

TO: Personnel Board
FROM: Harper Donahue, Human Resources
DATE: May 22, 2014
SUBJECT: Economic Development Technician

At the request of the Economic Development Division Director, Mr. Aaron Olver, and the Office of Business Resources Manager, Matthew Mikolajewski, I have studied the position (#620) of Economic Development Technician (CG20/R16), currently occupied by Ms. Peggy Yessa. This position is currently housed within the Office of Business Resources, within the Economic Development Division (EDD), and reports directly to Mr. Mikolajewski. I have met with Mr. Olver, Mr. Mikolajewski, and Ms. Yessa (the incumbent), and based on these meetings, a review of the position description (attached), a review of several comparable positions, and the City of Madison Personnel Rules, I recommend the following:

- The classification and position should be moved to CG16, with other Local 60 positions, to better reflect the necessary level of technical expertise;
- The classification be retitled Economic Development Program Coordinator to be consistent with similar Local 60 City jobs, and the classification of Economic Development Technician in CG20, Range 16 should be deleted;
- The classification should be placed in Range 17 of CG16, consistent with similar classifications as outlined in this memo; and
- Ms. Yessa's position of Economic Development Technician should be deleted and recreated as an Economic Development Program Coordinator, CG16/R17, and she should be reallocated to the new position.

The Economic Development Technician class spec (attached) identifies

"...responsible paraprofessional administrative support, and special project work in conjunction with the City's economic development activities. The work involves functioning as an assistant to the Economic Development Manager in responding to varied development-related requests from the business community. In addition, this position will gather data, conducting economic development studies as assigned, and providing various types of assistance to developers. Although under the direct supervision of the Economic Development Manager, an employee in this position will be required to exercise judgment and discretion in working with the business community to promote the objectives of the City of Madison's Economic Development Plan."

Specific responsibility may include

- *"Respond to specific business requests for information regarding such things as: rezonings, the conditional use permit process, subdivision ordinances, industrial revenue bond applications, and sources of private financing.*
- *As assigned, assist various members of the business community by making them aware of, and guiding them through the various stages of the development process (e.g. land use, building permits, etc.). Explain the involvement of boards and commissions and relevant time frames, and provide other general information applicable to the development process, both formally and informally.*

- *Assist business in resolving violations of the City's property, building and zoning codes by providing information and recommending alternative measures to comply with code violations that will minimize the cost of compliance and the amount of disruption of business affairs or production. Provide liaison and/or referrals to other appropriate City staff as necessary.*
- *Maintain and develop sources of information related to commercial growth and economic development in the City and perform related research studies (e.g. industrial land index, demographic information, business feasibility, trends in development, etc.) as assigned by the Economic Development Manager.*
- *Assist the Economic Development Manager in preparing; the City of Madison's community profile and other publications regarding development issues.*
- *Monitor the activities of the Plan Commission, Economic Development Commission, and Common Council as they relate to economic development. Prepare and may present reports or information to these bodies regarding achievements, requests for policy level action, and/or specific development projects.*
- *Maintain a general awareness of the activities of and establish personal contact with the staff of the Madison Chamber of Commerce, State Department of Development, local utilities, the Madison Board of Realtors, the Madison Development Corporation and other entities whose activities are related to economic development. Advise potential developers of current business conditions, opportunities, key contact people, and the services/information/responsibilities of these various organizations."*

Ms. Yessa has been with the City's workforce since 1979. After working in various hourly roles with the City, Peggy was hired as a Planning Technician in 1983. When this position was initially created, there was an expectation for the Economic Development Tech to provide high level administrative support to professional staff. At that time, the Economic Development Division did not exist and Peggy's position was housed within the City's Planning Division (EDD was not created until the late 80's). In 1990, the Office of Business Resources (OBR) was created and housed within EDD. In the early years, OBR met City needs with only two City employees; a Principal Planner (CG18/R15) and the Planning Technician (CG20/R16). OBR did not begin to expand its capacity until the Business Development Specialist position (CG18/R12) was created in 2000. At that same time, Ms. Yessa's position was recreated as an Economic Development Technician, in the same CG/Range (20/16).

Since the creation of the Office of Business Resources, Peggy's role has gradually evolved. This was due in large part to external needs and demands, which were triggered as OBR became a more visible resource in the business community. As demands grew, along with expectations, additional duties and responsibilities were absorbed by the Economic Development Technician. In fact, since 2011, when additional reorganization took place in the Division, Ms. Yessa now takes lead on projects and programs that previously only required her support. Specific key changes include:

- Leading and/or advising EDD professional staff in the preparation of OBR responses to business prospect requests.
- Facilitating communication between Alderpersons and/or other relevant City staff and individual businesses or business districts.
- Working with interested stakeholders on all issues related to road construction projects within commercial districts.
- Collaboration and/or management of economic development plans and projects.
- The creation and management of lists of businesses which may be affected by City projects.
- Neighborhood Resource Teams participation.
- Preparation of economic development marketing related documents.

Because the overall focus of this position now emphasizes the ability to provide technical economic development support for specific programmatic areas (i.e., construction planning), retitling the classification to Economic Development Program Coordinator is appropriate. This new classification, Economic Development Program Coordinator, has a unique combination of duties and responsibilities, which makes it difficult to find appropriate placement in the City's classification system, as no current, represented, City position has a similar mix of duties and responsibilities. To assist with identifying comparable positions, it was necessary to explore positions in Comp Group 16. Although both represented by Local 60, positions in Comp Group 20 are generally more "administrative" in nature, while Comp Group 16 positions are generally more "technical" and/or field in nature. Because of this distinction, it is recommended that this position be placed in CG16, to better account for the higher level technical expertise associated with the needs of this position.

Through my job analysis, I conclude that the work Ms. Yessa performs with the Office of Business Resources clearly falls within a level above CG20/R16 (or CG16/R14 equivalent). According to Ms. Yessa's position description (attached), 20% of her time is spent responding to inquiries and counseling businesses, 15% of her time is spent dealing with issues related to road construction planning, 15% researching and updating City and community demographic information, and 20% of her time involves project collaboration and management.

When exploring comparable Comp Group 16 positions, the City's Comp Group Salary Conversion Chart was reviewed. The City's conversion Chart equates the current CG20/R16 placement to CG16/R14. While it is difficult to find an exact fit for a position as unique as this one, the Engineering Program Specialist 1 (CG16/R17) provides an ideal starting point. At the request of Ms. Yessa, a non-represented position, the Business Development Specialist classification was also reviewed. Each position will be discussed in turn.

Engineering Program Specialist 1 (CG16/R17)

The Engineering Program Specialist 1 shares a number of similarities with the newly proposed Economic Development Program Specialist. The Engineering Program Specialist 1 is:

... responsible program coordination, project, and specialized field work in a professional engineering environment. The work involves direct responsibility for specialized programs, projects, and activities relating to the support of engineering staff and projects. Positions at this level perform technical and quasi-professional functions such as conducting field surveys and evaluations, preparing plans and specifications, and coordinating regulated facilities/activities (e.g., underground storage tanks, waste oil collection, landfill monitoring, marking program, crash program, etc.). Under the limited supervision of a professional engineer or manager positions at this level function independently in area(s) of responsibility. The work may involve leading other staff on a temporary or permanent basis.

Again, while it is difficult to find an exact fit within the City's classification system for a position as unique as this one, duties and responsibilities found within the Engineering Program Specialist 1 classification provide an appropriate match for placement purposes. Work associated with both positions involves direct responsibility for specialized programs, projects and activities relating to the support of professional staff and projects. Also, work associated with both positions involves field surveys and evaluations, and the preparation of plans.

Business Development Specialist (CG18/R12)

At the request of Ms. Yessa, the Business Development Specialist was also closely reviewed. The Business Development Specialist position describes:

...responsible professional work in planning and implementing programmatic activities to develop and support economic development in the City of Madison. Work includes traditional business development activities, outreach to the business community, economic development project management, and involves considerable initiative and judgment in supporting the business community consistent with the City of Madison's goals and objectives. This work is performed under the general direction of a Principal Planner, who will work to establish and maintain strategic direction, with broader direction provided by the Mayor, Common Council, and senior leadership of the Economic Development Division and Department of Planning & Community & Economic Development.

There are definitely strong similarities between the Business Development Specialist classification and the Economic Development Technician classification which make “at-a-glance” comparisons seem appropriate. However, upon further discussion with the Office of Business Resources Manager and the Economic Development Division Director, it becomes apparent that there are very distinct differences between these two positions in regards to the levels of work being performed. Specifically, there are strong distinctions between these two positions when it comes to the complexity of projects assigned and worked.

While comparisons can be made to encourage movement from CG 20 to CG 18, the work of the position supports maintaining this position’s current standing within Local 60. The position continues to perform paraprofessional programmatic oversight, comparable to the Engineering Program Specialist 1 within Local 60. As such, movement to CG 16 at Range 17 meets this goal and allows for appropriate compensation. It should also be noted that when comparing CG20 positions with CG18 positions, CG 20, at Range 16 is the equivalent to CG18/R04. To move this position to the incumbent’s initial desired placement in CG18/12 would require the advancement of 8 classification ranges, and a competitive process to move a represented position to a non-represented compensation group. Upon careful review of the duties and responsibilities associated with the Economic Development Technician, I find that the Economic Development Technician is most comparable to the Engineering Program Specialist 1 (CG16/R17). As such, Ms. Yessa’s position should be recreated as an Economic Development Program Coordinator (CG 16, R17), and she should be reallocated to the new position.

We have prepared the necessary Resolutions to implement this recommendation.

Attachments

Compensation Group/Range	2014 Annual Minimum (Step 1)	2014 Annual Maximum (Step 5)	2014 Annual Maximum +12% longevity
20/16	\$48,990	\$55,307	\$61,932
16/17	\$53,172	\$61,355	\$68,718

cc: Aaron Olver – Director, Economic Development Division
 Matthew Mikolajewski – Manger, Office of Business Resources
 Mike Lipski – HR Services Manager
 Peggy Yessa – Economic Development Technician
 Greg Leifer – HR Labor Relations Manager