

T0: Personnel Board

FROM: Sarah Olson, Human Resources

SUBJECT: Community Services Specialist 2, PCED-Community Development

DATE: February 8, 2017

At the request of the Community Development Division Director Jim O'Keefe and Community Services Program Coordinator Laura Noel, a study was conducted of a Community Services Specialist 2 position (Compensation Group 18, Range 08), held by Mary O'Donnell (position #112). This position works on senior level community development activities beyond the scope of the current classification and includes significant responsibility for multiple, highly complex projects and functions requiring both a depth and breadth of knowledge in more than one area, and a deep understanding of service systems and relationships. After reviewing the duties and responsibilities associated with this position, as seen in the attached position description, and meeting with Ms. Noel and the incumbent, I conclude that the position should be recreated as a Community Development Specialist 4 position (Compensation Group 18, Range 12), and that the incumbent should be reallocated to the new position.

The class specification for Community Development Specialist 4 indicates employees perform

...responsible senior level community development work with independent responsibilities, direct program oversight and leadership responsibilities. Employees take on significant responsibility for multiple, highly complex projects and functions. Employees possess both a depth and breadth of knowledge in more than one area that informs their ability to lead a variety of workgroups across the Division. With general supervision, they exercise considerable judgment and discretion in their work. They lead major team projects, are relied upon for development of key program and policy decisions, and frequently interact with City managers, elected officials and other public bodies.

Distinguishing duties and responsibilities include

Perform all work of a CDS 3 with a higher degree of judgment, skill, and independence; and

Exercise considerable discretion in the development, implementation, and direction of Community Development Division program activities, including, taking a lead role in planning, formulating, modifying, and implementing specific projects, policies, strategies or other activities to fulfill the Division's and City's goals and objectives.

Provide leadership and training to staff within specified areas of expertise and responsibility.

Direct and supervise the work of other Division staff on major projects and program initiatives.

Conduct research on various assigned activities or issues and write and develop reports, policy proposals, management strategies and other recommendations for consideration by managers, policy committees, the Mayor and Common Council.

Review and recommend revisions to operational procedures.

The Community Development Division (CDD) consists of four units: (CDBG), Early Childhood and Child, Senior Services and s Community Services. Under CDBG, the classification of Grants Administrator 1-4 exists in which employees perform work in the development, administration, coordination and evaluation of various grants, and the development of related policies, strategies, processes and procedures. Under Community Services, the classification of Community Services Specialist 1-2 exists in which employees perform work program/grant administration and staff support work relative to neighborhood and community services. The work involves serving as a generalist relative to programming activities and/or developing, implementing, coordinating, and evaluating community programs for special needs neighborhoods and/or target groups.

In 2016, a classification of Community Development Specialist 1-4 was created to bridge the CDBG and the Community Services offices and provide for a more cohesive and collaborative Division. By moving toward one classification title for the Grants Administrators and Community Services Specialists, the Division is looking to provide cross-training and sharing in roles and responsibilities across sections.

Mary started as a Community Services Specialist 1 in March of 1995. In February of 2002, Ms. O'Donnell was reclassified to a Community Services Specialist 2. In the last couple of years, Ms. O'Donnell started taking on leadership of the Community Services Specialist 1 who worked with the MOST (Madison Out of School Time) Program. In 2016, that Community Services Specialist 1 was reclassified to a Community Services Specialist 2, but still under Ms. O'Donnell's leadership. In addition to providing leadership to the MOST Coordinator, Ms. O'Donnell supervises Interns in the Division, including Master's level Social Work interns and interns with the Wanda Fullmore and AASPIRE programs. These duties are consistent with the class specification for Community Development Specialist 4 that states this level will provide leadership and training to staff within specified areas and direct and supervise the work of other Division staff on major projects and program initiatives.

Ms. O'Donnell leads, formulates, implements and modifies community engagement efforts as it relates to positive youth development including current management of MOST, Restorative Justice, Disproportionate Minority Contact/Confinement, city participation in the MMSD Pathways program, and multiple initiatives on Madison's northside. She manages and implements complex assignments, including those that involve multi-faceted high level community partnerships requiring specific expertise in the aforementioned areas. Ms. O'Donnell must inform and influence efforts proposed or led by key stakeholders including MMSD, Dane County, State of Wisconsin, City Committees, community-based organizations and national initiatives. Exercise of considerable discretion in the development, implementation and direction of CDD program activities, including taking a lead role in planning, formulating, modifying and implementing specific projects, policies, strategies or other activities is consistent with the Community Development Specialist 4 class specification.

Ms. O'Donnell plays a leadership role with considerable discretion in the stewardship of CDD-administered resources to support community-based and internal City initiatives. This involves determining how Division-administered resources are allocated to support positive youth development and managing multiple funding sources and complex technical requirements such as the Youth Employment Network, Restorative Justice, Municipal Court services, Schools of Hope, Community Schools, Dane County Youth Assessment, City internship program, By Youth For Youth and Personalized Pathways. Ms. O'Donnell must negotiate, prepare and manage contracts with funded entities. Ms. O'Donnell is also charged with writing reports for internal or external audiences regarding program strategies, policy proposals, management approaches and other recommendations for consideration by managers, policy committees, the Mayor and Common Council. Writing and developing reports and policy proposals to multiple audiences is consistent with the class specification for the Community Development Specialist 4.

One of the roles that Ms. O'Donnell has taken on with some regularity, is in identifying, pursuing and, when successful, administering state and federal funding opportunities. These are often complex undertakings and almost always require collaboration with other City agencies, (MPD, Public Health, and Municipal Court), as well as external partners, (MMSD, Dane County, Wisconsin Council on Children and Families, various neighborhood groups, etc.). The most recent example of this work is the \$750,000 federal (OJJDP) grant awarded to support efforts on the City's northeast side to respond to and reduce the impacts of violence. Mary was also involved in the City's participation in President Obama's My Brother's Keeper initiative. The Community Development Specialist 4 classification is expected to lead major team projects, is relied upon for development of key program and policy decisions, and frequently interacts with City managers, elected officials and other public bodies.

Ms. O'Donnell exercises considerable independent judgment and discretion with positive youth development goals and initiatives, all of which give her specialized knowledge expected at the Community Development Specialist 4 classification. The work Ms. O'Donnell performs is in line with what is expected of the Community Development Specialist 4 classification. Because of this, I recommend the Community Services Specialist 2 position, occupied by Ms. O'Donnell, be recreated as a Community Development Specialist 4 position and the incumbent be reallocated to the new position.

We have prepared the necessary Resolution to implement this recommendation

Editor's Note:

Compensation Group/Range	2017 Annual Minimum (Step 1)	2017 Annual Maximum (Step 5)	2017 Annual Maximum +12% longevity
18/08	\$60,084	\$71,300	\$79,856
18/12	\$71,300	\$86,078	\$96,407

cc: Jim O'Keefe —Community Development Division Director
Natalie Erdman—Director of Planning, Community & Economic Development

Mike Lipski—HR Services Manager