

TO: Personnel Board
FROM: Harper Donahue, Human Resources Analyst
DATE: May 17, 2013
SUBJECT: Senior Center Director

Community Development Division Director, Jim O'Keefe, has requested a study of the Senior Center Director position, in CG18, Range 10, currently occupied by Ms. Christine Beatty. Ms. Beatty has been in this classification since she came to the City in March of 1988. At that time, this classification was in CG18/R07. Later, in April of 1997, the classification was moved to CG18/R10. However, since that time, responsibilities associated with this position have grown to include the management of a 501(c)(3) non-profit foundation and city-wide leadership as the City's sole authority on issues regarding aging populations.

After meeting with Mr. O'Keefe and the incumbent, a thorough review of the position description (attached), a review of several comparable positions, and the City of Madison Personnel Rules, I recommend that the Senior Center Director be moved to CG18/R12, and the incumbent be reallocated to the new range for reasons outlined in this memo.

The Senior Center Director class specification (attached) identifies:

...responsible professional and supervisory work in directing and administering the programs, operations, and functions of the Madison Senior Center. The work includes overseeing program and fiscal planning, staff supervision, public relations, fundraising, and facility utilization and maintenance. Work is performed with a high degree of independence under the policy direction of the Senior Center Board (and its committees) and the administrative supervision of the Director of Public Facilities.

As previously mentioned, this classification was last studied in 1997. Since that time, there have been several significant changes. In 2005, at the request of the Senior Center Board of Directors, a 501(c)(3) non-profit foundation was established for investment purposes, to generate interest income for the Center. The Senior Center Director staffs the Foundation Board of Directors and is responsible for providing the Board with current information on investments. This entails preparing and analyzing financial information, compiling investment related reports, and creating donor campaigns and materials. The Senior Center Director is also responsible for the preparation of IRS tax filings.

There are no directly comparable positions within the City's current classification system. However, the Parks Facilities Manager, and the Botanical Center Director both have similarities that merit further consideration for purposes of comparison and possible placement.

The Parks Facilities Manager (CG18/R11) is responsible for managing two facilities; the Goodman Pool and the Warner Park Community Recreation Center (WPCRC). Work involves responsible managerial and administrative work in planning, organizing, directing and controlling the overall operations, programs, service delivery, and staff of the WPCRC and the Goodman Pool. Work involves developing and implementing Center policies and procedures; serving as a link to the community, the Warner Park Community Recreation Center Advisory Board, the Parks Division, and related tenant organizations. Work also involves overseeing and performing budgeting, marketing, data collection, and reporting functions for the Center. The Parks Facilities Manager has the responsibility of managing the Circle of Friends, a Section 501 non-profit foundation, somewhat similar to the Senior Center's Foundation Board. However, investment

related responsibilities associated with the Senior Center's Foundation Board increases the level of complexity. Also, when comparing these two positions it should be noted that the Senior Center Director has a slightly higher-level staff to supervise, which includes a Program Assistant 2 (CG20/R12), a Volunteer Coordinator (CG20/R12), a Program Coordinator (CG18/R04), a Custodial Worker 2 (CG16/R07) and 7 hourly staff. The Parks Facilities Manager does not supervise any permanent supervisors or CG 18 employees. The only supervisors supervised by the Parks Facilities Manager are summer hourly Aquatic Supervisors. Finally, it should be noted that the programmatic responsibilities associated with the Senior Center Director are greater than those of the Parks Facilities Manager. The Senior Center Director is responsible for developing/overseeing all programming at the Center for senior adults in the City. There is a smaller element of programming at WPCRC, but not to the degree that is done at the Senior Center, and generally not directly developed by the Parks division. Rather much of the programming is developed by MSCR and delivered at WPCRC. So while there are similarities between these two positions, the differences demonstrate that the position being studied has responsibilities that warrant a higher placement than Range 11.

The Botanical Center Director (CG18/R13) is responsible for providing managerial and professional work in planning, developing, and directing the operations, programs, functions, and staff of the Olbrich Botanical Center and has also has facility marketing responsibilities. The Botanical Center Director also serves as the Executive Director of the Olbrich Botanical Society (OBS), a non-profit organization, somewhat similar to the Senior Center Foundation Board. However, the Botanical Center Director has more responsibility relating to their respective non-profit than the position being studied. OBS has a permanent staff, directly supervised by the Botanical Center Director, and is responsible for managing \$5.1 million in investments whereas the Senior Center Foundation is comprised of volunteers and is only responsible for managing \$400,000 in investments. The significantly higher dollar amount results in more complex reporting requirements, greater scrutiny, and annual, month-long, audit responsibilities. Also when comparing these two positions it should be noted that the Botanical Center Director has a higher-level staff to supervise. Excluding OBS supervisory responsibilities, associated with the 25 OBS employees, the Botanical Center Director supervises the following 15 City employees: Horticulture Supervisor (CG18/R08), Olbrich Facilities/Volunteer Coordinator (CG18/R03), Maintenance Mechanic 2 (CG16/R15), Facility Maintenance Worker (CG16/R09), Parks Maintenance Worker (CG19/R09), Program Assistant 2 (CG20/R12), Horticulturist (CG16/R15), 2 Gardener – Leads (CG16/R12), Conservatory Curator Assistant (CG16/R09), 3 Gardeners (CG16/R09), and 2 hourly staff members. While both the Senior Center Director and the Botanical Center Director positions encompass many of the same duties and responsibilities, further study reveals that the work performed by the Botanical Center Director is at noticeably higher level. So while there are similarities between these two positions, the differences demonstrate that the position being studied does not have levels of complexity or responsibility that warrant placement at Range 13.

Due to the Senior Center Director's increased responsibilities associated with the 501(c)(3) non-profit foundation, placement at a range higher than 10, in compensation group 18, is warranted. While not directly comparable to either the Botanical Center Director or the Parks Facilities Manager, it appears that the closest and most appropriate placement for this position is somewhere in the middle of these two positions. After comparing the position being studied to positions in the ranges around it, I conclude that this position should be placed in Range 12. As a result, I recommend that Ms. Beatty's position be recreated in CG18/R12 and that she be reallocated to the new position.

The necessary Ordinance and Resolution has been prepared to implement these recommendations.

Editor's Note:

Compensation Group/Range	2013 Annual Minimum (Step 1)	2013 Annual Maximum (Step 5)	2013 Annual Maximum +12% longevity
18/10	\$59,654	\$71,694	\$80,288
18/12	\$65,213	\$78,730	\$88,166

cc: Jim O'Keefe – Community Development Division Director
Christine Beatty – Senior Center Director
Mike Lipski – HR Services Manager