

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

Agency Budget by Fund

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
General	12,074,167	13,537,789	13,490,795	14,174,892	14,317,306	14,317,306
Community Development Grants	4,255,321	7,518,495	6,070,648	7,246,881	7,211,884	5,281,596
Other Grants	221,900	83,364	574,558	89,400	-	-
TOTAL	\$ 16,551,388	\$ 21,139,648	\$ 20,136,001	\$ 21,511,173	\$ 21,529,190	\$ 19,598,902

Agency Budget by Service

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
Affordable Housing	4,472,033	6,661,813	5,056,417	6,912,276	7,133,996	5,304,269
Econ Dev & Emp Opportunities	2,072,617	3,100,937	2,550,388	3,289,538	3,292,232	2,854,395
Strong Healthy Neighborhoods	1,848,695	2,444,434	2,546,408	1,922,430	1,880,983	2,063,753
Community Support Services	7,065,687	7,698,853	8,090,274	8,166,359	8,092,990	7,869,334
Overall Program Administration	1,092,356	1,233,611	1,892,515	1,220,570	1,128,989	1,507,151
TOTAL	\$ 16,551,388	\$ 21,139,648	\$ 20,136,001	\$ 21,511,173	21,529,190	19,598,902

Agency Budget by Major-Revenue

	2018 Actual	2019 Adopted	2019 Actuals	2020 Adopted	2021 C2C	2021 Request
Intergov Revenues	(45,000)	(75,000)	(75,000)	(75,000)	(75,000)	(80,000)
Charges For Services	(27,213)	(48,000)	(29,792)	(33,000)	(22,300)	(17,300)
Investments & Other Contributions	(36,234)	(53,050)	(34,860)	(53,050)	(34,000)	(30,000)
Misc Revenue	(50,968)	(84,100)	(75,305)	(84,100)	(79,000)	(79,000)
Transfer In	(14,086)	-	-	-	-	-
TOTAL	\$ (173,501)	\$ (260,150)	\$ (214,957)	\$ (245,150)	\$ (210,300)	\$ (206,300)

Agency Budget by Major-Expenses

	2018 Actual	2019 Adopted	2019 Actuals	2020 Adopted	2021 C2C	2021 Request
Salaries	2,635,094	3,030,605	2,735,643	3,163,084	3,171,456	3,082,511
Benefits	849,406	864,817	976,587	911,490	895,872	900,040
Supplies	47,878	43,287	50,944	52,428	52,428	44,691
Purchased Services	13,133,359	17,299,211	14,467,762	17,443,140	17,441,079	15,591,305
Debt & Other Financing	-	30,728	1,871,931	45,000	45,000	45,000
Inter Depart Charges	166,101	258,943	264,564	271,164	263,638	246,235
Inter Depart Billing	(135,000)	(127,793)	(86,414)	(129,983)	(129,983)	(116,580)
Transfer Out	28,050	-	69,941	-	-	12,000
TOTAL	\$ 16,724,889	\$ 21,399,798	\$ 20,350,959	\$ 21,756,323	\$ 21,739,490	\$ 19,805,202



Community Development Division

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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 17, 2020
Subject: 2021 Operating Budget: Transmittal Memo

2021 Operating Request: Major Goals

Major Goals

The 2021 Operating Budget put forth by Community Development Division seeks to address pressing needs in Madison under these five service categories: Affordable Housing, Economic Development & Employment, Strong & Healthy Neighborhoods, Community Support Services and Program Administration. The service goals include the following:

- **Affordable Housing:** Provide decent, safe, sanitary and affordable housing opportunities for low- and moderate-income households that serve to enhance household, neighborhood and community stability. This occurs by supporting the work of community partners who help residents find and maintain stable housing, and by offering financial support that helps keep housing affordable.
- **Economic Development & Employment:** Expand employment opportunities for residents and enhance neighborhood vitality through support of new and existing businesses.
- **Strong & Healthy Neighborhoods:** Strengthen neighborhoods through strategic investments in physical assets and amenities such as neighborhood centers, community gardens or other community facilities; and support neighborhood planning and revitalization efforts.
- **Community Support Services:** Support a network of service providers and resources that serve community members and offer them opportunities to meet their full potential. This service supports programs that 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 program to meet community needs and funder requirements.

Equity Goals

The proposed budget seeks to advance the City's equity goals on several fronts by refocusing existing programs/resources so that they might better serve lower-income households, communities of color and the organizations that serve them. Specifically, the budget proposes to modify existing early childhood support programs to expand access to high quality care for more low-income families and families of color. It seeks to reach a more diverse group of older adults with activities that promote successful aging, and will strive to improve access to housing services and help address the impacts of COVID-19 within marginalized communities through

more intentional support for the agencies that serve these communities. These are modest steps but they can begin within the confines of existing budget authority.

Sustainability Goals

CDD partners with a wide variety of community partners that support residents and neighborhoods across the City. Staff strive to sustain the resources available for these efforts by supporting those agencies. Staff offer technical assistance, workshops, contract monitoring and collaboration opportunities – all geared to sustain services and the agencies that offer them.

CDD is poised to begin implementing a paper-free policy. Saving money and reducing environmental impact can be as simple as eliminating unnecessary printing. The experience gained through tele-working is moving staff toward significantly reducing the need/use for paper documents.

COVID Response & Recovery

Like many City agencies, CDD has pivoted much of its work in 2020 to meet needs the COVID pandemic has presented. We have worked closely with community partners, affording them needed flexibility to adjust programs or service models to sustain their work while meeting new and emerging needs. CDD provided leadership in helping providers of early child care and youth services meet space, supply, coordination and program needs so they could continue to serve Madison families. We redirected resources to expand case management services to older adults confined in their homes; collaborated with community partners to quickly secure safe accommodations for hundreds of persons experiencing homelessness and diverted unused program funds to help immigrant households in Madison meet some of their basic daily needs.

Major Changes in 2021 Operating Request

In the face of profound needs facing Madison's most vulnerable residents, many of them fueled by systemic racism and compounded by the current public health crisis, CDD managers concluded the City would not be well served by advancing spending reductions. We did, however, pay heed to the Mayor's request to rethink existing programs and look for opportunities to promote equity and COVID recovery. CDD's 2021 operating budget proposes a series of measures to address those goals. Each of the proposals draw upon existing budget authority but could be scaled up, should additional resources become available in the future. They include:

- **COVID Recovery Flex Fund:** CDD proposes a \$400,000 grant fund for use in helping under-represented communities deal with needs arising from COVID-19. The fund is financed in 2021 using dollars contained in CDD's base budget for use in the Emerging Opportunities and the Community Building and Engagement programs. Unlike all other funds authorized to support purchase of services contracts, none of these funds are committed in 2021. The initiative seeks to solicit two community partners that are uniquely positioned, and equipped, to identify and address COVID-related needs of under-represented communities, and afford them wide latitude in determining how to deploy the funds.
- **Expand Access to Quality Early Childhood Programs for More Low-Income Families and Families of Color:** CDD proposes to take several steps to make quality early childhood programs available to more low-income families and families of color. First, child care staff resources, and grant funding, will be deployed to provide higher levels of support to centers that serve greater numbers of low-income children and families of color. Second, the City's Child Care Tuition Assistance program will be redesigned to serve lower-income families and position them to take advantage of Wisconsin Shares resources. This change, which will require modifications to City ordinance, will both support families not currently eligible to receive City assistance and increase the number of families assisted from current levels. Finally, CDD will prepare to embark on longer term strategies to promote and support growth in the child care sector, especially for women of color. These strategies could include professional development training, assistance with siting care centers, and operating subsidies.

- **Expand Access to Services for Older Adults of Color in a Culturally Responsive Manner:** CDD recognizes the need to make activities that promote successful aging available to a more diverse population in Madison. We propose to pursue that goal by diverting nearly \$140,000 currently dedicated to older adult activities to support proposals from organizations with experience serving older adults of color, and to provide culturally responsive activities that encourage more older adults of color to engage in case management services.
- **Eviction Prevention in a Culturally Responsive Manner:** Housing plays a vital role in a household's stability and currently housing insecurity is a paramount issue for Madison. More than half of renters are housing cost-burdened and housing disparities based on race are prevalent in local housing data. CDD seeks to re-allocate funding of \$87,000 from a part time, vacant CD Specialist position, to fund more staffing within community based agencies in 2021. The agencies will provide direct services to residents in need of housing counseling, mediation or other case management. A number of support agencies have stepped up during COVID-19 to help residents navigate housing programs. CDD believes these services need to continue in 2021 and seeks to ensure funding is available to continue staffing for agencies who work directly with underserved populations.

Summary of Reductions

As previously noted, CDD has not opted for spending reductions as part of these recommendations. Instead, we have identified significant opportunities to redeploy existing resources to advance proposals that further the goals of equity and recovery from the COVID-19 pandemic. In doing so, we believe this budget will have a more positive impact on Madison residents.

I look forward to working with all of my colleagues in City government as we work to bring the 2021 budget into balance.

cc: Deputy Mayors
Budget & Program Evaluation Staff

2021 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

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$1,496,672	\$1,600,023	\$1,751,311	\$1,915,784	\$2,075,915	\$2,038,190
Other-Expenditures	\$2,975,361	\$5,061,790	\$3,305,106	\$4,996,492	\$5,058,081	\$3,266,079
<i>Total</i>	<i>\$4,472,033</i>	<i>\$6,661,813</i>	<i>\$5,056,417</i>	<i>\$6,912,276</i>	<i>\$7,133,996</i>	<i>\$5,304,269</i>
<i>Budget by Major</i>						
Revenue	(\$49,700)	(\$77,200)	(\$80,000)	(\$77,200)	(\$77,300)	(\$82,300)
Personnel	\$710,175	\$672,137	\$617,235	\$702,270	\$919,090	\$770,160
Non-Personnel	\$3,805,558	\$6,066,876	\$4,519,182	\$6,287,206	\$6,292,206	\$4,616,409
Agency Billings	\$6,000	\$0	\$0	\$0	\$0	\$0
<i>Total</i>	<i>\$4,472,033</i>	<i>\$6,661,813</i>	<i>\$5,056,417</i>	<i>\$6,912,276</i>	<i>\$7,133,996</i>	<i>\$5,304,269</i>
FTEs		7.93		9.38	9.38	8.97

PRIORITY

Citywide Element

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	29.64%	Provides loans to help finance the development of new rental and owner-occupied housing, and the rehabilitation of existing housing stock.
Housing Assistance	70.36%	Provides home-purchase assistance, homebuyer education, oversight of fair housing practices, and other services that assist homeless and special needs populations.

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?

The largest change to this service area reflects the transfer of approximately \$1.5 million in Federal/State grant revenue and commensurate expenditures that reside in Fund 1210 (Grants) and are associated with CDD's homeowner rehab and homebuyer assistance loan programs from the Operating Budget to the 2021 Capital Budget. The purpose of this transfer is to consolidate Fund 1210 and Fund 1100 (City Levy) budgeted for Consumer Lending Programs to reflect the full project budget in the 2021 CIP. The transfer of these funds to the CIP will not impact services.

Another change to note is the reallocation of funds that currently support a 0.50 FTE CD Specialist position (\$87,073) to fund purchase of service contracts with community agencies. This position has been vacant for over a year and is not expected to be posted for recruitment in the near future. The intended impact to shift funds is to employ staff through a community based agency, to improve access to housing support to underserved communities. Additionally, funding will be set aside to provide financial support to agencies already under contract with CDD, providing Housing First Permanent Supportive Housing, and in need of capacity building to improve delivery of services.

Budget also removes \$15k of revenue to recognize the depletion of MECC funds in 2020 for water heater subsidies as part of Project Home's Home Repair program. Project Home will need to use other grant sources to cover needed repairs in the future.

Finally, \$62k of adjustments have been made to staff payroll allocations to match the anticipated work of two positions during 2021. Changes are net neutral to the General Fund, and will not impact service levels.

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="1210"/>	<input type="text" value="(\$52,576)"/>	+0.14 FTE (pos 705); -0.55 FTE (pos 4252)
Benefits	<input type="text" value="1210"/>	<input type="text" value="(\$9,281)"/>	+0.14 FTE (pos 705); -0.55 FTE (pos 4252)
Total		<input type="text" value="(\$61,857)"/>	

Explain the assumptions behind the allocation change.

+0.14 FTE Housing Rehab Specialist position shifted here from fund 1230 (façade improvement grants to be taken over by EDD staff following CDD incumbent's retirement); -0.55 FTE CD Grants Supervisor position shifted to service 625 (CDD Admin)

What is the justification behind the allocation change?

Adjusted payroll allocations for two positions to match anticipated work in 2021. Changes 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"/>	
Premium Pay	<input type="text"/>	<input type="text"/>	
Hourly	<input type="text"/>	<input type="text"/>	
Total		<input type="text" value="\$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
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1100	42 Intergov Rev	\$5,000	increase in anticipated DCHS contribution for TRC tenant svcs
1210	42 Intergov Rev	(\$827,973)	modify anticipated grant revenue; loan-related shifts to CIP
1210	43 Chgs for Svcs	(\$739,781)	revised PI estimates based on past actuals; loan-related shifts to CIP
1210	46 Invst Othr Cn...	(\$250)	revised PI estimates based on past actuals; loan-related shifts to CIP
1210	47 Misc Rev	(\$15,000)	discontinuation of MECC funds for PH Home Repair water heater subsidies

Explain the assumptions behind the change to budgeted revenue.

-\$701,335 to Federal Revenue (42110); -\$126,638 to State Revenue (42210); +\$5k to Other Unit of Gov't (42410); -\$788,881 to Program Principal (43630); +\$25k to Program Appreciation; +\$24,100 to Fees (43711); -\$250 to Interest (46110); -\$15k to Misc Rev (47190)

What is the justification behind the proposed change?

Moves grant revenue associated with CDD's consumer lending programs from its Operating Budget submission to its CIP; adjusts PI generated from remaining housing-related loans based on past actuals; minor shifts to reconcile Federal/State revenue with expenditures in each service; recognizes DCHS increase for anticipated COLA allowance for TRC and MECC grant discontinuation for Project Home water heater subsidies.

Non-Personnel

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

No

Fund	Major	Amount	Description
1100	54 Prchsd Svcs	\$60,000	RFP for tenant services / housing counseling
1100	54 Prchsd Svcs	\$27,073	RFP for PSH case management / capacity building

Explain the assumptions behind the requested funding.

Funds redirected to Community Agency Contracts (54820) from expected salary savings from the General Fund portion of the salary/benefits for currently vacant 0.50 FTE CD Specialist 4 position (#607), listed in Central Budget as Vacant 041526, which will not be filled in 2021. No "new" (additional) funding is being requested.

What is the justification behind the increased funding?

Funding is sorely needed for various currently unmet housing needs, including additional housing counseling for tenants and Permanent Supportive Housing (PSH) case management / capacity building.

Part 2: Proposed Budget Reduction

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

\$715,865

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
not applicable		
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.

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. How can impacts of this reduction be mitigated?

2021 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 is comprised of multiple program areas, including Child Care Services and Support, Child and Youth Programming, Madison Senior Center and Services, Community Building and Engagement, Access, and Safety and Support Services. Contracted agencies funded by the service are provided with technical assistance and collaborative planning and consultation by CDD staff, as needed. Goals for this service include supporting a continuum of services that promote youth development, promoting strategies for individual and household stability, and ensuring equitable access to resources.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$6,843,787	\$7,615,489	\$7,515,716	\$8,076,959	\$8,092,990	\$7,869,334
Other-Expenditures	\$221,900	\$83,364	\$574,558	\$89,400	\$0	\$0
<i>Total</i>	<i>\$7,065,687</i>	<i>\$7,698,853</i>	<i>\$8,090,274</i>	<i>\$8,166,359</i>	<i>\$8,092,990</i>	<i>\$7,869,334</i>
<i>Budget by Major</i>						
Revenue	(\$70,763)	(\$162,950)	(\$79,826)	(\$147,950)	(\$114,000)	(\$104,000)
Personnel	\$1,767,901	\$1,822,944	\$1,809,543	\$2,029,904	\$1,911,693	\$1,897,315
Non-Personnel	\$5,450,672	\$6,030,982	\$6,352,680	\$6,276,528	\$6,287,420	\$6,068,142
Agency Billings	(\$82,123)	\$7,877	\$7,877	\$7,877	\$7,877	\$7,877
<i>Total</i>	<i>\$7,065,687</i>	<i>\$7,698,853</i>	<i>\$8,090,274</i>	<i>\$8,166,359</i>	<i>\$8,092,990</i>	<i>\$7,869,334</i>
FTEs		18.59		17.70	18.70	18.70

PRIORITY

Citywide Element

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	24.54%	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	16.41%	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	7.69%	Access to resources for historically marginalized communities, and Community Building & Engagement (CBE) activities.
Children and Families	19.80%	Provision of quality early childhood and elementary school youth programming.
Older Adults and Aging	9.78%	Provision of senior adult social service grants to non-profit agencies providing essential services to older adults.
Child Care	21.25%	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	0.53%	Supports activities, events and services that promote successful aging to adults, aged 55 and older, in the Madison community.

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?

The proposed funding change primarily reflects a transfer of \$250k previously budgeted for the Community Building & Engagement (CBE) Program to service 625 (CDD Admin) where it will be combined with Emerging Opportunities Program (EOP) funds to support an initiative to help meet ongoing needs associated with the COVID-19 pandemic. See the Service Impact for Overall Administration for further detail.

A small change in this service restores budget authority for Child Care Tuition Assistance, made possible by shifting funds budgeted in service 623 meant to cover insurance for City owned neighborhood centers, which are not needed.

The change also includes several small adjustments, none of which will affect service levels.

Finally, within this service, CDD proposes several service changes that are budget neutral but that would expand service to more vulnerable families with young children and older adults.

Specifically, the budget proposes to modify existing early childhood support programs to expand access to high quality care for more low income families and families of color. It also seeks to reach a more diverse group of older adults with activities that promote successful aging.

Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

Explain the assumptions behind the allocation change.

What is the justification behind the allocation change?

While there are no allocation changes being proposed in this service, the Child Care Tuition Assistance Coordinator (Position #105) will be reclassified from CG20/RG14 to a CD Specialist 1 (CG18/RG06) to better align with modified duties tied to programmatic changes.

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"/>

Total

\$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?

Decrease

Fund	Major	Amount	Description
1100	43 Chrgs for Svcs	(\$5,000)	adjustment based on past actuals and 2021 expectations
1100	46 Invst Othr Cn...	(\$5,000)	eliminated due to end of Aging Mastery Program

Explain the assumptions behind the change to budgeted revenue.

+\$15k Facility Rental (43522) (Finance had zeroed out 2020 budget of \$30k for C2C; \$15k is more in line with 2021 expectations); -\$20k Reimbursement of Expenses (43710) based on past actuals; -\$5k Contributions/Donations (46310) for former Aging Mastery Program

What is the justification behind the proposed change?

Recognition of Aging Mastery Program discontinuation; small modifications of other line items based on past actuals and anticipated changes for 2021.

Non-Personnel

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

No

Fund	Major	Amount	Description
1100	54 Prchsd Svcs	(\$250,000)	CBE funds moved to svc 625 for multi-focused COVID response RFP

Explain the assumptions behind the requested funding.

\$250k moved from 62443-54820-00000 to 62551-54820-00000

What is the justification behind the increased funding?

\$250k of the annual \$315k budgeted for Community Building & Engagement (CBE) redirected to service 625 (CDD Admin) and combined with EOP funds for a multi-focused RFP to address lingering community needs resulting from the impact of the COVID-19 pandemic. The remaining \$65k in CBE funds are retained here for Northside Planning Council's operations and community organization efforts.

Part 2: Proposed Budget Reduction

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

\$715,865

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
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.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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. How can impacts of this reduction be mitigated?

2021 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 offers support to small businesses and entrepreneurs through the provision of technical assistance and loans. It also assists youth and adults who face 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

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$1,616,242	\$1,701,066	\$1,680,793	\$1,953,779	\$1,948,388	\$1,948,388
Other-Expenditures	\$456,375	\$1,399,871	\$869,595	\$1,335,759	\$1,343,844	\$906,007
Total	\$2,072,617	\$3,100,937	\$2,550,388	\$3,289,538	\$3,292,232	\$2,854,395
<i>Budget by Major</i>						
Revenue			\$0	\$0	\$0	\$0
Personnel	\$98,040	\$247,626	\$145,804	\$279,227	\$281,921	\$239,084
Non-Personnel	\$2,019,577	\$2,900,311	\$2,404,584	\$3,057,311	\$3,057,311	\$2,666,311
Agency Billings	(\$45,000)	(\$47,000)	\$0	(\$47,000)	(\$47,000)	(\$51,000)
Total	\$2,072,617	\$3,100,937	\$2,550,388	\$3,289,538	\$3,292,232	\$2,854,395
FTEs		2.64		2.70	2.70	2.40

PRIORITY

Citywide Element

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	15.55%	Provides loans to small businesses for projects that result in the creation of new jobs.
Small Business (Micro-Enterprise) Development	16.19%	Provides technical assistance and small loans to entrepreneurs seeking to start new businesses.
Adult Workforce Preparedness	39.64%	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

28.62%

Supports community partners that provide age-appropriate youth employment training, youth employment and job coaching support.

SERVICE BUDGET CHANGES

Service Impact

What is the proposed change to the service's budget from cost to continue to agency request? (\$129,121)

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

A third of this change (\$42,837) represents an adjustment to payroll allocation between services for a management position that more accurately matches anticipated work in 2021. The remainder (\$86,284) represents a reduction in anticipated loan activity in this service, in recognition of a decreasing trend in program income revenues generated from these loan programs.

Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	1210	(\$35,500)	-0.30 FTE (pos 4252)
Benefits	1210	(\$7,337)	-0.30 FTE (pos 4252)
Total		(\$42,837)	

Explain the assumptions behind the allocation change.

-0.30 FTE CD Grants Supervisor position shifted to service 625 (CDD Admin)

What is the justification behind the allocation change?

Adjusted payroll allocation to match anticipated work in 2021. Change is net neutral to the General Fund.

Personnel-Other Personnel Spending

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

Type	Fund	Amount	Description
Overtime			
Premium Pay			
Hourly			
Total		\$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?

Decrease

Fund	Major	Amount	Description
1210	42 Intergov Rev	\$86,284	modification of anticipated grant revenue
1210	43 Chrgs for Svcs	(\$542,500)	revised estimates of PI generated, based on past actuals
1210	46 Invst Othr Cn...	\$147,500	revised estimates of PI generated, based on past actuals

Explain the assumptions behind the change to budgeted revenue.

-\$545k to Program Principal (43630); +\$2,500 to Fees (43711); +\$147,500 to Interest (46110); +\$86,284 to Federal Revenue (42110)

What is the justification behind the proposed change?

Recognizes reduced aggregate PI generated from job creation/micro-enterprise loan programs (especially MDC BLP); minor shifts to reconcile Federal revenue with expenditures in each service.

Non-Personnel

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

No

<i>Fund</i>	<i>Major</i>	<i>Amount</i>	<i>Description</i>

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Proposed Budget Reduction

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

\$715,865

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
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.

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...

Describe why the proposed reduction was chosen.

Explain the impacts of the proposed reduction on the end user of the service. How can impacts of this reduction be mitigated?

2021 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 day-to-day 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 four services. The goal of this service is to be responsive 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

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$766,550	\$941,419	\$920,223	\$966,331	\$965,725	\$1,214,441
Other-Expenditures	\$325,806	\$292,192	\$972,292	\$254,239	\$163,264	\$292,710
<i>Total</i>	<i>\$1,092,356</i>	<i>\$1,233,611</i>	<i>\$1,892,515</i>	<i>\$1,220,570</i>	<i>\$1,128,989</i>	<i>\$1,507,151</i>
<i>Budget by Major</i>						
Revenue	(\$19,766)	\$0	(\$35,370)	\$0	\$0	\$0
Personnel	\$766,251	\$840,100	\$872,268	\$780,775	\$694,673	\$816,041
Non-Personnel	\$235,147	\$264,738	\$926,844	\$300,991	\$303,038	\$559,832
Agency Billings	\$110,724	\$128,773	\$128,773	\$138,804	\$131,278	\$131,278
<i>Total</i>	<i>\$1,092,356</i>	<i>\$1,233,611</i>	<i>\$1,892,515</i>	<i>\$1,220,570</i>	<i>\$1,128,989</i>	<i>\$1,507,151</i>
FTEs		8.16		7.04	7.04	7.82

PRIORITY

Citywide Element

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	73.46%	Provides overall staffing, budgeting and operational support to the Division within its Community Development Block Grant (CDBG), Child Care, Community Resources and administrative units.
COVID Recovery Flex Fund RFP	26.54%	Targeted funds to address lingering community needs resulting from the multi-faceted impact of the COVID-19 pandemic.

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?

The primary element of the proposed funding change involves the transfer of \$250k budgeted for the Community Building & Engagement (CBE) Program (from service 624 - Cmty Support Svcs) for use, in combination with \$150K authorized for the Emerging Opportunities Program (EOP), to support an initiative to help meet needs within under-represented communities arising from the COVID-19 pandemic. CDD will forego the typical CBE and EOP funding processes in 2021.

The remaining changes reflect an adjustment to payroll allocation between services for a management position that more accurately matches anticipated work in 2021 (\$121,368), and a series of minor adjustments to various administrative line items (\$7,491). They will have no impact on service levels.

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="1210"/>	<input type="text" value="\$100,582"/>	+0.85 FTE (pos 4252)
Benefits	<input type="text" value="1210"/>	<input type="text" value="\$20,786"/>	+0.85 FTE (pos 4252)
Total		<input type="text" value="\$121,368"/>	

Explain the assumptions behind the allocation change.

+0.85 FTE CD Grants Supervisor position shifted here from other services (+0.55 FTE from 621 Affordable Housing and +0.30 FTE from 622 Econ Dev & Empl Opportunities)

What is the justification behind the allocation change?

Adjust payroll allocation to match anticipated work in 2021. Change is 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"/>	
Premium Pay	<input type="text"/>	<input type="text"/>	
Hourly	<input type="text"/>	<input type="text"/>	
Total		<input type="text" value="\$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"/>	

Explain the assumptions behind the change to budgeted revenue.

What is the justification behind the proposed change?

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

No

<i>Fund</i>	<i>Major</i>	<i>Amount</i>	<i>Description</i>
1100	54 Prchsd Svcs	\$250,000	CBE funds moved from svc 624 for multi-focused COVID response RFP

Explain the assumptions behind the requested funding.

\$250k moved from 62443-54820-00000 to 62551-54820-00000. No "new" (additional) funding is being requested.

What is the justification behind the increased funding?

\$250k in previously budgeted Community Building & Engagement (CBE) funds redirected from service 624 (Cmty Support Svcs) and combined with the annual \$150k budgeted for the Emerging Opportunities Program (EOP) for a \$400k multi-focused RFP to address lingering community needs resulting from the impact of the COVID-19 pandemic.

Part 2: Proposed Budget Reduction

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

What is the proposed reduction to this service's budget?

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
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.

Has this reduction been proposed in prior years?

Does the proposed reduction result in eliminating permanent positions?

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. How can impacts of this reduction be mitigated?

2021 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, and by assisting other planning and revitalization efforts. Strengthening neighborhoods builds community and helps bring together people of diverse backgrounds.

Part 1: Base Budget Proposal

BUDGET INFORMATION

	2018 Actual	2019 Adopted	2019 Actual	2020 Adopted	2021 C2C	2021 Request
<i>Budget by Fund</i>						
General-Net	\$1,350,916	\$1,679,792	\$1,622,753	\$1,262,039	\$1,234,288	\$1,246,953
Other-Expenditures	\$497,779	\$764,642	\$923,655	\$660,391	\$646,695	\$816,800
<i>Total</i>	<i>\$1,848,695</i>	<i>\$2,444,434</i>	<i>\$2,546,408</i>	<i>\$1,922,430</i>	<i>\$1,880,983</i>	<i>\$2,063,753</i>
<i>Budget by Major</i>						
Revenue	(\$33,272)	(\$20,000)	(\$19,761)	(\$20,000)	(\$19,000)	(\$20,000)
Personnel	\$142,134	\$312,615	\$267,380	\$282,398	\$259,951	\$259,951
Non-Personnel	\$1,698,333	\$2,110,319	\$2,257,289	\$1,618,532	\$1,598,532	\$1,782,302
Agency Billings	\$41,500	\$41,500	\$41,500	\$41,500	\$41,500	\$41,500
<i>Total</i>	<i>\$1,848,695</i>	<i>\$2,444,434</i>	<i>\$2,546,408</i>	<i>\$1,922,430</i>	<i>\$1,880,983</i>	<i>\$2,063,753</i>
FTEs		2.93		2.41	2.41	2.41

PRIORITY

Citywide Element

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	78.17%	Provides non-program specific support to neighborhood centers and other community focal points.
Capital Improvements for Community Organizations	16.34%	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	5.49%	

Collaborative work with neighborhood residents to develop specialized neighborhood plans that contribute to revitalization efforts and/or community improvements.

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?

Most of this change represents an estimated increase in loan activity related to acquisition/rehab projects, including potential 2021 costs connected with new BLPW center development. Additionally, there is a minor shift of budget authority from this service to Child Care Tuition Assistance in service 624, due to past double-budgeting of property insurance for City-owned neighborhood centers.

Personnel-Permanent Positions

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

Type	Fund	Amount	Description
Perm Wages	<input type="text"/>	<input type="text"/>	<input type="text"/>
Benefits	<input type="text"/>	<input type="text"/>	<input type="text"/>
Total		<input type="text" value="\$0"/>	

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	<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"/>
Total		<input type="text" value="\$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" value="1210"/>	<input type="text" value="42 Intergov Rev"/>	<input type="text" value="\$12,629"/>	<input type="text" value="modification of anticipated grant revenue"/>
<input type="text" value="1210"/>	<input type="text" value="43 Chrgs for Svcs"/>	<input type="text" value="(\$50,500)"/>	<input type="text" value="reduction to estimated PI revenue generated from Acq/Rehab loans"/>
<input type="text" value="1100"/>	<input type="text" value="46 Invst Othr Cn..."/>	<input type="text" value="\$1,000"/>	<input type="text" value="correction to Meridian Future Madison contribution for VCNC"/>

Explain the assumptions behind the change to budgeted revenue.

+\$1k to Contributions/Donations (46310); -\$35k to Program Principal (43630); -\$15,500 to Program Appreciation; +\$12,629 to Federal Revenue

What is the justification behind the proposed change?

Restores \$1k erroneously reduced by Finance during C2C for Meridian contribution to Vera Ct Nbrhd Ctr; reduces PI generated by Acq/Rehab project loans based on installation payments ending; minor shifts to reconcile Federal revenue to expenditures in each service.

Non-Personnel

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

No

Fund	Major	Amount	Description

Explain the assumptions behind the requested funding.

What is the justification behind the increased funding?

Part 2: Proposed Budget Reduction

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

\$715,865

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
not applicable		
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.

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. How can impacts of this reduction be mitigated?

v. 06-01-20