TO: Thomas Lynch, Director of Transportation
FROM: Tameaka Bryant, Human Resources Analyst

DATE: 10 Jan 2021

SUBJECT: Parking Asset/GIS Coordinator – Parking Division (C. Little)

At the request of Sabrina Tolley, Assistant Parking Division Manager, I studied the Parking Asset/GIS Coordinator position (# 4545, CG18, R 10) in the Parking Division for consideration of reclassification to a Computer Mapping/GIS Coordinator. This study was received by Human Resources at the request of Calla Little, the incumbent, based on a transition of her role from general leadership to direct supervision of staff, full autonomy in her role, similar decision-making authority comparable to the duties of a Computer Mapping/GIS Coordinator.

This comprehensive study of the Parking Asset/GIS Coordinator included a review of the current positions of Computer Mapping/GIS Coordinator, Asset Manager 2 and IT Specialist 3 classifications. An original position study memo was issued based on inaccurate information and discrepancies provided by initial interviews. As a result of the incumbent's appeal to the original memo the Human Resources Director determined further study was warranted. During the course of my study, follow up interviews included the incumbent, C. Little; S. Tolley; Aaron Cohen, IT Specialist 4; Candice Kasprzak, IT Specialist 3; Pete Braselton, Computer Mapping/GIS Coordinator (Water Utility); Dave Faust, IT Applications Development Manager; Sarah Edgerton, IT Director; and Eric Halvorson, Computer Mapping/GIS Coordinator (Traffic Engineering).

The Parking Asset/GIS Coordinator classification was created in 2018 to oversee the GIS and asset management work for the Parking Division. At that time, this new position was expected to lead the GIS system for the Parking Division, which included inter-agency team leadership and coordination activities and programmatic oversight for the asset management and GIS mapping function of the division.

First, a review of the class specification for a Parking Asset/GIS Coordinator CG18, R 10 describes the work as:

> …**responsible for the coordination** of the Parking Utility's (PU) Computerized Maintenance Management System (CMMS), Geographic Information System (GIS), and Asset Management System (AMS). The work involves **developing and administering policies, standards, procedures and guidelines relating to access to, and utilization of the Parking Utility CMMS, GIS, and AMS systems.** The work also involves **assigning work to lower level technical and professional staff**; leading the Occupancy data analysis team; leading the mapping/GIS project team; **supervising and providing technical assistance**; and coordinating activities with other City departments, governmental agencies, private agencies….[emphasis added]

In the 2018 study, consideration for placement in CG 18, Range 10 was based on the comparable programmatic coordination work of IT Specialist 3 CG 18, Range 10, and Asset Manager CG 18 Range 10. The classification specification for Parking Asset/GIS

Coordinator includes duties and responsibilities to plan, oversee, and manage the development, implementation, and maintenance of the Parking Utility Computer Mapping/GIS Database, GIS Records, and Computerized Maintenance Management System (CMMS); including short- and long-term goals. This position was created to oversee the selection of related hardware and software such as Windows, iOS, ArcGIS Desktop, ArcGIS Pro, ArcGIS Enterprise (Server, SDE, Portal), ArcGIS Online, SQL Server & SQL Server Management Studio, Crystal Reports, FME Desktop, Cityworks AMS, Accela, Visual Studio Code,Visio, GTViewer, CLI, APIs, Python, and SQL, maintain technical expertise, and make recommendations to the Parking Utility Engineer as needed. This role is also expected to coordinate, develop, and maintain assets and other functions required by the Asset Management/Work Order System. Based on my interview with C. Little she also listed being responsible for residential permits, occupancy program, mapping and open data. The updated position description submitted with this position study did not indicate any significant difference in job duties as the 2018 position description. Similar to other classifications in CG18, R10, this position serves as an agency coordinator to collaborate with other City agencies and their coordinators on program direction and best practices.

The study request further analyzed the Computer Mapping/GIS Coordinator (CG18, R13) classification specification, which performs:

> …**responsible professional, supervisory and administrative work** involving the coordination of an agency Computerized Mapping/Geographic Information System (GIS). The work involves developing and administering policies, standards, procedures and guidelines relating to access and utilization of the Computerized Mapping/GIS System. Each agency GIS Coordinator shall work with other agency GIS systems to best comprise the City's overall Enterprise GIS System. The work also involves **supervising lower level professional and technical staff**; participating on City-wide GIS usage teams; **supervising and providing technical assistance**; and coordinating activities with other City departments, governmental agencies and private agencies such as utilities. [emphasis added]

While the Parking Asset/GIS Coordinator shares similar responsibilities for developing and administering policies and procedures for the GIS mapping work for their respective agency. One main distinguishing feature is the larger scope of the Computer Mapping/GIS Coordinator positions, which supervise more professional and technical staff from Asset Manager to Surveyors and Civil Technicians. The Parking Asset/GIS Coordinator only has one direct report, a Civil Technician 1 (CG16 R12). Both Computer Mapping/GIS Coordinators supervise teams from four to eight people performing duties within mapping, and other major programmatic areas. P. Braselton Water Utility Computer Mapping/GIS Coordinator, in addition to his Computer Mapping/GIS work, he has autonomous responsibility for overseeing an $800 million Asset Management program (with a replacement value of $2 billion) for the City of Madison's water distribution system. Meanwhile, the Computer Mapping/GIS Coordinator in Traffic Engineering, E. Halvorson, manages the Traffic Engineering Right of Way street permitting and street lighting programs in addition to his Computer Mapping/GIS work. The Computer Mapping/GIS Coordinator also engages in higher-level long-range planning within their respective agencies, including actively participating in the capital budgeting process, and

recommending annual budget allocations for equipment, software, services, and staff time. Through the information gathered in follow-up interviews, it is apparent the scope and breadth of C. Little's position would not be appropriately classified at the CG18, R13 level of Computer Mapping/GIS Coordinator.

From discussion with S.Tolley, another position identified as a comparable is the IT Specialist 4, which the class specification states:

> This is **professional leadership work** in the **development or support of complex automated management information systems.** This work requires considerable judgment, discretion and expertise in the **development or support of highly complex and diverse management information systems**. Work is characterized by **significant technical or project leadership responsibility** for the development and implementation of specified technology areas. Employees may be expected to supervise lower-level employees on a project basis, and provide general leadership to lower-level staff. Employees work under the general supervision of a Principal IT Specialist or other supervisor/manager and operate with considerable independence in meeting established objectives. [emphasis added]

Aaron Cohen is the City Asset Management and GIS Lead currently classified as IT Specialist 4 (CG18 R12). A. Cohen is solely and fully responsible for the citywide implementation and workflows of specified technologies related to the City's asset management and Geographic Information Systems (GIS) across all agencies with GIS systems. His work involves customers from Engineering, Water Utility, Traffic Engineering, and Parking on the most complex automated applications (e.g., involving system networking; highly diverse user interests and objectives; multi-dimensional utilization; and with significant pressures/responsibility for results). In relation to the GIS and asset management programs for the City, A. Cohen has full responsibility and creates the framework and policies the above City agencies must follow and work within while performing their job duties. Additionally, his position plans, assigns, leads, and monitors other professional-level IT Specialists (CG18, R6-10). However, since the IT Specialist 4 position of Asset Management and GIS Lead has a citywide scope and accountability, in comparison to the agency level scope of the Parking Asset/GIS Coordinator, it would not be appropriate to place the aforementioned classification as in the same compensation group and range as the IT Specialist 4.

Next, a review of the IT Specialist 3 class specification states the work as:

> …**advanced-level professional work** in the **development or support of automated management information systems**. This level is characterized by responsibility for the development and implementation of automated systems and major system components or the development and implementation of support systems and programs, as assigned. Work may involve some **leadership responsibility on specific projects**. [emphasis added]

As part of this study, I reviewed another comparable of IT Specialist 3 (CG18 R10) in the Engineering Department performing similar GIS mapping work for their agency, currently occupied by Candice Kasprzak. This position supports the GIS needs for Engineering, as well as the Parks and Streets Divisions. C. Kasprzak is responsible and accountable for

maintaining the integrity and accuracy of the aforementioned agencies' GIS databases. In addition, she supervises an Engineering Program Specialist (CG16 R19) and an hourly Professional Assistant. Lastly, C. Kasprzak is the project manager in leading the City's biennial aerial photo project through facilitation of the request for proposal, bidding, contract negotiation, and project implementation. The Engineering Technology Division is a team supervised by the Engineering Deputy Division Manager. C. Kasprzak's counterpart on the asset management side official classification as an IT Specialist 3 with the working title of GIS Asset Management Specialist. Due to the larger scope of the Engineering GIS mapping and asset management work, two separate positions both in the same compensation group and range as the Parking Asset/GIS Coordinator, which is appropriate as this position is a hybrid of both work functions; however, with a smaller scope, depth of metadata, and significantly fewer assets.

In the initial 2018 classification of the Parking Asset/GIS Coordinator position, it was placed in CG18, Range 10, and was compared to the Asset Manager in the Water Utility. Therefore, it is reasonable to review the Asset Manager 1-2 series (CG18 R10, 12) as a comparable for this study. The Parking Asset/GIS Coordinator position was created with the expectation of a hybrid of GIS mapping and asset management responsibilities. The Water Utility Asset Manager 2 is expected to implement risk-based preventive maintenance programs, monitor repair costs, and investment, evaluate asset life expectancy, and develop programs to optimize asset life cycle cost. Upon further follow-up interviews, C. Little leads asset and inventory tracking for the Parking Division, but does not currently run a true asset management program to the extent as the Water Utility position.

Through numerous interviews and follow-up meetings with the incumbent, the results indicate the scope of work is most in line with IT Specialist 3s in Engineering performing similar scope and breadth of GIS and asset management work. It is also a reasonable comparison that both positions supervise one to two technical positions in CG16. Both positions have similar technical specialized knowledge and training, policy interpretation and development, and level of autonomy. The Parking Asset/GIS Coordinator position is similar to the Computer Mapping/GIS Coordinator position in programmatic authority and decisional impact; however, this is not a change from when this position was created and classified in 2018. This position differs from the Computer Mapping/GIS Coordinator position in supervisory responsibility, managerial responsibility, and budgetary authority for the reasons outlined in this memo.

As a result of the study process of this and other Parking Division position study requests, Human Resources has the following recommendations. First, given the specialized technical nature of work and the number of varying positions across different classifications performing similar GIS mapping work within agencies, consideration should be given to the need for a new classification series. Also, we recommend an agency-wide Parking Division study as there appears to be internal wage disparities within the agency.

Upon completing this comprehensive position study process and reviewing the standards outlined in the City of Madison Personnel Rules, I conclude that the Parking Asset/GIS Coordinator position currently occupied by C. Little at the Parking Utility remains appropriately classified in CG18, Range 10. This outcome is not reflective of the quality of work performed by the incumbent. However, when conducting a position study, it is our responsibility to evaluate the duties and responsibilities assigned to a position and determine how those duties and responsibilities, and the associated levels of discretion, judgment, and other factors, compared to other positions within the City's classification system. Quality of work and longevity are not factors that are considered in a position study. Rather, a study must focus on how and if the nature of the position's responsibilities has changed in a logical and gradual manner with greater complexity.

cc: Calla Little, Parking Asset/GIS Coordinator
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