

## Community Development

### Agency Budget by Fund

Fund	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Community						
Development Grants	6,511,531	9,098,745	10,755,238	13,643,608	18,966,347	14,040,322
General	13,852,413	18,850,950	14,363,313	15,594,407	15,996,648	15,680,228
Other Grants	49,151,907	31,160,920	4,520,839	183,008	75,089	16,798,489
Other Restricted*	-	-	7,743,788	-	20,225,553	20,225,553
<b>Total</b>	<b>\$ 69,515,851</b>	<b>\$ 59,110,616</b>	<b>\$ 37,383,178</b>	<b>\$ 29,421,023</b>	<b>\$ 55,263,637</b>	<b>\$ 66,744,592</b>

### Agency Budget by Service

Service	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
CD Division						
Administration						1,556,677
Child & Youth Services						4,530,333
Crisis Intervention Prevention						2,403,532
Employment & Career Development						2,285,356
Homeless Svcs & Housing Stability						23,519,322
Housing Development & Financing						28,048,278
Neighborhood Support						2,044,316
Older Adult Services						1,563,801
Small Business Assistance						792,976
<b>Total</b>	<b>\$ 69,515,851</b>	<b>\$ 59,110,616</b>	<b>\$ 37,383,178</b>	<b>\$ 29,421,023</b>	<b>\$ 55,263,637</b>	<b>\$ 66,744,592</b>

### Agency Budget by Major-Revenue

Major Revenue	2022 Actual	2023 Adopted	2023 Actual	2024 Adopted	2025 C2C	2025 Request
Intergov Revenues	(233,103)	(84,643)	(84,643)	(84,643)	(258,643)	(258,643)
Charges For Services	(11,100)	(21,000)	(6,540)	(21,000)	(21,000)	(21,000)
Invest Other Contrib	(163,478)	(196,280)	(144,141)	(98,480)	(98,480)	(210,480)
Misc Revenue	(94,746)	(113,000)	(97,057)	(73,000)	(73,000)	(73,000)
Transfer In	\$ (1,502)	\$ (100,000)	\$ (54,675)	\$ (100,000)	\$ (50,000)	\$ (50,000)
<b>Total</b>	<b>\$ (503,928)</b>	<b>\$ (514,923)</b>	<b>\$ (387,057)</b>	<b>\$ (377,123)</b>	<b>\$ (501,123)</b>	<b>\$ (613,123)</b>

\* "Other Restricted" is related to funding in the CDD capital budget for affordable housing. It was included in the operating request in error. This error increased the total budget for housing development & financing service and associated expenditure categories. The executive budget will be corrected to remove this amount from the 2023 Actuals, 2025 Cost to Continue, and 2025 Request columns.

Agency Budget by Major-Expense

<b>Major Expense</b>	<b>2022 Actual</b>	<b>2023 Adopted</b>	<b>2023 Actual</b>	<b>2024 Adopted</b>	<b>2025 C2C</b>	<b>2025 Request</b>
Salaries	2,974,500	3,488,102	3,247,450	3,651,255	3,688,471	3,700,596
Benefits	985,362	1,069,094	970,597	1,118,989	1,072,408	1,072,408
Supplies	(2,774)	40,400	178,954	55,950	55,950	59,950
Purchased Services	65,973,191	54,937,840	30,883,231	24,878,847	50,441,986	62,446,910
Debt Othr Financing	15,184	48,286	1,831,698	48,959	48,959	40,248
Debt Other Financing	-	-	4,306	-	-	-
Inter Depart Charges	545,467	291,142	328,692	441,384	526,804	1,028,934
Inter Depart Billing	(527,557)	(279,732)	(294,879)	(415,644)	(88,224)	(1,003,737)
Transfer Out	56405.8	30406	620185.08	18406	18406	12406
<b>Total</b>	<b>\$ 70,019,779</b>	<b>\$ 59,625,539</b>	<b>\$ 37,770,235</b>	<b>\$ 29,798,146</b>	<b>\$ 55,764,760</b>	<b>\$ 67,357,715</b>



Department of Planning and Community & Economic Development

## Community Development Division

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Child Care  
Community Resources  
Community Development Block Grant  
Madison Senior Center

# MEMO

**To:** Mayor Satya Rhodes-Conway  
**From:** Jim O'Keefe, Community Development Division Director  
**Date:** July 19, 2024  
**Subject:** 2025 Operating Budget Transmittal Memo

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### *Goals of CDD's Operating Budget*

The Community Development Division's 2025 Operating Budget presents a revamped service structure as we incorporate changes that are being undertaken in conjunction with Results Madison. The new structure does not reflect a change in services in which CDD is engaged, rather it seeks to provide a more detailed and transparent description of CDD's current and ongoing activities. The number of services expands from five to nine for which funding is used to support activities that address basic community needs. These services closely align with the City's *Imagine Madison* framework and, in particular, priorities laid out within two of its *Elements of a Great City* — *Neighborhoods and Housing*, and *Economy & Opportunity*. The updated service structure and 2025 goals are as follows:

- "Housing Development and Financing" — captures activities previously included under CDD's *Affordable Housing* service. Under it, CDD will continue efforts to help preserve, improve, and expand housing choices that are affordable for renters and homeowners in Madison while supporting neighborhood health and vitality.
- "Homeless Services and Housing Stability" — previously included under the *Affordable Housing* service, the activities within this service are focused on the support the City offers to the network of service agencies that work with renter households and people experiencing homelessness to ensure that all Madison residents are able to secure and maintain stable housing.
- "Crisis Intervention and Prevention" — previously included under the CDD service labeled *Community Support Services*, the activities within this service support community partners who respond to the needs of vulnerable populations in Madison whose lives are disrupted by domestic violence, sexual assault, social or cultural isolation, and other circumstances that can destabilize households. The goals are both to address household needs in the immediate aftermath of crisis events and reduce the likelihood that they will reoccur.
- "Child and Youth Services" — also previously included under *Community Support Services*, this new service captures activities that provide Madison families access to affordable, high-quality programs for children from birth to school-age as well as for school-aged youth.
- "Older Adult Services" — another service previously included under *Community Support Services*, this service captures ongoing efforts to support older adults through activities and programming that are offered through and at the Madison Senior Center, as well as through a network of community partners that provide case management, senior activities and education services with City financial assistance. In 2025, we expect to see the first tangible signs of efforts to improve our services for a more diverse group of older adults in Madison.
- "Employment and Career Development" — previously included within CDD's *Economic Development & Opportunities* service, this service captures the work we do in support of a network of local service providers that offer job readiness, employment training and career exploration and development services for youth and adults in our city, particularly those who face barriers to stable employment.

- “Small Business Assistance” — also previously included under the former *Economic Development & Opportunities* service, this service describes ongoing efforts to support small businesses and entrepreneurs through the provision of technical and financial assistance. (These efforts rely mostly on Federal Community Development Block Grant funds that are administered by CDD; however, staff in the City’s Economic Development Division manage the contracts with local agencies to whom funds are awarded.)
- “Neighborhood Support” — this service was previously labeled *Strong and Healthy Neighborhoods*. In it, CDD offers direct financial support that helps sustain the network of Madison’s neighborhood centers and other community facilities. In partnership with City Planning staff, we also continue to promote and support the preparation and implementation of resident-driven neighborhood revitalization plans.
- “Division Administration” — this service remains unchanged from previous years. Within it, we provide general staffing, budgeting, and operational support across the Division.

The vast majority of CDD’s operating budget (\$11.2 million of \$15.6 million) goes to support purchase of service contracts with local non-profit partners that serve Madison residents. We allocate those funds within specific program areas (e.g., older adult services, homeless services, youth employment and career development, etc.) through a series of competitive request for proposals (RFP) processes. Program funds are put out to bid on a revolving 4-5-year basis; in any given year, 3-5 RFP processes may occur. Each is guided by detailed documents that articulate the City’s goals and objectives and set forth program and agency performance expectations. Those expectations are codified in purchase of service contracts with each funded agency, as are performance reporting requirements. CDD strives to ensure positive outcomes from the use of City dollars by promoting, adopting and supporting recognized best practices and evidence-based program models.

### *99% Budget for General Fund*

There are several ongoing practices through which CDD staff is able to generate budget savings. In supporting the work of contracted agencies, staff routinely monitor spending rates, staffing levels and performance outcomes. On occasion, an agency’s full allotment of City funds is unneeded, or goes unused, money can be returned. Historically, about 2% of aggregate contracted funds are returned.

CDD staff actively collaborate with colleagues in and outside the Department of Planning and Community & Economic Development to improve the efficiency of City efforts around data maintenance and communication, public engagement, City-initiated (re)development, violence prevention and more. Staff will remain active in interagency teams, such as Neighborhood Resource Teams, to identify opportunities for program and process improvements.

Finally, CDD is preparing to implement organizational changes we believe will strengthen our internal financial, compliance and project management capabilities. The changes, mostly drawing on existing staff, will create a team focused on these functions and will utilize budget authority that was included in CDD’s 2023 Adopted Budget to bolster management and administrative functions in response to growing responsibilities around affordable housing. We anticipate process and productivity improvements will follow.

### *Lower Priority Service Activity Identification for General Fund*

At its core, the work of the CDD focuses on providing opportunities to Madison residents who confront a variety of economic, cultural or social barriers that impact their quality of life, whether with respect to housing security, gainful employment, access to quality youth programming, recovery from personal trauma, or a sense of feeling part of a cohesive community. By its very nature, our work promotes equity and inclusion, it is meant especially to support those who often lack opportunities to fulfill their potential and shape their lives.

Yes, the community agencies with whom CDD partners operate programs and provide services that benefit thousands of Madisonians. But to appreciate their impact is to understand that they serve residents one individual at a time. The young mother desperate to find safety and shelter in the wake of an incident of domestic violence. The 50-year-old man, looking to rebuild his life after completing a prison sentence but facing bleak prospects for employment, and housing. The high school teen, struggling to succeed at school but with dreams of starting her own business. Or the working couple who need a safe and nurturing place for their children during the workday.

The many agencies who exist to respond to these and similar circumstances do so with limited resources. When available, City funding typically represents only a modest portion of their budgets, forcing agencies to expend considerable time and energy securing funding from other public and private sources. Some are more successful than others but most are chronically under-resourced. And nearly all report they are unable to assist everyone that needs their services. Not surprisingly, in program areas for which the City provides support total requests for funding far exceed what is available. All of which is to say that the thought of reducing financial support to these agencies is most difficult.

A 5% reduction to CDD's operating budget amounts to about \$785,000. For context, that is nearly the amount we currently commit to support for Madison's 15 neighborhood centers. It is the total devoted to the full array of Adult Employment and Career Development services. And it is nearly equal to the amount of funding we provide to agencies that support Madison's older adult population.

While we think it important to offer this perspective, CDD staff recognize that few City policy makers relish the thought of reducing spending for these badly needed services. We greatly value the contributions our community partners make toward improving the quality of life for many in this City. We know you share that sentiment. But we also recognize the difficult budget situation in which we find ourselves, and understand the need to offer constructive, if difficult, options for your consideration.

In developing potential spending cuts, we have looked for options we think would have lesser impacts either because the numbers of people that might benefit from the use of the funds is modest, or because funding from other sources might be available to offset City cuts. Finally, we have looked at areas that are less a part of core CDD activities.

With that, the following describes, by service, potential spending cuts to meet CDD's 5% (\$783,461) target:

- **Service:** *Older Adult Services*—Reduce funding by \$117,621  
**Activities:** Remove funding for the vacant Senior Center Manager position  
**Rationale:** Last year, CDD formalized the merger of the Older Adult Services team into the larger Community Resources unit. Staffing support around older adult services and the Senior Center has been adjusted to better meet our objectives but have not required filling this position. Instead, the position would be reclassified and used to support other CDD organizational changes alluded to previously. That can be achieved without these funds. Under other circumstances, this money might be reallocated to support the Older Adult Services funding process that is currently underway. But given the need to identify spending cuts, these funds can contribute to CDD's target and reduce the amount that needs to be prepared from existing contracts.
- **Service:** *Child and Youth Services*—Reduce funding by \$48,000  
**Activities:** Cease City funding of activities connected to the Northside Early Child Care Zone (\$38,000); Remove funding for driver's education scholarships (\$10,000)  
**Rationale:** The City's participation in the NECZ came about in the context of a multi-million-dollar, multi-year commitment to the initiative from the Oscar Rennebohm Foundation. The Foundation funding has ended. The City is not a financial participant in the other early child care zones that Dane County administers. Nearly half of these funds had been used to offset rent for a facility that is no longer in use. The balance goes to 2 small contracts to pay child care stipends to families who take part in other programming, and to support a portion of a family engagement specialist employed by Reach Dane.  
City funding to support driver's ed scholarships was added to the 2024 Operating Budget via Council amendment. The modest level of funding, coupled with the fact that it is not an established use, justifies its removal.
- **Service:** *Crisis Intervention and Prevention*—Reduce funding by \$180,000  
**Activities:** Eliminate funding for youth restorative justice services.  
**Rationale:** These are worthy programs aimed at reducing youth exposure to the criminal justice system. However, the services are generally more closely aligned with Dane County's Department of Human Services (from whom they draw more funding) and MMSD, and less so with the balance of CDD's work in *Crisis Intervention and Prevention* or *Child and Youth Services*.

- **Service:** *Homeless Services & Housing Stability*—Reduce funding by \$438,000  
**Activities:** Strike funding currently allocated to services associated with permanent supportive housing and with outreach services.  
**Rationale:** To be sure, support for the unhoused population in Madison is a high priority and has been the focus of considerable attention since the pandemic. Reducing this funding will put added pressure on agencies and other funding partners to meet demands for services. It is reasonable to think, though by no means certain, that funding from other sources could emerge to help offset these reductions. Importantly, this discussion comes as construction is about to begin of a purpose-built men’s shelter. Given the strong likelihood that City contributions to the operation of that facility will be necessary upon its opening in late 2025, strong consideration should be given to reallocating these funds for that use.

#### *Reallocations and Other Changes (if applicable)*

CDD seeks to create a Finance and Compliance Unit within the Division. The Unit will provide primary financial and regulatory oversight functions for the Division. The number, scale and variety of programs and resources for which CDD is responsible continues to grow. They include resources derived from local, State and Federal sources. With them, especially non-City sources, come expanded financial and regulatory obligations, and potentially significant consequences for failure to meet them in an accurate and timely manner.

In 2023, the Council granted authority in the Adopted Budget to draw on the Affordable Housing Fund to support administrative costs that were accruing to CDD due to expanding responsibilities around affordable housing. The availability of that authority provides the means to fund two positions needed to fill out the Unit without the need for additional budget authority. CDD will use the vacant senior center position, referenced above, for one of the positions but will require authority to add a second position.

The Division’s budget submission will show a \$42,000 transfer of salary and benefits from the Housing Development and Financing service to Division Administration; these funds represent both City Levy as well as federal sources. But to be clear, the creation of the Unit requires no new spending authority. Moreover, it allows the Division to relinquish \$117,621 of City levy that is currently budgeted for the senior center position, and to make it available to help meet our 5% spending reduction.

cc: Deputy Mayors  
David Schmiedicke, Finance Director  
Budget & Program Evaluation Staff

## 2025 Operating Budget Service Budget Proposal Form

### Part 1. Identifying Information

Select your Agency:	Community Development
Enter your Service:	CD Division Administration

Please provide an updated Service Description below.

If this is an existing service, please see the "Service Description" in the [2024 Adopted Budget](#). Write "No change needed," if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency's Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

*Updated Service Description:*

This service supports general management and administrative functions within 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.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the "Activities Performed by Service" in the [2024 Adopted Budget](#). Write "No change needed," if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency's Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description*.

*Updated Activities Performed by Service:*

- Direct Administration & Support Services: Provide overall staffing, budgeting, regulatory and operational support across the Division's various units.

**Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)**

Agencies can propose net neutral reallocations within their budget but must explain changes of \$10,000 or more at the **Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change.

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

**Summary Table of Major Changes of \$10,000 or More**

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.



### Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

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

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

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

**Reclassifications:** Does your proposal reclassify existing positions?

- No – No reclassifications  
 Yes – Includes proposed reclassifications

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

Position #846. A vacant 18/12 manager position at the Senior Center (Older Adult service) is proposed to be used to lead a finance and compliance unit with Division-wide purview. Authorization for a second position is needed. Creation of that unit, and allocation of these positions take advantage of authority approved in the 2023 Adopted Budget to address administrative support needs primarily related to expanded responsibilities around the Division’s affordable housing activities.

**# of FTEs:** Does your proposal change the total number of FTE positions?

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

*\*Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary and benefits must be considered when computing the cost of the change.*

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

The proposed change covers the transfer and reclassification of a currently vacant (18/12) manager position to an 18/14 manager position, and the authorization of a CD Tech (20/16) position. By utilizing existing budget authority to draw on the Affordable Housing Fund to support related administrative costs, funding for these two positions can be achieved without the need for additional spending authority. That is, the proposed change is budget neutral.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The proposed personnel changes utilize authority included in the 2023 Adopted Budget to draw on the Affordable Housing Fund (capital budget) to more accurately assign staffing costs to responsibilities associated with growing affordable housing duties. Funds freed up by this reallocation will support a budget and compliance team to lead financial and regulatory functions within CDD. The change will provide added capacity to manage administrative obligations flowing from Federal, State and local funding sources.

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

These net neutral reallocations will not impact, or be impacted by, CDD’s Equity Action Plan. The position descriptions for the new positions are currently under review by Human Resources.

## 2025 Operating Budget Service Budget Proposal Form

### Part 1. Identifying Information

Select your Agency:	Community Development
Enter your Service:	Child & Youth Services

Please provide an updated Service Description below.

If this is an existing service, please see the “Service Description” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency’s Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

*Updated Service Description:*

This service expands access to affordable, high quality early childcare, and programs for children and youth. It does so by offering direct support to a network of service providers and promoting their adherence to best practice standards. CDD's role varies in this work and includes funding programs and initiatives, collaborating with partners in the child and youth field, and convening groups of stakeholders.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the “Activities Performed by Service” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency’s Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description*.

*Updated Activities Performed by Service:*

- Child and Youth Development: Provide financial and other support to community partners that offer programming serving middle- and high school-aged youth.
- Early Childhood Care and Education: Provide financial and other support to community partners that offer programs and services focused on early childhood and elementary school-aged children.
- Child Care Tuition Assistance and Stabilization: Provide financial subsidies to eligible households to help them pay for quality child care, and provide financial assistance to support child care centers that serve children in lower-income households.
- Child Care Center Support and Professional Development: Work with local child care providers to improve the quality and capacity of early childhood care services through on-site accreditation, support and training.
- Madison Out-of-School Time (MOST): In collaboration with the Madison Metropolitan School District, collaborate with the network of community partners to promote and support

evidence-based out-of-school-time programming available to youth, and work to ensure it is accessible to all Madison households.

**Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)**

Agencies can propose net neutral reallocations within their budget but must explain changes of \$10,000 or more at the **Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

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

**Summary Table of Major Changes of \$10,000 or More**

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

### Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

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

- No – No allocation changes
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*If yes, complete the "Position Allocation Change Form" and submit as part of your proposal.*

**Reclassifications:** Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

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

Click or tap here to enter text.

**# of FTEs:** Does your proposal change the total number of FTE positions?

- No – No change to # of FTEs
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*\*Note: If "Yes," the proposed change must be net neutral to the target budget, and salary **and** benefits must be considered when computing the cost of the change.*

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

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

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

Click or tap here to enter text.

## 2025 Operating Budget Service Budget Proposal Form

### Part 1. Identifying Information

Select your Agency:	Community Development
Enter your Service:	Crisis Intervention Prevention

Please provide an updated Service Description below.

If this is an existing service, please see the “Service Description” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency’s Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

*Updated Service Description:*

This service provides financial and technical assistance to organizations in three key areas: crisis intervention, recovery and stabilization, and prevention services and activities. The range of programming and services seeks to provide safety and stability to individuals and households in crisis and help to those seeking pathways out of poverty.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the “Activities Performed by Service” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency’s Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description*.

*Updated Activities Performed by Service:*

- Crisis Intervention Support Services: Provide support to community partners that offer 24-hour emergency response and shelter services specific to interpersonal violence, sexual assault, human trafficking, and run-away youth.
- Prevention Services and Activities: Provide support to community partners that provide outreach, engagement, and information to the community on available programs and services that support pathways out of poverty.
- Recovery and Stabilization Services: Provide support to community partners that provide case management, resource facilitation and support in youth restorative justice.

**Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)**

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Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change.

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

**Summary Table of Major Changes of \$10,000 or More**

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

### Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

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

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

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

**Reclassifications:** Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

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

Click or tap here to enter text.

**# of FTEs:** Does your proposal change the total number of FTE positions?

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

*\*Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary **and** benefits must be considered when computing the cost of the change.*

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

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

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

Click or tap here to enter text.

## 2025 Operating Budget Service Budget Proposal Form

### Part 1. Identifying Information

Select your Agency:	Community Development
Enter your Service:	Employment & Career Development

Please provide an updated Service Description below.

If this is an existing service, please see the “Service Description” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency’s Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

*Updated Service Description:*

This service provides support for youth, young adults, and adults facing barriers to employment by supporting a network of local partners that offer a continuum of job training, career exploration and support programs. This continuum seeks to improve economic opportunities for job seekers and meet workforce needs.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the “Activities Performed by Service” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency’s Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description*.

*Updated Activities Performed by Service:*

- Adult Employment & Training: Support community partners that offer a range of employment training, job readiness and career development services to adults who face obstacles to gainful employment.
- Young Adult Employment & Training: Support community partners that provide young adults (ages 18-26) with age-appropriate employment, employment training, and job coaching opportunities.
- Youth Employment & Training: Support community partners that provide youth (ages 14-21) with age-appropriate employment, employment training, job coaching and career exploration opportunities.



**Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)**

Agencies can propose net neutral reallocations within their budget but must explain changes of \$10,000 or more at the **Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change.

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

**Summary Table of Major Changes of \$10,000 or More**

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
1100 - GENERAL	46 - INVEST OTHER CONTRIB	-110,000	Increase revenue budget authority for anticipated Center for Financial Empowerment (CFE) and National League of Cities (NLC) grant-funded youth employment activities in 2025.
1100 - GENERAL	54 - PURCHASED SERVICES	110,000	Increase expenditure budget authority for anticipated CFE and NLC grant-funded youth employment activities in 2025.
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

No change to current/ongoing/planned activities. This simply ensures CDD has sufficient budget authority to proceed with 2025 youth employment activities funded by the Center for Financial Empowerment (CFE) and/or the National League of Cities (NLC).

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

No programmatic changes are being proposed. This is not related to any NRT recommendation.

### Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

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

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

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

**Reclassifications:** Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

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

Click or tap here to enter text.

**# of FTEs:** Does your proposal change the total number of FTE positions?

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

*\*Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary **and** benefits must be considered when computing the cost of the change.*

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

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

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

Click or tap here to enter text.

## 2025 Operating Budget Service Budget Proposal Form

### Part 1. Identifying Information

Select your Agency:	Community Development
Enter your Service:	Homeless Svcs & Housing Stability

Please provide an updated Service Description below.

If this is an existing service, please see the “Service Description” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency’s Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

*Updated Service Description:*

The City of Madison, along with our partners, supports a coordinated homeless services and tenant support system that seeks to improve housing stability and access, providing resources for households at risk of losing housing and making homelessness a rare, brief, and non-recurring experience.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the “Activities Performed by Service” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency’s Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description*.

*Updated Activities Performed by Service:*

- Assist Homeless and Special Needs Populations: Provide financial and technical support to the network of community partners that work to prevent homelessness, provide shelter and include case management services in housing opportunities.
- Support Housing Resources: Assist community partners that provide housing counseling, mediation, and other related services to both tenants and property owners.
- Provide Financial Assistance (*Rental / TBRA*): Support community partners that provide rental subsidies and other assistance to previously homeless tenants.
- Promote Fair Housing: Support community partners that are involved in efforts to educate and train local property managers on issues related to fair housing and ensuring equitable access to housing, and that respond to discrimination complaints.

**Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)**

Agencies can propose net neutral reallocations within their budget but must explain changes of \$10,000 or more at the **Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change.

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

**Summary Table of Major Changes of \$10,000 or More**

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Summary of proposed payroll allocations

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

### Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

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

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

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

**Reclassifications:** Does your proposal reclassify existing positions?

- No – No reclassifications  
 Yes – Includes proposed reclassifications

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

Click or tap here to enter text.

**# of FTEs:** Does your proposal change the total number of FTE positions?

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

*\*Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary **and** benefits must be considered when computing the cost of the change.*

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

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The proposed changes simply adjust funding source allocations to adhere to anticipated max admin dollar thresholds available through the City’s ESG and CoC grants in 2025. Taken together with the proposed allocation changes in services 1 (Housing Development & Financing) and 9 (CD Division Administration), the Division’s changes are net neutral to the General Fund and CDD’s target budget.

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

These net neutral reallocations will not impact, or be impacted by, CDD’s Equity Action Plan.

## 2025 Operating Budget Service Budget Proposal Form

### Part 1. Identifying Information

Select your Agency:	Community Development
Enter your Service:	Housing Development & Financing

Please provide an updated Service Description below.

If this is an existing service, please see the “Service Description” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency’s Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

*Updated Service Description:*

This service funds and administers programs to preserve, improve, and expand the supply of affordable housing for renters and homeowners while supporting neighborhood health and vitality. This is done by providing financial assistance to developers, administering direct lending programs, and by supporting a network of service providers for rehabilitation, down payment assistance and homebuyer education.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the “Activities Performed by Service” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency’s Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description*.

*Updated Activities Performed by Service:*

- **Rehab & Accessibility (Owner-Occupied / Rental):** Provide grants and loans to help finance major rehabilitation projects and minor home repairs, for example, to make accessibility improvements, to both rental and owner-occupied housing units.
- **Housing Development (Owner-Occupied / Rental):** Provide loans to help finance the development of new rental and owner-occupied housing units.
- **Financial Assistance (Homebuyer):** Provide secondary financing, in the form of mortgage reduction assistance, needed to enable low-to-moderate income homebuyers purchase properties.

**Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)**

Agencies can propose net neutral reallocations within their budget but must explain changes of \$10,000 or more at the **Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change.

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

**Summary Table of Major Changes of \$10,000 or More**

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

### Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

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

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

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

**Reclassifications:** Does your proposal reclassify existing positions?

- No – No reclassifications  
 Yes – Includes proposed reclassifications

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

Position #846. A vacant 18/12 manager position at the Senior Center (Older Adult service) is proposed to be used to lead a finance and compliance unit with Division-wide purview. Authorization for a second position is needed. Creation of that unit, and allocation of these positions take advantage of authority approved in the 2023 Adopted Budget to address administrative support needs primarily related to expanded responsibilities around the Division’s affordable housing activities.

**# of FTEs:** Does your proposal change the total number of FTE positions?

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

*\*Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary and benefits must be considered when computing the cost of the change.*

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

The proposed change covers the transfer and reclassification of a currently vacant (18/12) manager position to an 18/14 manager position, and the authorization of a CD Tech (20/16) position. By utilizing existing budget authority to draw on the Affordable Housing Fund to support related administrative costs, funding for these two positions can be achieved without the need for additional spending authority. That is, the proposed change is budget neutral.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

The proposed personnel changes utilize authority included in the 2023 Adopted Budget to draw on the Affordable Housing Fund (capital budget) to more accurately assign staffing costs to responsibilities associated with growing affordable housing duties. Funds freed up by this reallocation will support a budget and compliance team to lead financial and regulatory functions within CDD. The change will provide added capacity to manage administrative obligations flowing from Federal, State and local funding sources.

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

These net neutral reallocations will not impact, or be impacted by, CDD’s Equity Action Plan. The position descriptions for the new positions are currently under review by Human Resources



## 2025 Operating Budget Service Budget Proposal Form

### Part 1. Identifying Information

Select your Agency:	Community Development
Enter your Service:	Neighborhood Support

Please provide an updated Service Description below.

If this is an existing service, please see the “Service Description” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency’s Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

*Updated Service Description:*

This service supports vibrant, healthy neighborhoods by providing financial support to a network of neighborhood centers and other community facilities and through planning and implementing projects/strategies called for in neighborhood revitalization plans and other neighborhood-based initiatives.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the “Activities Performed by Service” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency’s Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description*.

*Updated Activities Performed by Service:*

- Neighborhood Centers: Provide non-program specific support to neighborhood centers and support for other community focal points.
- Capital Improvements for Community Facilities: Offer loans to non-profit community partners to help finance capital projects involving the creation, expansion or improvement of community spaces that benefit public users.
- Neighborhood Revitalization Plans and Projects: Work with neighborhood residents to develop specialized neighborhood plans that contribute to revitalization efforts and/or community improvements.

**Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)**

Agencies can propose net neutral reallocations within their budget but must explain changes of \$10,000 or more at the **Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change.

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

**Summary Table of Major Changes of \$10,000 or More**

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

### Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

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

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

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

**Reclassifications:** Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

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

Click or tap here to enter text.

**# of FTEs:** Does your proposal change the total number of FTE positions?

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

*\*Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary **and** benefits must be considered when computing the cost of the change.*

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

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

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

Click or tap here to enter text.

## 2025 Operating Budget Service Budget Proposal Form

### Part 1. Identifying Information

Select your Agency:	Community Development
Enter your Service:	Older Adult Services

Please provide an updated Service Description below.

If this is an existing service, please see the “Service Description” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency’s Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

*Updated Service Description:*

This service support older adults through the Madison Senior Center's programs and activities as well as by funding agencies that provide case management, volunteer services (providing community members with the opportunity to give or receive services that support aging in place), and senior activities and education.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the “Activities Performed by Service” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency’s Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description*.

*Updated Activities Performed by Service:*

- Older Adults and Aging: Offer financial and other assistance to community-based organizations that provide needed services or resources to older adults in Madison.
- Madison Senior Center: Operate a facility devoted to supporting activities, events, and services that promote successful aging to Madison’s population of older adults.

## Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)

Agencies can propose net neutral reallocations within their budget but must explain changes of \$10,000 or more at the **Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change.

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

### Summary Table of *Major* Changes of \$10,000 or More

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
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Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.

### Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

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

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

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

**Reclassifications:** Does your proposal reclassify existing positions?

- No – No reclassifications  
 Yes – Includes proposed reclassifications

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

Click or tap here to enter text.

**# of FTEs:** Does your proposal change the total number of FTE positions?

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

*\*Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary and benefits must be considered when computing the cost of the change.*

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

The proposed change reduces the number of FTE positions in this service by 1.0. The position is currently vacant. The position is to be transferred to the Division Administration service to support the creation of a budget and compliance team within CDD. The (City levy) funds associated with this position are not needed to support that new team and are being offered to help meet CDD’s 5% budget reduction.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

With the recent merger of the Older Adult and Community Resources unit, this position is no longer needed for its former use. It is needed, however, to support efforts to enhance CDD’s financial and regulatory oversight capabilities.

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

This change will not impact CDD’s Equity Action Plan, or other equity goals. However, other staffing changes were made around older adult services that are designed to advance the Division’s equity goals with respect to our support for older adults.

## 2025 Operating Budget Service Budget Proposal Form

### Part 1. Identifying Information

Select your Agency:	Community Development
Enter your Service:	Small Business Assistance

Please provide an updated Service Description below.

If this is an existing service, please see the “Service Description” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated description.

If this is a new service due to the agency’s Results Madison restructure, please provide a 2-4 sentence description of the service and its goals.

*Updated Service Description:*

This service provides support to small businesses and entrepreneurs through the provision of technical assistance and loans. This service seeks to support job creation and improve economic opportunities for job seekers and business owners with a growing focus on economic and racial equity.

Please provide updated Activities Performed by Service.

If this is an existing service, please see the “Activities Performed by Service” in the [2024 Adopted Budget](#). Write “No change needed,” if applicable. Otherwise, please provide a complete updated list of activities.

If this is a new service due to the agency’s Results Madison restructure, please provide a list of major activities using the format *Activity Name: Description*.

*Updated Activities Performed by Service:*

- Job Creation and Small Business Expansion: Offer loans to small businesses to help finance projects that create new jobs.
- Small Business (Micro-enterprise) Development: Provide technical assistance and small loans to entrepreneurs seeking to start new businesses.

**Part 2. Base Budget Proposal: Significant Changes (\$10,000 or more)**

Agencies can propose net neutral reallocations within their budget but must explain changes of \$10,000 or more at the **Major level**.

Examples of changes that **do** need to be detailed:

- Moving \$10,000+ from one Major to another Major

Examples of changes that **do not** need to be detailed:

- Total changes of less than \$10,000 at the Major level.
- Object level changes do not need additional justification if the net change to the Major is less than \$10,000. For example, if you propose moving \$15,000 from Consulting to Software within the Purchased Services Major, you do not need to detail the change.

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

**Summary Table of Major Changes of \$10,000 or More**

Complete the table below to detail changes at the Major level and answer the narrative questions to describe your changes. **If there are no significant changes, skip this section**

Fund	Major	\$ Change	Description
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.
Select	Select	Enter \$.	Click or tap here to enter text.

Explain the impact of the proposed change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

Explain how your proposed change(s) will align with your draft 2024-2025 Department Equity Action Plan. Will the change(s) address specific inequities or advance other equity goals? Is the change related to a Neighborhood Resource Team (NRT) recommendation? Be as specific as possible.

Click or tap here to enter text.



### Part 3. Personnel Changes

All proposed personnel changes must be submitted for review, even if the change is net neutral. Agencies should contact their HR Analyst to discuss proposed changes prior to submitting their request. **If you are not submitting personnel changes, skip this section.**

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

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

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

**Reclassifications:** Does your proposal reclassify existing positions?

- No – No reclassifications
- Yes – Includes proposed reclassifications

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

Click or tap here to enter text.

**# of FTEs:** Does your proposal change the total number of FTE positions?

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

*\*Note: If “Yes,” the proposed change must be net neutral to the target budget, and salary **and** benefits must be considered when computing the cost of the change.*

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

Click or tap here to enter text.

Explain the impact of your proposed personnel change(s). Will there be a change to current activities or service levels? Why is this change needed in the 2025 budget?

Click or tap here to enter text.

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

Click or tap here to enter text.

## Service Identification Form

Each agency funded by the General, Library, and Fleet funds was required to submit a list of lower priority service activities equal to at least 5% of the agency's 2025 cost to continue budget while preserving core service activities. Metro Transit and Public Health were required to submit a list of activities equal to 5% of the General Fund subsidy to those agencies.

Agencies were allowed to propose fee or charge increases on service activities as a way to meet the 5% target. Budget guidance dictated that these proposals be on service activities primarily provided to those with the ability to pay.

<b>Agency</b>	Community Development
<b>5% Minimum Target</b>	<b>783,461</b>
<b>Total Amount Identified</b>	783,621

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Description)	FTE Impact (#)	Total Amount (\$)
678 - OLDER ADULT SERVICES	Vacant Senior Center Manager position	CDD	Staffing support around older adult services and the Senior Center has been adjusted to better meet our objectives but have not required filling this position. Instead, the position would be reclassified and used to support other CDD organizational changes. That can be achieved without these funds.	n/a	\$ 117,621.00
677 - CHILD AND YOUTH SERVICES	Northside Early Child Care Zone	Reach Dane	The City's participation in the NECZ came about in the context of a multi-million dollar, multi-year commitment to the initiative from the Oscar Rennebohm Foundation. The Foundation funding has ended. The City is not a financial participant in the other early child care zones that Dane County administers. Nearly half of these funds had been used to offset rent for a facility that is no longer in use. The balance goes to 2 small contracts to pay child care stipends to families who take part in other programming, and to support a portion of a family engagement specialist employed by Reach Dane.	n/a	\$ 38,000.00

5% Minimum Target

783,461

Total Amount Identified

783,621

Service (Choose from drop-down list)	Activity (Narrative Description)	Recipients of the Service Activity (List)	Implication if Activity is Reduced/Fee is Increased (Narrative Description)	FTE Impact (#)	Total Amount (\$)
677 - CHILD AND YOUTH SERVICES	Drivers Education Scholarships	Theresa Terrace/City Parks	The City's modest financial contribution toward scholarships, distributed through the Theresa Terrace Community Center and Warner Park Community and Rec Center, would end. The funding was first made available in 2024; its elimination would deprive financial support to about 10 young people wanting to secure driver's licenses.	n/a	\$ 10,000.00
676 - CRISIS INTERVENTION PREVENTION	Youth Restorative Justice Services	Various Agencies	The City's financial contribution to this activity would end, likely reducing or eliminating access to the programs if agencies are unable to replace lost funding.	n/a	\$ 180,000.00
672 - HOMELESS SVCS HOUSNG STABILITY	Case Management & Outreach Services	Various Agencies	The City's financial contributions to these activities would be reduced, potentially limiting access to these services if agencies prove unable to recoup losses from other sources.	n/a	\$ 438,000.00