

T0: Personnel Board  
FROM: Sarah Olson, Human Resources  
SUBJECT: Administrative Services Manager - DPCED  
DATE: December 12, 2017

The 2017 budget for the Planning, Community & Economic Development (PCED) Office of the Director contained a brand new position of Administrative Analyst. Previously in the 2016 budget this new position was added as “Financial and Operations Manager”. The budget highlight stated “The adopted budget includes the creation of a Financial and Operations Manager position to provide fiscal support to PCED,” but the 2016 Operating Budget for PCED Office of the Director did not indicate a comp group or range for the new position. Based on the position description submitted, (attached), a review of comparable positions in the City’s classification plan and discussions with Natalie Erdman, Director of DPCED, it is recommended that a new classification of DPCED Administrative Services Manager be established in CG18, Range 15, and the new Financial and Operations Manager/Administrative Analyst position be recreated as a DPCED Administrative Services Manager in this compensation group and range.

DPCED Director Natalie Erdman currently oversees four Compensation Group 21 Division Directors in the Divisions of Planning, Community Development, Economic Development, and Building Inspection. She also oversees a compensation group 18, range 17 Manager under Community Development Authority (CDA) Housing Operations. As the DPCED Director, she is charged with supervising the Division Directors, overseeing the budgeting and financial management, performance management and process improvement, and personnel development and training for all of the Divisions. Due to the size and complexity of the Divisions, and with the goal to improve operational efficiency, effectiveness, development and implementation of systems that enable Ms. Erdman and the Division Directors to make better program and operational decisions; and providing analytics that inform decision making and resource allocation, a new position is needed. The new position description identifies

...highly responsible managerial, administrative, and professional work assisting in the administration and operations of the City of Madison Department of Planning and Community and Economic Development (DPCED). Under the general supervision of the Department Director and working closely with the Division Directors, the Administrative Services Manager facilitates the effective and efficient management of the Department; develops and implements systems that enable the Department Director and Division Directors to make better program and operational decisions; and provides analytics that inform decision making and resource allocation. Work is performed under broad management policy and requires considerable independent judgment and discretion in supervising, directing and controlling the operational activities in assigned areas of responsibility.

The responsibilities of this position compare favorably to other positions in CG18, Range 15, specifically the Monona Terrace Associate Director and the Water Utility Financial Manager. The General Responsibilities of the Monona Terrace Associate Director state:

This position will oversee the development of necessary business systems and procedures to ensure efficient, effective operations and recordkeeping, and develop and monitor the fiscal systems and operations of the Center's Gift Shop and other cash revenues streams. The position will prepare monthly financial statements for the Director. This position will develop and recommend improvements to existing accounting and internal fiscal control systems. The position will manage the Quality and Performance Improvement function at Monona Terrace. Through a subordinate supervisor, coordinate all quality improvement initiatives and data collection required. engage in continuous development of quality performance management plans and train staff on improvement measurement.

This position will serve as the personnel administrator for Monona Terrace and authorize hiring certification. This position will oversee payroll and personnel transaction processing and recordkeeping. Work with other City agencies and staff, and serve as the primary Monona Terrace liaison relative to the employment affairs of Monona Terrace. Serve as a resource in the analysis of performance and disciplinary issues.

Likewise, the general responsibilities of the Water Utility Financial Manager state:

This position will manage the financial performance of the City of Madison Water Utility to ensure that it attains and maintains current and future financial stability. The position will determine financial priorities and recommend, establish, and implement policies and procedures as directed by the General Manager. The position will oversee the gathering of data and preparation of the annual capital and operating budgets and financial reports. The position will contribute to establishing operating policies and to the general administration of the Utility, as part of the Management Team. The position will oversee the financial administration procedures and work as an administrative liaison with the City Treasurer's Office, Finance Department and Information Technology.

Although there are differences in terms of specific responsibilities and focus, all three classifications have responsibility within their respective areas for:

- Performance measures;
- Development of operational policies, processes and procedures;
- Development of internal fiscal control systems and development and evaluation of the Divisions operating and capital budgets;
- Data collection, analysis and reporting;
- Personnel Development and Training;
- Liaison with other City agencies including Finance, Human Resources, and Information Technology.

I also reviewed the Police Administrative Services Manager which is in CG 18, Range 14. The position is also responsible for a complex agency budget, including grants. However, the DPCED Administrative Services Manager is responsible for five agency budgets, including two that rely significantly on grants. The complexity of the budgets and grants for the five agencies warrants this position to be a range higher than the Police Administrative Services Manager.

Because the level of work performed is commensurate with the Monona Terrace Associate Director and the Water Utility Financial Manager in CG18, R15, I recommend that a new classification of DPCED Administrative Services Manager be created in CG18, R15, and the position identified as an Administrative Analyst in the PCED Office of the Director operating budget be recreated into the new classification.

We have prepared the necessary Resolution to implement this recommendation

Editor's Note:

Compensation Group/Range	2018 Annual Minimum (Step 1)	2018 Annual Maximum (Step 5)	2018 Annual Maximum +12% longevity
18/15	\$84,609	\$101,871	\$114,096

cc: Natalie Erdman—Director of Planning, Community & Economic Development  
Mike Lipski—HR Services Manager