

CITY OF MADISON  
**INTER-DEPARTMENTAL**  
CORRESPONDENCE

DATE: January 23, 2008

TO: Personnel Board

FROM: Larry Oaks, Human Resources

SUBJECT: **Community Development Director and Economic Development Director**

The 2008 City Operating Budget (and corresponding ordinances changes) provide for the dissolution of the Economic and Community Development Division and the creation of the Community Development Division and the Economic Development Division (which subsume the programs, services, and staff of the previous organizational entity).

The purpose of this report is to reflect this organizational change through the creation of the new respective Division Directors:

**Community Development Division**

The Community Development Division Director will perform responsible managerial, professional and administrative work in planning, directing, coordinating and implementing the programs, services and activities of the Community Development Division of the Planning and Community and Economic Development Department. This Division incorporates responsibility for the functions and staff of the Office of Community Services, the Community Development Block Grant (CDBG) Office, and the Senior Center. This work places considerable emphasis on creativity, initiative, and judgment. Work places emphasis on internal and external communications and related consensus building. This work is performed under the general leadership of the Director of Planning and Community and Economic Development, with a direct reporting relationship to the Mayor.

**Economic Development Division**

The Economic Development Division Director will perform responsible managerial, professional and administrative work in planning, directing, coordinating and implementing the programs, services and activities of the Economic Development Division of the Planning and Community and Economic Development Department. This Division incorporates responsibility for the functions and staff of the Office of Business Resources, the Office of Real Estate Services, and the Office of Economic Revitalization. This work places considerable emphasis on creativity, initiative, and judgment. Work places emphasis on internal and external communications and related consensus building. This work is performed under the general leadership of the Director of Planning and Community and Economic Development, with a direct reporting relationship to the Mayor.

I have attached class specifications and organizational charts for your review. I recommend that these positions be placed in Compensation Group 21, Range 18. It should be noted that these positions are highly comparable with directly parallel roles, responsibilities and reporting relationships. This placement is one range lower than the previous combined role of the Economic and Community Development

Division Director (21/19) and is equivalent to the previous placement of the Community Development Unit Director (pre-dating the current organization) with comparable responsibilities.

These new positions will be filled competitively.

Two corollary actions are also appropriate: The long-standing position of "Community Development Supervisor" (18/15) primarily responsible for various housing financial incentive programs is organizationally located within the newly titled Economic Development Division. Since this titling has the potential to create confusion externally, I recommend that this single-position class be retitled as "Economic Revitalization Supervisor" (this is only a retitling with no change in the role). Further, now rendered obsolete, I recommend that the vacant class of "Economic and Community Development Unit Director" be deleted.

I have prepared the necessary ordinance and resolution to implement these recommendations.

Attachments

Compensation Group/Range	2007 Annual Minimum (Step 1)	2007 Annual Maximum
21/19	\$81,146	\$109,546
21/18	\$77,435	\$104,537

## COMMUNITY DEVELOPMENT DIVISION DIRECTOR

### CLASS DESCRIPTION

#### General Responsibilities:

This is responsible managerial, professional and administrative work in planning, directing, coordinating and implementing the programs, services and activities of the Community Development Division of the Planning and Community and Economic Development Department. This Division incorporates responsibility for the functions and staff of the Office of Community Services, the Community Development Block Grant (CDBG) Office, and the Senior Center. This work places considerable emphasis on creativity, initiative, and judgment. Work places emphasis on internal and external communications and related consensus building. This work is performed under the general leadership of the Director of Planning and Community and Economic Development, with a direct reporting relationship to the Mayor.

#### Examples of Duties and Responsibilities:

Manage and coordinate the activities of the Community Development Division of the Department of Planning and Community and Economic Development. Hire, train, supervise, coordinate and evaluate staff. Develop and monitor Division budgets. Establish annual performance standards and goals. Plan, formulate, coordinate and oversee the Division's projects and activities. Serve as Project Manager at the direction of the Mayor and/or Department Director on high-level, complex or sensitive community development projects. Manage and provide direction, leadership, information and recommendations to subordinate staff on assigned programs, projects and improvements to services. Develop and implement strategies to coordinate programs and the roles and responsibilities of staff. Foster collaboration in achieving goals and objectives.

Oversee and guide the development and management of the Office of Community Development Block Grants, which promotes healthy urban neighborhoods through community-oriented programs that provide affordable housing, expand economic opportunities, enhance suitable living environments, and support thriving neighborhoods. Provide leadership in responding to the more challenging elements of this work. Provide for necessary coordination of efforts with other City programs.

Oversee and guide the development and management of the Office of Community Services, responsible for improving the quality of child care for all children and providing information, assistance, and funding to enhance the health and quality of life for Madison's elderly, youth and families. Provide required leadership and coordination to maximize program interests in a strategic context.

Oversee and guide the development and management of the Senior Center, which promotes successful aging by supporting and encouraging older adults as leaders, teachers and learners through balanced, diverse and coordinated senior programs. Integrate/promote the programs goals and objectives of the Senior Center through the community.

Provide leadership in the preparation of related strategic plans and community development initiatives. Work to expand available resources through innovative partnerships and collaborative efforts. Develop/promote/encourage open communication and outreach to the community.

Provide high-level professional expertise on a wide range of Division-related activities. Represent/promote program interests within the Mayor's management team and before various boards, commissions, and groups. Utilize a broad spectrum of media to promote Division interests.

Perform related work.

## QUALIFICATIONS

### Knowledges, Skills and Abilities:

Thorough knowledge of the theories, laws, principles and practices of community development, relevant to addressing the highly diverse human service needs of the community. Thorough knowledge of related public administration principles. Thorough knowledge of related funding sources and their acquisition and administration. Ability to plan, organize, coordinate and direct complex programs and budgets. Ability to foster open communication among stakeholders. Skill in related financial packaging, and program development, and community development activities (including projects of a complex and sensitive nature). Ability to effectively manage and supervise a diverse professional and support staff. Ability to establish and maintain effective working relationships. Ability to communicate effectively both orally and in writing. Ability to speak before groups. Ability to maintain adequate attendance.

### Training and Experience:

Five years of directly related managerial experience in directing diverse community service programs. Such experience would normally be gained after graduation from an accredited college or university with a Degree in public administration, social services, business administration, planning, or a related field. Other combinations of training and/or experience that can be demonstrated to result in possession of the knowledge, skills and abilities necessary to perform the work will also be considered.

### Necessary Special Qualifications:

Possession of a valid driver's license or the ability to meet the transportation requirements of this position.

Department/Division	Comp. Group	Range
Planning and Community and Economic Development	21	18

Approved: \_\_\_\_\_  
 Brad Wirtz  
 Human Resources Director  
 Date

## ECONOMIC DEVELOPMENT DIVISION DIRECTOR

### CLASS DESCRIPTION

#### General Responsibilities:

This is responsible managerial, professional and administrative work in planning, directing, coordinating and implementing the programs, services and activities of the Economic Development Division of the Planning and Community and Economic Development Department. This Division incorporates responsibility for the functions and staff of the Office of Business Resources, the Office of Real Estate Services, and the Office of Economic Revitalization. This work places considerable emphasis on creativity, initiative, and judgment. Work places emphasis on internal and external communications and related consensus building. This work is performed under the general leadership of the Director of Planning and Community and Economic Development, with a direct reporting relationship to the Mayor.

#### Examples of Duties and Responsibilities:

Manage and coordinate the activities of the Economic Development Division of the Department of Planning and Community and Economic Development. Hire, train, supervise, coordinate and evaluate staff. Develop and monitor Division budgets. Establish annual performance standards and goals. Serve as Project Manager at the direction of the Mayor and/or Department Director on high-level, complex or sensitive economic development projects. Manage and provide direction, leadership, information and recommendations to subordinate staff on assigned programs, projects and improvements to services. Develop and implement strategies to coordinate programs and the roles and responsibilities of staff. Foster collaboration in achieving goals and objectives.

Plan, formulate, coordinate and oversee the Division's projects and activities. Provide direction to staff and set standards and guidelines for providing various redevelopment, tax increment finance and housing revitalization programs and projects, including the coordination of staff services to the Community Development Authority. Ensure adherence to federal and state laws and policies on the acquisition of private property and the relocation of the occupants. Direct the procurement and administration of governmental and foundation grants and other financial resources. Develop and oversee financial assistance programs to assist in redevelopment revitalization, commercial district revitalization, and economic development initiatives, such as existing business development, new business creation and attraction, industry cluster development, and technology transfer. Specifically address the needs of small businesses to include start-up, growth, retention, etc. Oversee preparation of policies, programs and plans for boards, committees, and commissions to implement programs. Review and oversee implementation of policy change recommendations for loan programs, real estate acquisition procedures and economic development programs and projects.

Negotiate complex public and private real estate and economic development deals involving sensitive, high-level communication between the State, the County, neighboring

communities, the University and other entities. Coordinate and negotiate complex issues with neighborhood and community groups. Maintain close working relationships with other City agencies in achieving Division and City goals.

Facilitate the creation and implementation of diverse economic development and revitalization projects. Review recommendations on various loan proposals and provide recommendations on modifications or development of tax increment project plans and redevelopment plans for the redevelopment or economic development of the City.

Provide leadership in the preparation of related strategic plans and economic development initiatives. Promote new and expanded business opportunities through enhanced private and public sector cooperation. Promote and coordinate economic development activities with business organizations, other city departments, other governmental agencies, private sector entities, and the public. Establish effective collaborations with private and public sector entities, including institutions of higher education, in matters of economic and workforce development.

Oversee the dissemination of related information to enhance economic development through aggressive outreach efforts. Conduct and/or oversee related research and analysis.

Represent/promote program interests locally, regionally, and beyond through a broad spectrum of media (e.g., promotional literature, internet opportunities, trade shows, etc.). Represent program interests within the Mayor's management team, with the Economic Development Commission and before various boards, commissions, and business groups.

Perform related work.

## QUALIFICATIONS

### Knowledges, Skills and Abilities:

Thorough knowledge of the theories, laws, principles and practices of economic development, incorporating real estate practices, economic/business development and neighborhood revitalization strategies, finance, and planning considerations. Thorough knowledge of related public administration principles. Ability to foster private and public partnerships for economic development initiatives. Ability to plan, organize, coordinate and direct complex programs and budgets. Ability to foster open communication among stakeholders. Skill in related financial packaging, and program development, and economic development activities (including projects of a complex and sensitive nature). Ability to effectively manage and supervise a diverse professional and support staff. Ability to establish and maintain effective working relationships. Ability to communicate effectively both orally and in writing. Ability to speak before groups. Ability to maintain adequate attendance.

### Training and Experience:

Five years of directly related managerial experience encompassing related economic development, real estate, neighborhood revitalization, financing, and related planning considerations. Such experience would normally be gained after graduation from an accredited college or university with a minimum of a Degree in real estate, economics,

business administration, planning, finance, or a related field. Other combinations of training and/or experience that can be demonstrated to result in possession of the knowledge, skills and abilities necessary to perform the work will also be considered.

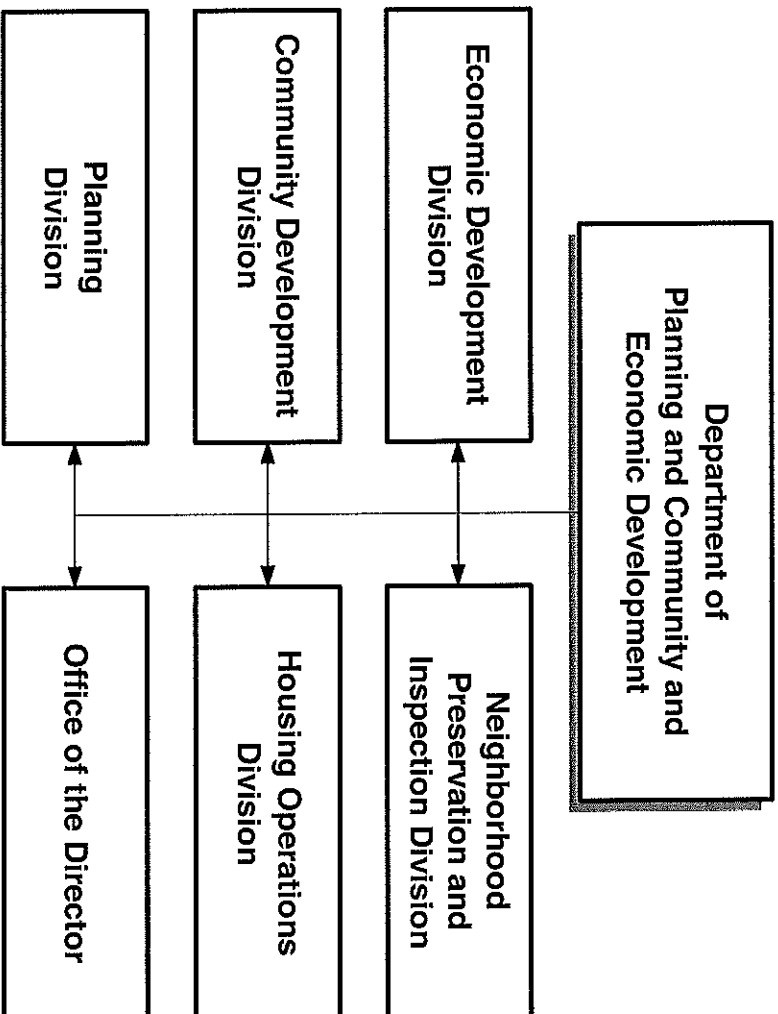
Necessary Special Qualifications:

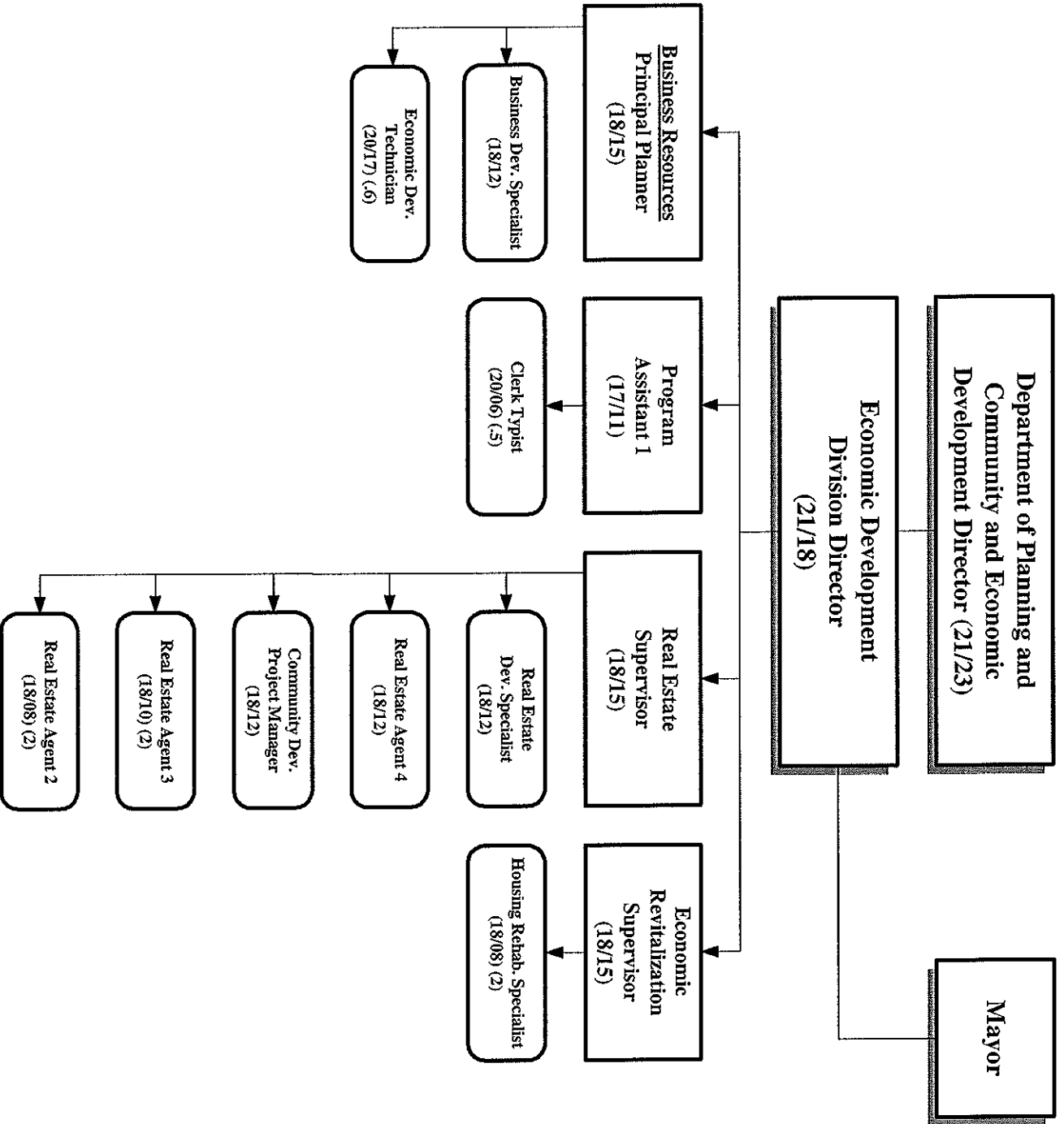
Possession of a valid driver's license or the ability to meet the transportation requirements of this position.

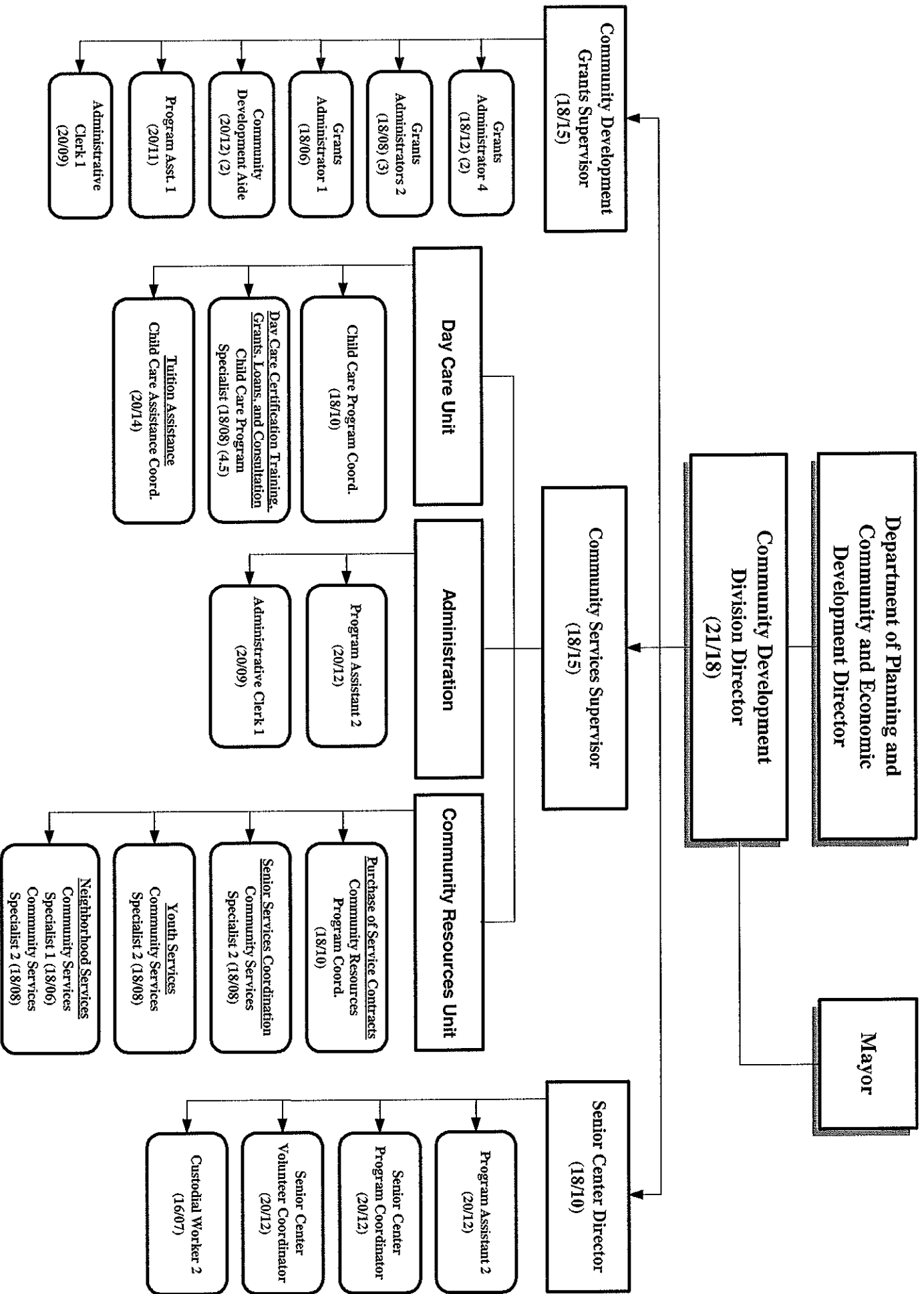
<b>Department/Division</b>	<b>Comp. Group</b>	<b>Range</b>
Planning and Community and Economic Development	21	18

Approved: \_\_\_\_\_  
Brad Wirtz  
Human Resources Director  
Date



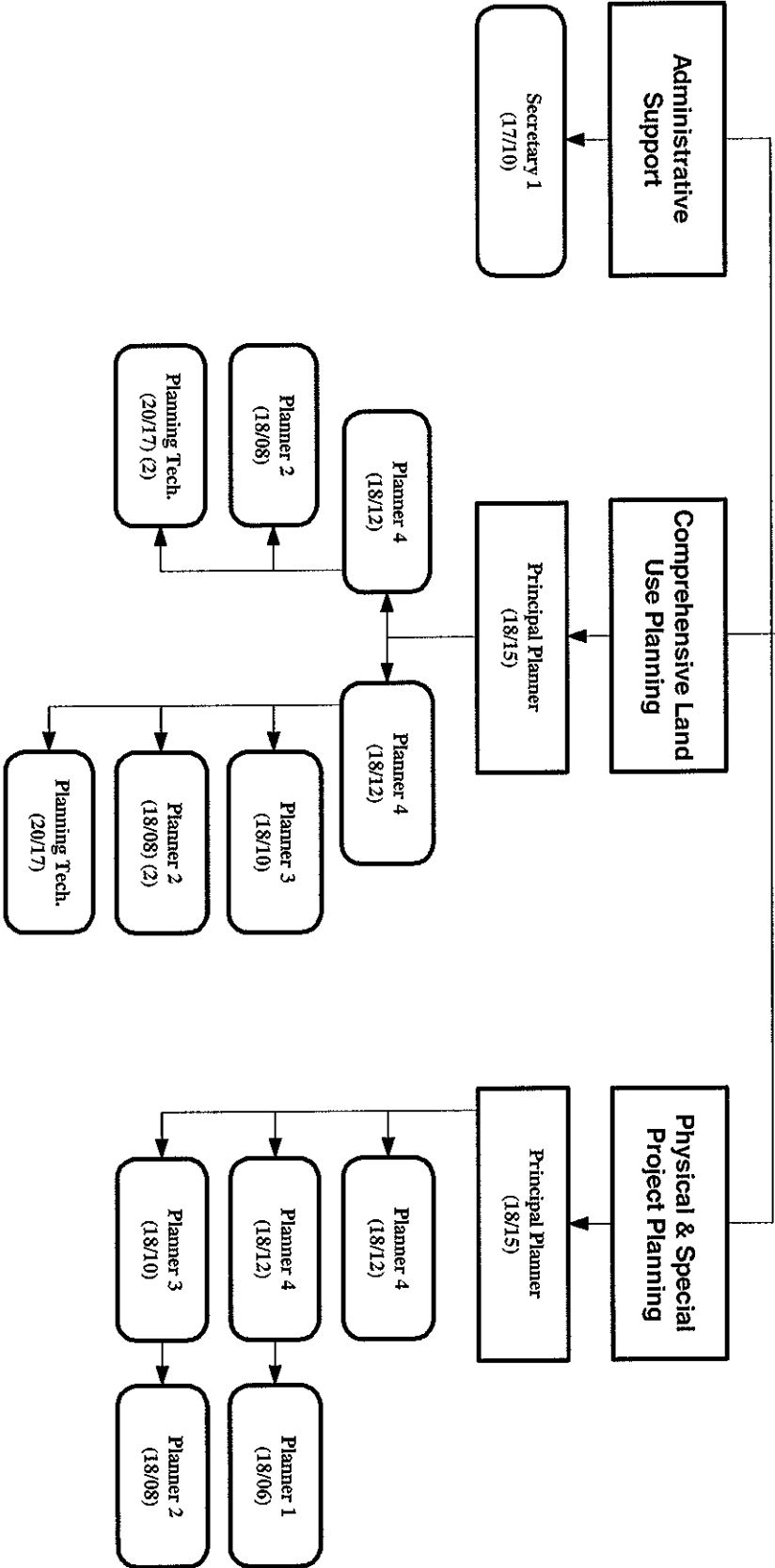






**Department of Planning and  
Community and Economic  
Development Director**

**Planning Division Director  
(21/19)**



**Department of Planning and  
Community and Economic  
Development Director**

**Neighborhood Preservation and  
Inspection Division Director  
(21/18)**

**Planning Systems  
Improvement Analyst  
(18/07)**

**Program Assistant 3  
(17/13)**

Admin. Clerk 1  
(20/09) (4)

Clerk Typist 2  
(20/06)

Special Worker  
(Hourly)

**Zoning Administrator  
(18/12)**

Zoning Admin. Asst.  
(16/19)

Zoning Code Enf. Off. 2  
(16/16) (2)

Zoning Code Enf. Off. 1  
(16/13) (3)

**Housing Inspection  
Supervisor  
(18/12)**

**Plan Review &  
Inspection Supervisor  
(18/15)**

Code Enforcement  
Off. 4  
(16/20)

Code Enforcement  
Off. 3  
(16/19) (6)

Code Enforcement  
Off. 3  
(16/19) (5)

Property Code Insp. 2  
16/11 (1)

Property Code Insp. 1  
(16/10) (2.5)

Weights & Measures  
Inspector 3  
(16/17)

Weights & Measures  
Inspector 2  
(16/15)

Street Vendor  
Coordinator  
(16/13)

Street Vendor Monitor  
(Hourly)

Code Enforcement  
Off. 4  
(16/20)

Code Enforcement  
Off. 3  
(16/19) (3)

Electrical/Heating Insp.  
(16/19) (3)

Electrical Insp.  
(16/19)

Plumbing/Htg. Insp.  
(16/19) (3)

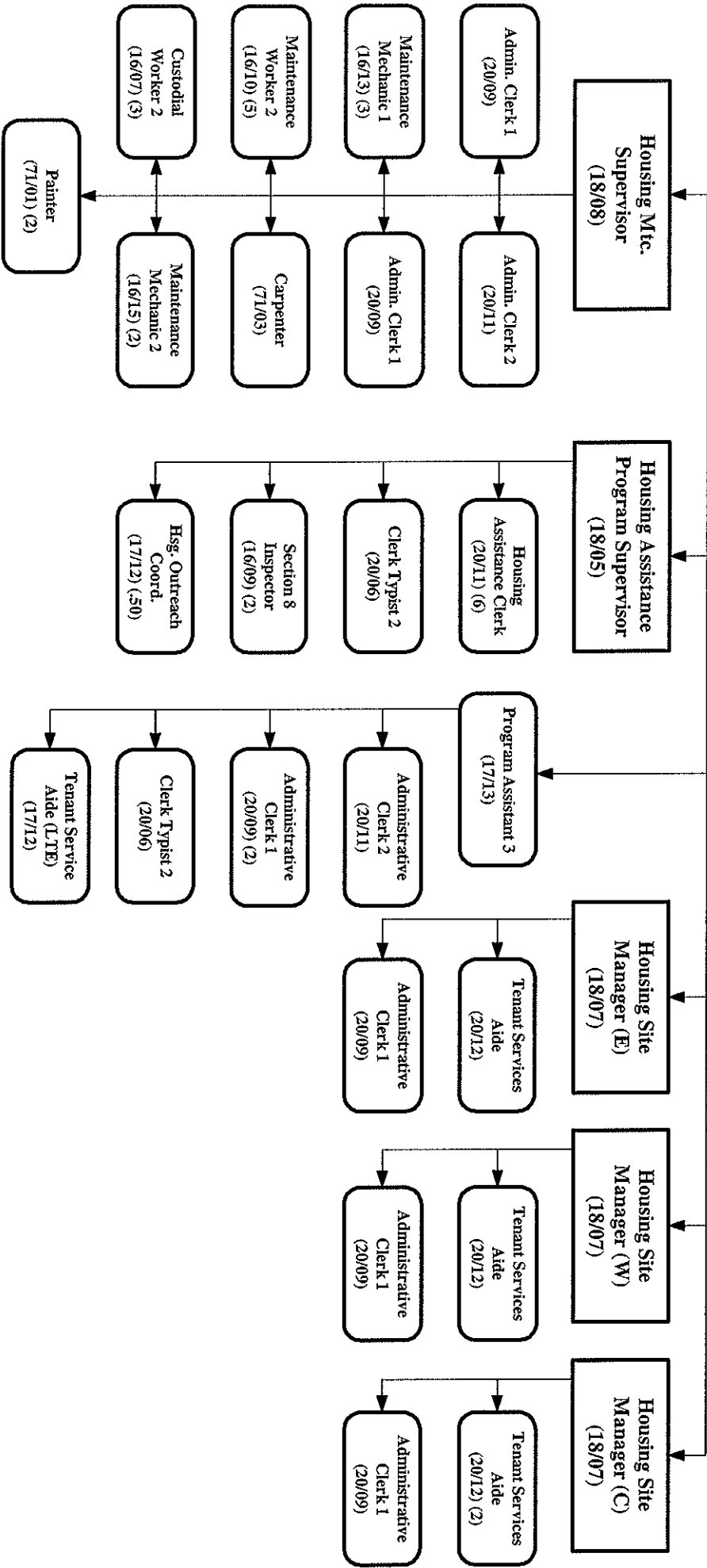
Plan Review Specialist 4  
(16/20)

Plan Rev.  
Specialist 3  
(16/19) (2)

Plan Rev.  
Specialist 2  
(16/16)

Department of Planning and  
Community and Economic  
Development Director

Housing Operations Division Director  
(21/17)



**Department of Planning and  
Community and Economic  
Development Director**

**Office of the Director**

**Program Asst. 3  
(17/13)**

**Word Processing Operator 2  
(20/08) (2)**

**Administrative Clerk 1  
(20/09)**

**Clerk Typist 2  
(20/06) (1.5)**