TO: Personnel Board

FROM: Emaan Abdel-Halim, HR Services Manager

DATE: 31 October 2023

SUBJECT: New 2024 Budget Positions Classification Summary Analysis

At the request of the Human Resources Director Erin Hillson, and on behalf of all department heads of agencies with new positions/classifications proposed in the 2024 operating budget, Human Resources strives to improve efficient service to our internal customers. If the positions are approved in the 2024 budget, several requests require new classifications to be created which are reviewed and analyzed below for proper placement in the compensation plan and salary schedules. This memo provides a summative analysis for the proposed new positions in order to classify these positions as part of the budget approval process. If any of these positions are not approved in the budget, the classifications will not be created.

CDA Housing - Client Services Manager (CG18/R12)

The new position is part of a multi-year reorganization effort in the Community Development Authority (CDA) Operations Unit. This position provides high level managerial support in the CDA Operations Unit. The position is one of three mid-level managers along with the Administrative Services Manager (Housing Operations Analyst CG18/R12) and the Property Operations Manager (CG18/R14). This position is highly responsible supervisory and administrative work in the management of the CDA's Housing Voucher program as well as the admissions and eligibility function of both the Housing Voucher program and Public and Multifamily Housing programs.

The position is responsible for the supervision of 14 frontline staff through a Section 8 Supervisor (CG18/R08) and an Admissions and Eligibility Supervisor (CG18/R05) who are responsible for the day-to-day programmatic functions. The position establishes best practices and standards of excellence for program management ensuring a high level of client satisfaction through program creation, evaluation, and monitoring, programmatic partnership building, systems creation, and implementation. The position develops operating budgets and develops standard operating policies and procedures that ensure the achievement of goals, plans, and objectives are consistent with regulations, contract requirements, and performance standards, as set by the U.S. Department of Housing and Urban Development (HUD) and the Wisconsin Housing and Economic Development Authority (WHEDA). The position participates in the CDA's implementation of strategic housing initiatives to assist in designing and managing programs. Work is performed under the general supervision of the CDA Deputy Director (Housing Program Manager) with considerable latitude for independent judgment and decision-making.

Placement of this new classification in the compensation plan was analyzed against the peer managers as internal comparable positions. Consideration was given to placement in CG18/R14 similar to the Property Operations Manager; however, this position has four direct reports in CG18/R08 - three Property Managers as well as the Capital Project Manager and a total of 30 frontline staff. Given the larger scope of the Property Operations Manager, placement of the Client Services Manager is more appropriate in CG18/R12 similar to the Administrative Services Manager.

*Attachments: Client Services Manager Class Spec and CDA Housing Org Chart

Department of Civil Rights - Paralegal Mediator 3 (CG18/R09)

This new classification will be responsible for creating a Citywide, internal mediation program. This will include coordination for expanding the current external DCR Equal Opportunities Mediation program to an internal citywide scope for mediating and resolving complaints of discrimination. This position will serve as a Mediation Coordinator with responsibility for receiving and evaluating the appropriateness of

referrals and requests for mediation, consulting with parties, assigning mediators, disseminating mediation information, documenting statistical data, and evaluating the DCR mediation program. The Mediation Coordinator will maintain a roster of citywide mediators and assign mediators on a rotating schedule. In addition to supporting the Hearing Examiner with paralegal services, this position will oversee the hiring and work of up to six paralegal interns annually.

Placement of this new classification in the compensation plan was analyzed against the peer positions as internal comparable positions. This proposed classification would serve as a leadworker for lower level staff in addition to administering a citywide mediation program. The current series has the Paralegal/Mediator 1 in CG18/R05 and the Paralegal/Mediator 2 in CG 18/R07, with the level 2 performing the work with a higher degree of professional complexity as well as tracking mediation within the electronic management system. In comparison to EO Investigator 3 in CG18/R08, which independently conducts advanced level complex investigations, is the subject matter expert on issues related to discrimination, and provides related trainings. While the Paralegal/Mediator 3 will also serve as the subject matter expert for mediation services and perform complex mediations; the position will have ongoing coordination and supervisory responsibilities for up to six paralegal interns. Therefore placement in the same range as the EO Investigator 3 would not be appropriate.

The other comparable classification of Affirmative Action Specialist in CG18/10 is solely responsible for administering the City's comprehensive affirmative action and equal employment opportunity programs. Consideration was given to place the Paralegal/Mediator 3 at this level, however; the Affirmative Action Specialist position impacts every city agency with regards to the red-flag process for hiring as well as conducts highly complex and sensitive harassment investigations across the city. Since the proposed internal citywide mediation program is yet to be developed, and the full scope of utilization of service cannot be determined at this time, it is most appropriate to place the new Paralegal/Mediator 3 classification in CG18/R09.
*Attachments: Paralegal Mediator 3 Class Spec/PD

Economic Development - Business Development Specialist 2 (CG18/R08)
The Street Vending Coordinator works with the Office of Business Resources Manager, staff and other City departments on various projects and initiatives to support small business growth and development and to integrate the street vending program in to the City's broader economic development efforts and the City's Comprehensive Plan.

This is responsible professional business development work within the Department of Planning & Community & Economic Development. The work involves providing one-on-one assistance to businesses seeking information and services through the City's Office of Business Resources, conducting research, staffing city committees, coordinating special projects, and working with partnering organizations and City colleagues to support the City's business climate and advance economic development goals. This position requires a high level of professional and staff leadership responsibility, judgment, discretion, project complexity and programmatic responsibility.

This position coordinates the City's Street Vending program and has added supervisory responsibilities of the City's Street Vending Monitor (CG16/R9), policy design, and staffing of the Vending Oversight Committee. The position is responsible for leading the Street Vending Program involving program administration, field and office work, and general leadership relating to the licensing, monitoring and coordination of all street vending activities in Madison. The work involves communicating with the public and vendors, advising diverse startup business owners, and supervising, coordinating and directing the work of the City's Street Vending Monitor. Work is performed under the general supervision of the Office of Business Resources Manager.

The position is comparable to a Business Development Specialist 2, with newly added supervisory responsibilities. While consideration was given to placement in the same compensation group as it currently sits, it is inappropriate to do so given the supervisory components of the position as well as the increased complexities of the program. The classification series is structured to recognize varying levels of professional and staff leadership responsibility, discretion, project complexity, and programmatic responsibility as employees gain job-related expertise. This position will work with the Office of Business Resources Manager, staff and other City departments and the business community, on various other projects and initiatives to integrate the street vending program, policies, and procedures into the City's broader economic development efforts. Consequently, it is most appropriate to recreate the Streets Vending Coordinator position in the classification of Business Development Specialist 2 in CG18/R08.
*Attachments: Business Development Specialist 2 PD

Fire - EMS Training Coordinator classified as HR Analyst 2 (CG18/R08)
Madison Fire Department has requested the creation of a civilian position to be responsible for the emergency medical service (EMS) program and training for the department. Currently these duties are being performed by commissioned fire staff which removes them from field assignments and in turn increases overtime expense in order to cover minimum staffing requirements. By creating this civilian position, in addition to reducing overtime, there will be more consistency in program administration, training development and delivery, oversight of EMS and Paramedic licenses, and serve as the lead liaison with the State of Wisconsin EMS Office.

Analysis of the duties outlined for this position includes responsibilities for programmatic management of Fire's department-wide curriculum and training calendar, developing and delivering training content, provide leadership to EMS training officers, and the implementation of certification programs. This work is performed with a high degree of independence, judgement and discretion to meet the program objectives. This position also supports field staff by maintaining inventory supplies at MFD and hospitals, administering EMS equipment and asset management which entail working with outside vendors as needed.

Placement of this new proposed position in the compensation plan was analyzed against the peer position as internal comparable positions. Given the specialized training and technical nature of this work, evaluation against the Human Resources Analyst classification seems logical given similar work is performed by positions in the Organization Development (OD) unit of Human Resources. Currently, an HR Analyst 3 (CG18/R10) in OD is the subject matter expert in designing and developing citywide learning and development program, consults with agencies on organizational efficiencies, and leads the learning partners program. While this proposed position serves in a similar capacity, it is predominately for Fire staff and specific to EMS training. It would be expected that the EMS Training Coordinator would have prior experience and training with emergency medical services and provide programmatic management and administration; and would require similar specialized training and experience as an HR Analyst 2, which would normally require a bachelor's degree and two years of related professional work experience. As such, it is most appropriate to create the new position as an HR Analyst 2 since this position has a limited citywide scope but does require specialized training experience.
*Attachments: EMS Training Coordinator PD

Human Resources - Human Resources Analyst 4 (CG18/R12)
This position provides Benefit Program oversight including high level research, design, and implementation of full benefit programs, as well as related leave programs and provisions. This is responsible professional human resources and supervisory work in the development and implementation of employee and retiree benefits, characterized by a high degree of knowledge, judgment, and initiative in planning, overseeing the City's Benefit Programs and FMLA. Under the general supervision of the Employee and Labor Relations Manager, the employee is expected to prepare comprehensive reports

and recommendations; present and defend findings; and exercise professional skills. This position will supervise frontline staff including two Program Assistants (CG20/R11). Placement of this new classification in the compensation plan was analyzed against the peer positions as internal comparable positions. With the added supervisory component and the specialized program management work, this proposed position most closely relates to the Employee and Labor Relations Specialist, and the Organizational Development Specialist in CG18/R12.
*Attachments: Human Resources Analyst 4 Class Spec / Benefits Supervisor PD

Mayor – Public Information Officer 3 (CG18/R12)
The City of Madison strives to improve capacity to inform and engage neighborhoods and communities about City government activities, particularly among marginalized and harder-to-reach communities. The Public Information Officer 3 (PIO 3) would serve as the Communication Manager for the City is responsible for establishing a citywide communications plans and ensuring consistent communication across agencies. This position would ensure public information meetings use best practices to maximize community engagement and better serve diverse communities. This position will also work to standardize communication materials (print and electronic newsletters, etc.) and create a suite of accessible materials to be used at public events citywide. Lastly, they will serve at times as the PIO for the Emergency Operations Center and manage crisis communications for the City when needed.

In order to accomplish the goals of this position, the PIO 3 will work in partnership with current PIOs and agency heads without PIOs or community relations staff to develop consistent and engaging communications with the public. This would include working with agencies to establish regular outreach by agency, assist with press releases, and related social media kits. Leading the communication plan for the City of Madison also entails creating a plan for benchmarking and boosting of City social media for greater reach, creating and distributing robust print materials, and serving as the primary media contact and key spokesperson for the City.

Placement of this new classification in the compensation plan was analyzed against the peer positions as internal comparable positions. With leadership responsibility for a citywide program impacting all agencies, in conjunction with agency PIOs would logically mean placement at a higher level than a PIO 2 in CG18/R10. Evaluation against classifications in CG18/R12 found similar classifications with citywide scope for specialized programs, such as the Labor Relations Specialist, Organizational Development Training Officer, and Streets Public Information/Recycling Coordinator. Consideration was given to a higher range, however, classifications in higher ranges are all supervisory and therefore placement of the PIO 3 in CG18/R12 is the most appropriate.
*Attachments: Communications Manager PD / PIO 3 class spec

Metro - Transit Engineer 2 (CG44/R12)
The Vehicle and Charging Integration Engineer is responsible to manage the development, design, and implementation of transit vehicle projects and associated charging systems. This position collaborates with Metro staff and vendors to ensure all necessary projects meet Metro Transit's requirements for schedule, cost, quality, performance and safety related to project implementation. This position will report to the Chief Maintenance Officer (CG21/R18), and will manage the development, design, and implementation of the electric infrastructure for transit vehicle projects and associated charging systems. This position includes a combination of project management and leadership responsibilities for short-term and long-term projects as well as day to day operational technical support. This position will monitor and direct activities of consultants, contractors, and manufacturers while managing activities of their own projects, planning and design functions.

Placement of this new classification in the compensation plan was analyzed against the peer positions as internal comparable positions. The Vehicle and Charging Integration Engineer will oversee the development of electrical infrastructure including design, testing and deployment of charging systems,

managing vendor relationships and contracts, coordinating energy supply requirements, and seamless integration with mechanical and software systems. Metro Transit recently created the classification of Transit High Voltage Technician in CG 41/R12, which will provide the hands-on technical work for the electric vehicle charging stations. This Vehicle and Charging Integration Engineer will oversee and manage the project work, as well as the procurement and implementation of the various advanced transit technologies as the fleet converts to electric vehicles. This requires advanced level professional engineering and project management work similar to the Traffic Engineer 2 in CG18/R12. Since this is a Metro Transit position it needs to align with the related compensation group 44 salary schedule as per ordinance, and therefore the recommendation is to create a new classification series of Transit Engineer 1 - 2 in CG 44/R10 and 12; respectively.
*Attachments: Transit Engineer class spec / PD

Parks - Community Services Manager (CG18/R14)
Parks Division continues to expand the Community Services section in response to the community's needs for more opportunities to connect people with parks through events, programming, and strategic partnerships. Such expansion includes community outreach and programming responsibilities from the placement of the newly added Parks Alive program within the Parks Division, expanding the Volunteer Coordination program, and strategic partner development. As a result, the Parks Division has added to the Community Services section two new permanent full time positions - the Parks Alive Coordinator (CG18/R04) has been added and a Volunteer Coordinator (CG18R/03). Additionally, a full time Parks Program Coordinator (CG18/R04) to support pool operations, and the Parks and Street Use Coordinator was created in CG18/08 to increase the section's ability to better manage event management work across the division as a whole.

Placement of this new classification in the compensation plan was analyzed against the peer managers as internal comparable positions with Parks organizational structure. The Community Services Manager is now responsible for the supervision of 22 permanent employees through four CG18/R08 positions with purview for administration, Parks Ranger program, community events & customer service, recreation & aquatics programs, and Warner Park Community and Recreation Center. Given the increased scope with the realignment of community services and the higher level of supervisory staff responsibilities, the classification of Community Services Manager warrants increased salary placement and would be better be in line with peer managers of Parks Operations Manager, and Parks Planning Manager in CG18/R14. All the aforementioned Parks managerial positions have programmatic and operational responsibilities through four or more lower level supervisors and professional level staff.
*Attachments: Community Services Manager Class Spec & Parks Org Chart

Currently there is a citywide compensation plan study underway, and consideration with be given to make any necessary adjustments to any of the aforementioned new classifications as a result that final analysis.

The necessary Resolutions have been prepared to implement these recommendations.

Editor's Note:

Effective Date: January 1, 2024

Compensation Group/Range	2024 Annual Minimum (Step 1)	2024 Annual Maximum (Step 5)	2024 Annual Maximum (+12% longevity)
18/08	$ 70,384	$ 83,522	$ 93,545
18/09	$ 73,220	$ 87,674	$ 98,194
18/10	$ 76,402	$ 91,821	$ 102,840

18/12	$ 83,522	$ 100,833	$ 112,933
18/14	$ 91,821	$ 110540	$ 123,805

cc: Mayor Satya Rhodes-Conway
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Kurt Rose - Employee and Labor Relations Manager
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