resources.

### 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	\$7,515,716	\$8,076,959	\$7,909,303	\$7,987,295	\$8,208,453	\$8,256,383
Other-Expenditures	\$574,558	\$89,400	\$0	\$393,550	\$90,951	\$421,224
<b>Total</b>	<b>\$8,090,274</b>	<b>\$8,166,359</b>	<b>\$7,909,303</b>	<b>\$8,380,845</b>	<b>\$8,299,404</b>	<b>\$8,677,607</b>
<i>Budget by Major</i>						
Revenue	(\$79,826)	(\$147,950)	(\$106,353)	(\$104,000)	(\$104,000)	(\$108,030)
Personnel	\$1,809,543	\$2,029,904	\$1,658,733	\$2,022,628	\$2,002,435	\$2,105,059
Non-Personnel	\$6,352,680	\$6,276,528	\$6,349,047	\$6,454,340	\$6,393,092	\$6,672,701
Agency Billings	\$7,877	\$7,877	\$7,877	\$7,877	\$7,877	\$7,877
<b>Total</b>	<b>\$8,090,274</b>	<b>\$8,166,359</b>	<b>\$7,909,304</b>	<b>\$8,380,845</b>	<b>\$8,299,404</b>	<b>\$8,677,607</b>
FTEs		17.70		19.70	19.18	19.70

### PRIORITY

Citywide Element Economy and Opportunity

Describe how this service advances the Citywide Element:

Within this service are dozens of contracts with non-profit agencies who provide valuable programming, resources, referrals and support to low income and historically marginalized residents. These contracts provide support for the City's investments in providing human services through multiple, and varied programs that, in aggregate, serve residents of every age and geographical area of the City.

### ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Youth Services	14.74%	Provision of quality out-of-school time programming for middle and high school youth and coordination of the Madison-area Out-of-School Time (MOST) initiative.
Crisis Support Services	15.75%	Services and resources supporting persons affected by domestic violence, childhood trauma, sexual assault, youth homelessness, prison re-entry, and community violence prevention and intervention.
Access To Resources	9.84%	Access to resources for historically marginalized communities, and Community Building & Engagement (CBE) activities.
	18.03%	

Children and Families		Provision of quality early childhood and elementary school youth programming.
Older Adults and Aging	9.01%	Provision of senior adult social service grants to non-profit agencies providing essential services to older adults.
Child Care	19.68%	Provision of child care accreditation, support and training to improve the quality and capacity of child care programs, and subsidies to help low-income households pay for quality child care.
Madison Senior Center	8.16%	Supports activities, events and services that promote successful aging to adults, aged 55 and older, in the Madison community.
Byrne Criminal Justice Initiative (BCJI) grant (DOJ / fund 1220)	4.79%	Development of a multi-stakeholder, cross-sector plan to improve public safety of Downtown Madison; to investigate measures to make downtown a vibrant & safe community and more welcoming for communities of color and historically underrepresented groups; and to implement evidence-based programming & activities to achieve project goals.

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?

This change represents the second full year of funding for the three-year Byrne Criminal Justice Initiative (BCJI), per the DOJ-approved BJA budget submitted by the City in 2021. This funding will continue to support personnel costs associated with the LTE project coordinator position (the hiring process for which is currently underway), projected overtime, travel/training and supplies, as well as an ongoing contract with UW Population Health Institute for plan evaluation and facilitation.

#### Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	1100	\$32,836	+0.53 FTE (pos 618); -0.01 FTE (pos 109)
Benefits	1100	\$8,393	+0.53 FTE (pos 618); -0.01 FTE (pos 109)
<b>Total</b>		<b>\$41,229</b>	

Explain the assumptions behind the allocation change.

+0.53 FTE Program Assistant moved here from service 625 *Administration*; -0.01 FTE Child Care Specialist moved from here to service 625 *Administration*.

What is the justification behind the allocation change?

Brings back into alignment the corrected payroll allocation for position #618 (Program Assistant), which was not accurately reflected in Central Budget; plus a very minor realignment of service allocation percentage for a Child Care Specialist. Changes across services are net neutral to the General Fund.

#### 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"/>
<b>Total</b>		<b>\$0</b>	

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?

Yes

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

Increase

Fund	Major	Amount	Description
1100	43 Chrgs for Svcs	\$1,000	adjustment based on 2022 Senior Center projections
1100	46 Invst Othr Cn...	\$3,030	revision to estimated Senior Center Foundation contributions

Insert item

Explain the assumptions behind the change to budgeted revenue.

+\$1k Facility Rental (43522); +\$3,030 Contributions/Donations (46310)

What is the justification behind the proposed change?

\$15k had been budgeted for 2021 facility rental at the Madison Senior Center; Senior Center staff project this figure to be closer to \$16k for 2022; plus a modest increase in estimated annual Senior Center Foundation contributions, based on the past few years' actuals.

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 proposed budget supports the City's goals to support a continuum of services that promote positive youth development, enhance individual and household stability, and ensure equitable access to resources, particularly for BIPOC, people living with lower incomes, and people otherwise marginalized.

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 activities within this service aim to benefit members of lower-income households, individuals and households of color, and others who face social or economic barriers while also promoting the well-being of residents and the neighborhoods in which they live. The proposed budget is designed to support Madison's community services network and residents' access to resources and opportunities that can help them reach their full potential.

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?

CDD participates in efforts to engage members of the public, community partners and other stakeholders to convey information about key community development initiatives and solicit input that informs City actions and helps ensure equitable access to City resources.

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?

Community agencies and other City agencies that help inform the work related to this service include: Neighborhood Centers, Community-Based organizations, Neighborhood Resource Teams, Economic Development Division, Public Health Madison and Dane County, elected officials, City staff and other subject matter experts.

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.

The potential harm is not enough funding or capacity to meet the total need, therefore, there will be populations or communities left out due to prioritization.

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

Continue to establish transparent planning processes that are consistent with City priorities and includes community and stakeholder engagement.

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

NRT – recommendation to resume funding for Community Building & Engagement (CBE). CBE continues to be an important part of healthy neighborhoods initiatives that connects community need with opportunities to advance racial equity, inclusion, and social justice.

**Part 3: Proposed Budget Reduction**

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

\$731,425

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="button" value="Insert item"/>		
<b>Total</b>	\$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
Increase to Older Adults and Aging subservice	300000	Support for caregivers and critical daily services

Insert item

<b>Total</b>	300,000	
--------------	---------	--

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	300,000	Purchase of service contracts
Agency Billings		
<b>Total</b>	300,000	

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.

The proposed increase would be funded from the City's 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.

This proposal seeks to address two distinct categories of need identified by community partners as among the most acute facing older adults: (1) resources to provide for children (typically grandchildren) in their care, and (2) help meeting basic needs critical to maintaining independence. They emerged from conversations with organizations that work primarily with BIPOC, LGBTQ+ and low-income senior populations. The proposal represents an initial step toward better serving a fuller range of Madison's older adult population than has been reached to date.

Does the proposed increase affect workload for any administrative or internal service agencies (e.g., IT, Finance, HR, Fleet)?

If yes, which agencies? The proposal is not expected to affect the workload for any administrative or internal agency.

Describe why the proposed increase is critical.

The proposal is critical for at least two reasons. First, it begins to address basic needs in the older adult community – needs that address the personal well-being and independence of some, and the prospects for positive youth development of children being raised by their grandparents. And second, with its primary focus on BIPOC, LGBTQ+ and low-income seniors, it makes a tangible commitment to begin serving portions of the older adult population with which CDD has had little contact.

Submit

# 2022 Operating Budget

## Service Budget Proposal

### IDENTIFYING INFORMATION

SELECT YOUR AGENCY:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Economic Development and Employment Opportunities

SERVICE NUMBER:

622

SERVICE DESCRIPTION:

This service supports small businesses and entrepreneurs through technical assistance and loans. It also assists youth and adults facing barriers to employment by supporting a network of local partners offering job and career training, skill development, and other related services. The goal of this service is to improve economic opportunities for job seekers, entrepreneurs, and small business owners.

### 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	\$1,680,793	\$1,953,779	\$1,917,088	\$1,949,640	\$1,974,408	\$1,974,408
Other-Expenditures	\$869,595	\$1,335,759	\$661,992	\$906,592	\$900,946	\$782,068
<i>Total</i>	<i>\$2,550,388</i>	<i>\$3,289,538</i>	<i>\$2,579,080</i>	<i>\$2,856,232</i>	<i>\$2,875,354</i>	<i>\$2,756,476</i>
<i>Budget by Major</i>						
Revenue	\$0	\$0	(\$18,000)	\$0	(\$40,000)	(\$40,000)
Personnel	\$145,804	\$279,227	\$217,333	\$240,921	\$240,043	\$196,165
Non-Personnel	\$2,404,584	\$3,057,311	\$2,426,746	\$2,768,311	\$2,828,311	\$2,753,311
Agency Billings	\$0	(\$47,000)	(\$47,000)	(\$153,000)	(\$153,000)	(\$153,000)
<i>Total</i>	<i>\$2,550,388</i>	<i>\$3,289,538</i>	<i>\$2,579,079</i>	<i>\$2,856,232</i>	<i>\$2,875,354</i>	<i>\$2,756,476</i>
FTEs		2.70		2.40	2.40	1.84

### PRIORITY

Citywide Element Economy and Opportunity

Describe how this service advances the Citywide Element:

The activities within this service advance the City's strategies to support small businesses, cultivate entrepreneurship and create jobs. They enhance economic stability by removing barriers to gainful employment through skills training and career development, and they provide employment and skill building opportunities for youth.

### ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Job Creation & Community Business Development	15.00%	Provides loans to small businesses for projects that result in the creation of new jobs.
Small Business (Micro-Enterprise) Development	12.96%	Provides technical assistance and small loans to entrepreneurs seeking to start new businesses.
Adult Workforce Preparedness	40.57%	Supports community partners that offer a range of employment training, job readiness and career development services to persons who face obstacles to gainful employment.
Youth Employment Opportunities & Training	31.47%	Supports community partners that provide age-appropriate youth employment training, youth employment and job coaching support.

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?

Roughly \$44k of this reduction is due to a shift in payroll allocation for a new CD Specialist hire, the duties for which have been modified to be more focused on affordable housing. Work to support small businesses continues through collaboration with staff in the Economic Development Division. The remainder of this reduction (\$75k) reflects a projection of reduced program income from loan repayments, and corresponding expenditures, reflecting recent experience in the Wisconsin Women's Business Initiative Corporation (WWBIC) micro-enterprise contract.

**Personnel-Permanent Positions**

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

Type	Fund	Amount	Description
Perm Wages	1210	(\$34,754)	-0.56 FTE (pos 609)
Benefits	1210	(\$9,125)	-0.56 FTE (pos 609)
<b>Total</b>		(\$43,879)	

Explain the assumptions behind the allocation change.

-0.56 FTE Community Development Specialist position shifted from here to service 621 *Affordable Housing*.

What is the justification behind the allocation change?

Adjusted payroll allocation for new CD Specialist hire to reflect reconfigured duties for this position. Changes across services are net neutral to the General Fund.

**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"/>
<b>Total</b>		\$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
1210	43 Chrgs for Svcs	(\$75,000)	revised estimates of PI generated, based on past actuals

**Insert item**

Explain the assumptions behind the change to budgeted revenue.

-\$75k to Program Principal (43630)

What is the justification behind the proposed change?

Recognizes downward trend in program income generated from WWBIC's micro-enterprise loan program.

**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?

## 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 proposed budget supports the City's goals to support a continuum of services, through non-profit partners, to connect both youth and adults to employment and career development opportunities and offer support to entrepreneurs. These programs focus on serving individuals in marginalized communities, who face barriers to gainful employment and economic mobility or who lack access to resources that support business growth.

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 activities within this service aim to benefit members of lower-income households, and households of color and others who face barriers to stable employment, or who lack access to small business assistance. The proposed budget supports a network of service providers that offer programs and resources that help remove these barriers and expand economic opportunities in the areas of employment, career development and small business growth.

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?

Unemployment rates by race show that certain racial groups are disproportionately impacted by recession and labor market volatility. In the City of Madison, unemployment among whites rose by 1.32 percentage points from 2008 to 2012. Over the same period, Black/African American unemployment rates grew by 9.72 percentage points. Both the County (excluding Madison) and the City experience consistently higher rates of unemployment in the Black/African American population than state and national averages. The average City unemployment rate among Black/African American residents is 3.6 points higher than the national average, while the County (excluding Madison) rate has exceeded the national average by 6.2 points since 2000. This budget supports employment training that leads to real job opportunities as well as other educational programming designed to enhance financial empowerment and economic mobility.

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?

The Community Development Division works closely with the Economic Development Division, the Employment Training Network, Dane County and other community stakeholders that support job training and entrepreneurship. CDD continues to build strong partnerships with other City agencies that support, and benefit from, youth internship and employment opportunities.

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.

The challenge continues to be how to prioritize funds to most effectively respond to needs that exceed the capacity of available resources.

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

Continue to establish transparent planning processes that are consistent with City priorities and includes community and stakeholder engagement.

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

The City's Economy and Culture Recovery team recommends funding to support BIPOC small businesses development which is funded within this proposed budget with Community Development Block Grant funds.

### Part 3: Proposed Budget Reduction

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

\$731,425

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		
<b>Total</b>	\$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

Insert item

<b>Total</b>	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		
<b>Total</b>	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:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Overall Program Administration

SERVICE NUMBER:

625

SERVICE DESCRIPTION:

This service supports general management and administrative functions for the Community Development Division, including staff's participation in citywide efforts and initiatives not specifically tied to one of the other services. The goal of this service is to respond to community needs by strengthening collaboration among community partners and providing effective and efficient coordination of City funding and resources.

### 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	\$920,223	\$966,331	\$989,212	\$1,535,762	\$973,492	\$951,498
Other-Expenditures	\$972,292	\$254,239	\$1,333,899	\$287,769	\$316,666	\$302,024
<i>Total</i>	<i>\$1,892,515</i>	<i>\$1,220,570</i>	<i>\$2,323,111</i>	<i>\$1,823,531</i>	<i>\$1,290,158</i>	<i>\$1,253,522</i>
<i>Budget by Major</i>						
Revenue	(\$35,370)	\$0	(\$165,954)	\$0	\$0	\$0
Personnel	\$872,268	\$780,775	\$936,122	\$822,267	\$861,748	\$811,477
Non-Personnel	\$926,844	\$300,991	\$1,414,139	\$869,986	\$297,132	\$310,767
Agency Billings	\$128,773	\$138,804	\$138,804	\$131,278	\$131,278	\$131,278
<i>Total</i>	<i>\$1,892,515</i>	<i>\$1,220,570</i>	<i>\$2,323,111</i>	<i>\$1,823,531</i>	<i>\$1,290,158</i>	<i>\$1,253,522</i>
FTEs		7.04		7.90	8.38	7.85

### PRIORITY

Citywide Element Effective Government

Describe how this service advances the Citywide Element:

The work in the Program Administration service covers general office support for operating the community development division, without which, all other core services could not function.

### ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Direct Administration & Support Services	88.03%	Provides overall staffing, budgeting and operational support to the Division within its Community Development Block Grant (CDBG), Child Care, Community Resources and administrative units.
Emerging Opportunities Program	11.97%	Funds programs that meet emerging needs or unanticipated opportunities, solicited via a Request for Proposals (RFP) process.

Insert item

### SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request? (\$36,636)

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

This change represents a roughly \$42k reduction in personnel costs derived from modifications to the payroll allocation across CDD services for three positions (see below), as well as a modest reduction in anticipated 2022 recruitment expenditures. These reductions are offset, in part, by an increase in grant-funded expenditures in 2022, to accommodate anticipated training needs associated with four new CDBG Unit hires that will come on during 2021; plus a modest increase in budget for mortgage/title services.

**Personnel-Permanent Positions**

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

Type	Fund	Amount	Description
Perm Wages	1100 / 1210	(\$33,127)	-0.55 FTE (pos 618); +0.01 FTE (pos 109); -0.01 FTE (pos 609); +0.02 FTE (pos 608)
Benefits	1100 / 1210	(\$8,645)	-0.55 FTE (pos 618); +0.01 FTE (pos 109); -0.01 FTE (pos 609); +0.02 FTE (pos 608)
<b>Total</b>		(\$41,772)	

Explain the assumptions behind the allocation change.

-0.55 FTE Program Assistant moved from here to services 621 *Affordable Housing* (+0.02 FTE) and 624 (+0.53 FTE); +0.02 FTE Community Development Specialist moved here from service 621 *Affordable Housing*; +0.01 FTE Child Care Specialist moved here from service 624 *Community Support Services*; -0.01 FTE Community Development Specialist moved from here to service 621 *Affordable Housing*.

What is the justification behind the allocation change?

Brings back into alignment the corrected payroll allocation for position #618 (Program Assistant), which was not accurately reflected in Central Budget; plus a minor realignment of service allocation percentages for a Child Care Specialist and two Community Development Specialists. Changes across services are net neutral to the General Fund.

**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"/>
<b>Total</b>		\$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.

What is the justification behind the proposed change?

**Non-Personnel**

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

▼

Fund	Major	Amount	Description
1210	53 Supplies	\$50	increase to postage
1210	54 Prchsd Svcs	\$7,753	increases to conference/training, mortgage/title services
1100	54 Prchsd Svcs	(\$2,013)	

increase to storage services; decrease to recruitment

1210

57 InterD Chrgs

(\$654)

decrease in internal CDD admin transfers between funding sources

**Insert item**

Explain the assumptions behind the requested funding.

+\$50 to Postage (53150); +\$4,753 to Conference/Training (54520); +\$3k to Mortgage/Title Services (54638); +\$15 to Storage Services (54635); -\$2,028 to Recruitment (54510); -\$654 to CDD Inter-D Charges (57162).

What is the justification behind the increased funding?

Minor increases to postage and storage services reflect slightly higher rates for 2022; modest decrease in anticipated recruitment expenditures; increase in grant-funded conference/training associated with 4 new CDBG Unit hires coming on board during 2021; increase in mortgage/title services to reflect increasing trend over last few years' actuals; and a minor reduction in anticipated grant-funded administrative transfers between funding sources for 2022.

**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 proposed service provides general administrative support for the Community Development Division. CDD places a priority on supporting BIPOC populations through active engagement on City initiatives like RESJI, NRTs, MAC, etc. More detail is outlined in CDD's Equitable Workforce Plan.

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?

General operations and admin are funded through this service, ensuring staff have adequate capacity and training to complete their duties.

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?

CDD managers have regular engagement with staff through team meetings and one-one check in sessions. CDD's Management team also holds quarterly all-staff meetings. These are all opportunities to receive feedback from staff.

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.

No.

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

Continue staff engagement and professional development opportunities.

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?

\$731,425

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**

<b>Total</b>	\$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		
<b>Total</b>	\$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

Insert item

<b>Total</b>	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		
<b>Total</b>	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:

Community Development Division

SELECT YOUR AGENCY'S SERVICE:

Strong Healthy Neighborhoods

SERVICE NUMBER:

623

SERVICE DESCRIPTION:

This service focuses on strengthening neighborhoods through strategic investments in physical assets and amenities, including neighborhood centers and other facilities that provide public benefit. This service also assists other neighborhood-based planning and revitalization efforts. The goal of this service is to strengthen neighborhoods and build communities that bring people of diverse backgrounds together.

### 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	\$1,622,753	\$1,262,039	\$1,202,263	\$1,248,293	\$1,234,757	\$1,233,757
Other-Expenditures	\$923,655	\$660,391	\$485,673	\$817,086	\$810,918	\$754,978
<i>Total</i>	<i>\$2,546,408</i>	<i>\$1,922,430</i>	<i>\$1,687,936</i>	<i>\$2,065,379</i>	<i>\$2,045,675</i>	<i>\$1,988,735</i>
<i>Budget by Major</i>						
Revenue	(\$19,761)	(\$20,000)	(\$20,198)	(\$20,000)	(\$20,000)	(\$21,000)
Personnel	\$267,380	\$282,398	\$215,044	\$261,577	\$241,873	\$219,933
Non-Personnel	\$2,257,289	\$1,618,532	\$1,451,589	\$1,782,302	\$1,782,302	\$1,748,302
Agency Billings	\$41,500	\$41,500	\$41,500	\$41,500	\$41,500	\$41,500
<i>Total</i>	<i>\$2,546,408</i>	<i>\$1,922,430</i>	<i>\$1,687,935</i>	<i>\$2,065,379</i>	<i>\$2,045,675</i>	<i>\$1,988,735</i>
FTEs		2.41		2.41	2.31	2.03

### PRIORITY

Citywide Element Neighborhoods and Housing

Describe how this service advances the Citywide Element:

The activities within this service support the City's goals for providing community spaces that function as neighborhood focal points, providing physical places within which residents can gather, interact with one another and build a sense of community. They also serve as safe venues for programs and services, particularly for low- and moderate-income individuals and families.

### ACTIVITIES PERFORMED BY THIS SERVICE

Activity	% of Effort	Description
Neighborhood Focal Points	80.45%	Provides non-program specific support to neighborhood centers and other community focal points.
Capital Improvements for Community Organizations	13.85%	Provides loans to non-profit community partners to help finance capital projects that develop or improve community facilities that benefit public users.
Neighborhood Revitalization Plans & Projects	5.71%	Collaborative work with neighborhood residents to develop specialized neighborhood plans that contribute to revitalization efforts and/or community improvements.

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?

Roughly \$22k of this reduction comes from a shift in payroll allocation for a new CD Specialist hire, the duties for which have been modified to reflect a greater focus on issues related to affordable housing. Previous work around neighborhood investments will continue, and be supported by other staff. The remainder of this reduction reflects an anticipated modest decline in repayments of previous loans made to support community facility projects. The income from such repayments provide some of the funding for new loans.

Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	1210	(\$17,377)	-0.28 FTE (pos 609)
Benefits	1210	(\$4,562)	-0.28 FTE (pos 609)
<b>Total</b>		(\$21,939)	

Explain the assumptions behind the allocation change.

-0.28 FTE Community Development Specialist position shifted from here to service 621 *Affordable Housing*.

What is the justification behind the allocation change?

Adjusted payroll allocation for new CD Specialist hire to reflect modified duties for this position. Changes across services are net neutral to the General Fund.

Personnel-Other Personnel Spending

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

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
<b>Total</b>		\$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
1210	43 Chrgs for Svcs	(\$35,000)	reduction to estimated PI revenue generated from Acq/Rehab loans
1100	46 Invst Othr Cn...	\$1,000	increase to Meridian Future Madison contribution for VCNC

Insert item

Explain the assumptions behind the change to budgeted revenue.

-\$35k to Program Principal (43630); +\$1k to Contributions/Donations (46310)

What is the justification behind the proposed change?

Recognizes downward trend in program income generated by past Acquisition/Rehab project loans; increases annual Meridian contribution to Vera Court Neighborhood Center, based on trend in receipts (actual contribution for 2021 is already at \$20,703).

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:

The proposed budget supports the City’s goals for providing community spaces that function as neighborhood focal points, but also serve as safe venues for programs and services. While generally available and open to all residents, these facilities and the activities they accommodate focus particularly on BIPOC, households living with lower incomes, and people otherwise marginalized.

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 activities within this service aim to primarily benefit members of lower-income households, individuals and households of color, and others who face social or economic barriers and, more broadly, to promote the well-being of residents and the neighborhoods in which they live. The proposed budget is designed to support neighborhood-based activities that help build a sense of community, and offer more residents access to resources and services that can help improve their quality of life and their prospects for future success.

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?

CDD regularly collects from contracted agencies demographic and income data describing who uses City-supported facilities and services. CDD also engages members of the public, community partners and other stakeholders to convey information about key community development initiatives and to solicit input that informs City actions and helps ensure equitable access to City resources.

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?

Community agencies and other City agencies that help inform the work related to this service include: Neighborhood Center Operators, a wide variety of Community-Based organizations, Neighborhood Resource Teams, Economic Development Division, Public Health Madison and Dane County, elected officials, City staff and other subject matter experts. Most recently, input from these partners have informed funding allocations under the COVID Relief Fund RFP and prompted a CDD Capital Budget request for creation of a new Community Facilities Improvement fund.

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.

If there is potential harm in the proposed budget, it comes from a lack of sufficient funding or capacity to fully meet community needs. As funds or services are prioritized, the needs of some populations or communities will go unmet.

e. How will you continue to communicate with your stakeholders (from 1b and 1c above)

in this process?

Continue to establish transparent planning processes that are consistent with City priorities and includes community and stakeholder engagement.

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?

\$731,425

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="text"/>	<input type="text"/>	<input type="text"/>
<input type="button" value="Insert item"/>		
<b>Total</b>	\$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	<input type="text"/>	<input type="text"/>
Non-Personnel	<input type="text"/>	<input type="text"/>
Agency Billings	<input type="text"/>	<input type="text"/>
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

Insert item

<b>Total</b>	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		
<b>Total</b>	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.