

TO: Personnel Board

FROM: Julie Trimbell, Human Resources

DATE: March 1, 2024

SUBJECT: Community Development Program Manager – Community Development Division

The Human Resources Department received a request from Community Development Division Director Jim O’Keefe on November 21, 2023 to study the 1.0 FTE position #111 of Community Development Program Manager (CG 18, Range 14), currently filled by Yolanda Shelton-Morris. Upon reviewing the updated and prior position descriptions, the current class specification and other related class specifications, and conducting interviews with Jim and Yolanda, I recommend the following:

- Create a new classification of Community Development Manager in CG18, Range 15.
- Delete the classification of Community Development Grants Supervisor in CG18, Range 14.
- Recreate positions #111 and #4252 as Community Development Manager in CG18, Range 15.
- Reallocate both employees to the new positions.

The Madison Senior Center is housed under the Community Development Division (CDD) yet operates in a separate facility external to the rest of the Division with a separate budget. In the summer of 2022, the Senior Center Director (CG18, Range 12) position became vacant, and the Senior Center facility, staff and older adult services activities were placed under the direction of the Community Development Program Manager in position #111 on an interim basis while a new recruitment process transpired. In January 2023, following an unsuccessful recruitment and the success of the interim placement, a decision was made to permanently place oversight of the Senior Center and older adult services with position #111, which has similarly aligned initiatives. This position now has overall responsibility for directing and administering the City’s efforts supporting older adults, which includes managing the long-term strategy, policy and program development, and budget of the Madison Senior Center. The position directly supervises two professional Senior Center Program Coordinators and an Administrative Supervisor position that oversees the day-to-day operations, activities, and maintenance at the facility, including the supervision of administrative and custodial employees, as well as volunteer staff.

In addition to this new role, position #111 is responsible for leading the Community Resources Unit (CRU) focused on implementing the City's strategies, policies, and investments affecting community-based human services activities administered by the CDD in the following areas: neighborhood centers, youth and adult employment training and career development, out-of-school youth and family programming, and crisis intervention and prevention. The Community Development Program Manager administers millions of dollars in annual Purchase of Service (POS) contracts with nearly a hundred different partner agencies who receive City funds to carry out

specified activities. Their role is to help ensure that CDD uses authorized funds effectively for the purposes intended by City policymakers, applies the principles of racial equity and social justice in its decisions and actions, and supports and collaborates with its community partners. Additionally, this manager makes recommendations to City leaders and elected officials regarding the effective use of City resources to support community-based human services. This work is accomplished through a staff of 7 professional and administrative employees. The position also serves on the CDD Management Team and is one of three management positions reporting to the Community Development Division Director. Those three positions are outlined here briefly for comparison purposes:

Title (Position #)	Area of Responsibility	CG/Range	Annual Funding Levels	Staffing
Community Development Grants Supervisor (#4252)	Manages the Community Development Block Grant Office staff, activities, services and programs with significant Federal and State compliance for large grants and loans; focuses on housing and homelessness	18/15	\$20+ million, varies annually	14 staff including professional, administrative and hourly
Community Development Program Manager (#111)	Manages the Community Resources Unit and Senior Center staff, activities and services focused on neighborhoods, employment training, youth, family and older adult services, crisis intervention/domestic violence; significant number of contracts including some Federal and State compliance	18/14	\$8 million	15 staff including supervisory, professional, administrative and hourly
Community Development Program Manager (#103)	Manages the Childcare Unit staff, activities, programs and services including early childhood initiatives, and the Child Care Accreditation and Child Care Tuition Assistance Programs; has narrower focus on early child care with smaller grants to administer	18/14	\$750,000	9 staff including professional, administrative

While all three of these positions report to the Community Development Division Director, serve on the CDD Management Team, manage funding and services, supervise professional and administrative staff, and provide primary staff support to Committees, there are significant differences in their scope and complexity of work.

The Community Development Grants Supervisor position focuses mainly on housing and homelessness and manages the highest level of funds typically in the range of \$20 million annually (fluctuating to ranges of up to \$100 million on occasion). These funds, which include grants and loans, are distributed through fewer, but much larger, contracts with private developers and non-profit entities. They include City, State and Federal dollars that have different fiscal cycles and

compliance requirements, which fall within both the City’s operating and capital budgets making them more complex to manage. This position also manages the entire portfolio of City-issued loans (totaling \$100 million), which includes those made with Tax Incremental Financing (TIF).

The Community Development Program Manager in position #103, on the other hand, has a more singular and narrowed focus on early childcare, including accreditation of early childcare providers and a tuition assistance program. This position supervises a smaller number of staff members and manages a much lower level of funds that do not involve complex State and Federal compliance requirements.

Due to the variety of service areas, management of the separate Senior Center facility, funding level, number of contracts, State and Federal funding compliance requirements, and staffing numbers and levels (including supervision of a supervisor), the responsibilities of position #111 are more complex than that of position #103 and are more aligned with the level of position #4252 in Range 15. The Community Development Division Director is also in agreement that the complexity of position #111 more closely aligns with the level of the Community Development Grants Supervisor position. As such, a new classification of Community Development Manager is being created in CG18, Range 15 in which both positions will now be placed due to their similarities.

Based on the prior analysis of job responsibilities, I recommend creating a new classification of Community Development Manager in CG18, Range 15, deleting the classification of Community Development Grants Supervisor in CG18, Range 15, recreating positions #111 and #4252 as Community Development Manager, and reallocating both employees to the new positions, within the Community Development Division budget.

The necessary resolution to implement this recommendation has been drafted.

Editor’s Note:

Effective Dates:

Position #111, 1/8/23

Position #4252, 5/12/24

Compensation Group/Range	2024 Annual Minimum (Step 1)	2024 Annual Maximum (Step 5)	2024 Annual Maximum +12% longevity
18/14	\$94,494	\$114,961	\$128,757
18/15	\$100,055	\$120,469	\$134,925

cc: Matt Wachter - Department of Planning, Community and Economic Development Director
 Jim O’Keefe – Community Development Division Director