

TO: Personnel Board

FROM: Michael Lipski, Human Resources

DATE: June 27, 2012

SUBJECT: Housing Strategy Position

In the 2012 Adopted Operating Budget for the City of Madison, the CDA Redevelopment salary detail included a position called "Housing Strategy Position," in CGxx-xx. The narrative in the budget document states, "Funding for a new 1.0 FTE "Housing Strategy" position to help evaluate, develop, and implement policies and strategies to enhance housing opportunities throughout the City." CDA Executive Director Natalie Erdman put together a position description for the proposed position (attached). Based on a review of the position description, meeting with Ms. Erdman, and reviewing other positions in the City's classification plan, I recommend titling the new position "Housing Initiatives Specialist" and placement of the new position in CG18, Range 10 for the reasons outlined in this memo.

According to the PD and meeting with Ms. Erdman, the work of the new position can be broken down into 2 main areas. First, the position will serve as staff to the new Housing Strategy Committee. A main responsibility of this position and the committee will be to develop a biennial housing report which will include current data on the City of Madison and regional housing supply trends, strategies for maintaining a broad range of housing choices for all households, and strategies for maintaining and increasing affordable housing in the City of Madison and the region. The incumbent of this position will be responsible for gathering much of the information to be incorporated into the report, which will involve benchmarking against other cities and researching trends in the regional housing market.

The other main function of the position will be to assist the Community Development Authority (CDA) on various housing initiatives. This work will overlap with some of the aforementioned responsibilities in that it will also involve being aware of trends in the regional housing market and familiarity with other cities efforts in this area. However, the position will also work with other City departments/divisions on housing-related issues, providing advice and expertise as it relates to housing issues.

Because this position has a large focus on housing issues in the City and development of the housing report, an appropriate title for the position/classification is Housing Initiatives Specialist. A class specification has been created outlining the duties and responsibilities of the new classification (see attached). In addition, the training and experience has been identified as requiring a related 4 year degree and 5 years of professional experience in developing or financing housing projects. A related Master's degree may be substituted for 2 years of professional experience.

In reviewing the work of the proposed classification, I find that it closely aligns with other professional positions in CG18, Range 10, specifically the Planner 3. A Planner 3 in Range 10 is responsible for serving as staff to a committee and performing advanced-level professional planning work. Examples of duties and responsibilities include:

Perform all work of a Planner 2; and administer ongoing and substantive planning program(s), e.g. preservation planning, neighborhood planning, current planning and/or other similar level special planning programs and projects.

Plan, schedule and conduct work sessions and public meetings as necessary to accomplish program objectives.

Provide primary staff support to policy review bodies; and coordinate/facilitate administrative considerations to implement decisions.

Develop multi-faceted plans and strategies to achieve program objectives within policy parameters. Assist in developing policies and ordinances to carry out program objectives. Conduct complex and discretionary analysis of various planning issues and initiatives.

This work is consistent with the Housing Strategy Specialist's responsibility for staffing the Housing Strategy Committee, and ongoing responsibility for the biennial housing report, as well as assistance to the CDA.

The Business Development Specialist classification in Range 12 in the Economic Development Division was raised as a possible comparable classification. However, the following factors from the Personnel Rules were considered in comparing the 2 classifications:

- Decisional impact is less: Decisions made by the Housing Initiatives Specialist classification contribute to long range planning and long term initiatives rather than making decisions that will affect immediate results that could have a substantial financial impact for the City. The Business Development Specialist is working on potentially tight deadlines to lure business to the City which would increase the property tax base.
- Mental demands of the position is less: The Housing Development Specialist would work a regular schedule, with occasional meetings outside of work hours. However, the Business Development Specialist may be forced to work extended hours without notice depending on when contact from a business is made and the immediacy of a request for a proposal.
- Immediacy of information requested and the high level of consequences if information is not accurate/timely: The Business Development Specialist gets calls from businesses seeking to relocate and usually is required to provide information promptly. Failure to do so may result in the business looking elsewhere. A similar level of responsibility is not seen in the Housing Initiatives Specialist classification.

Similarly, a Planner 4 is working on multiple complex planning projects at one time, responsible for working with developers and coordinating projects with other City agencies. The Housing Initiatives Specialist is responsible for housing projects, and not the wide range of projects a Planner 4 would be expected to handle. Finally, the Real Estate Development Specialist, in Range 12, is responsible for

...planning, coordination and implementation of the City's Tax Incremental Financing (TIF) Program, redevelopment activities, and the review and analysis of public financing projects and instruments. The work is characterized by considerable independent judgment and discretion in

the full range of real estate development activities and places emphasis on the more complex and discretionary elements of professional real estate development, including ongoing project management and coordination with and/or leadership of various ad-hoc inter/intra-departmental project teams.

Again, the degree of discretion and decisional impact of this position is greater than that found in the Housing Initiatives Specialist classification.

Because of the similarity to a Planner 3 in the level of work performed, I recommend creation of the Housing Initiatives Specialist classification in CG18-10. In addition, the position in the CDA Redevelopment budget should be recreated to reflect the appropriate title and formal placement in Range 10 of CG18.

We have prepared the necessary Ordinance and Resolution to implement this recommendation.

Attachments

Compensation Group/Range	2012 Annual Minimum (Step 1)	2012 Annual Maximum (Step 5)	2012 Annual Maximum +12% longevity
18/10	58,485	70,288	78,728

cc: Natalie Erdman-CDA Executive Director