

T0: Personnel Board

FROM: Sarah Olson, Human Resources

SUBJECT: Grants Administrator 2, PCED-Community Development

DATE: July 3, 2017

At the request of the Community Development Division Director Jim O’Keefe and Community Development Program Manager, Susan Morrison, a study was conducted of a 1.0 FTE Grants Administrator 2 position (Compensation Group 18, Range 08), held by Julie Spears (position #1308). This position works on advanced level community development work focused primarily on the development of affordable rental housing. These duties are beyond the scope of the current classification and include clearly defined professional knowledge in at least one area and require that assigned staff are experienced and effective team leaders in one or more program or policy area. After reviewing the duties and responsibilities associated with this position, as seen in the attached position description, and meeting with Ms. Morrison and the incumbent, I conclude that the position should be recreated as a Community Development Specialist 3 position (Compensation Group 18, Range 10), and that the incumbent should be reallocated to the new position.

The class specification for Community Development Specialist 3 indicates employees perform

... responsible advanced-level community development work. Employees at this level have clearly defined professional knowledge in at least one area and are experienced and effective team leaders in one or more program or policy area. Employees are expected to have command of relevant regulatory, financial and procedural frameworks in these areas, anticipate new challenges or opportunities, and formulate responses. Employees may help evaluate the effectiveness of broader strategies, systems and policies, offer input for program and policy development, and occasionally interact with managers, elected officials and other public bodies. Employees participate in efforts to secure outside funding. Employees have strong relationships with internal and external partners which they draw upon for collaborative undertakings. With general supervision, employees are expected to exercise considerable discretion and may even assume leadership roles, including some responsibility for work performed by other staff or interns.

Distinguishing duties and responsibilities include

Perform all work of a CDS 2, while also anticipating and responding appropriately to more complex and difficult situations.

Lead the organization and implementation of community engagement efforts.

Manage complex assignments, including those that require administering or actively coordinating multiple funding sources; include oversight of complex technical requirements; and involve multi-faceted community partnerships.

Interpret, enforce and ensure compliance with procedural and regulatory requirements tied to the administration of non-City funding sources.

Provide or facilitate training or technical assistance on topics pertaining to CDD-administered programs, processes, regulations or systems.

In concert with community partners and stakeholders, assess community needs and available resources; and initiate collaborative efforts designed to further agreed upon goals.

Play an active role in evaluating the effectiveness of specific projects, programs, agencies and strategies.

Ensure alignment of contracted services with researched best practices and clearly defined outcome measurements.

Write grant applications and/or partner with local organizations to prepare grant applications, coordinating with funding partners, grant seekers, community members and other key stakeholders.

Develop policies and procedures that need to be reflected in contract documents and or loan agreements, in consultation with unit supervisor or staff of City Attorney's office.

Lead and oversee work undertaken by internal work groups, interns and/or less experienced staff, with a manager's guidance.

Play a lead role in determining how Division-administered resources are allocated.

The Community Development Division (CDD) consists of four units: Community Development Block Grant (CDBG), and Child Care, Senior Services and 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.

Julie started as a Grants Administrator 1 in May of 2011. In July of 2013, Ms. Spears was reclassified to a Grants Administrator 2. In the last couple of years, Ms. Spears responsibilities have become progressively more complex due to added initiatives. These new initiatives require extensive knowledge with Federal regulations and City processes and programs and working on large housing development projects with both for-profit and nonprofit organizations versus only working primarily with relatively small projects and non-profit developers. In 2014, the City launched the Affordable Housing Initiative which was a five million dollar, 5 year initiative. Ms. Spears works on the development and management of multiple, complicated and high value affordable housing development projects and related contracts. She has taken on a higher level role in the development and implementation of affordable housing related funding processes, including assisting in the preparation of Requests for Proposals and Requests for Qualifications and related material. Moreover, she has significant responsibility for analyzing, evaluating, and underwriting complex development proposals with respect to their financial feasibility and conformance with specified application criteria, including adherence to regulations imposed in conjunction with relevant Federal, State and local funding. Based on her analysis, she prepares and presents funding recommendations to the City's CDBG Committee and other City committees as necessary. These duties are consistent with the class specification for Community Development Specialist 3 that states this

that employees at this level have clearly defined professional knowledge in at least one area and are experienced and effective team leaders in one or more program or policy area. Employees are expected to have command of relevant regulatory, financial and procedural frameworks in these areas, anticipate new challenges or opportunities, and formulate responses. Employees may help evaluate the effectiveness of broader strategies, systems and policies, offer input for program and policy development, and occasionally interact with managers, elected officials and other public bodies.

In discussion with Ms. Spears, she asked for clarification regarding what distinguishes a Community Development Specialist 4 from a 3 level. Currently, there is one Grants Administrator 4 (CG18, Range 12) that Ms. Spears works closely with in her unit and is equivalent to a Community Development Specialist 4. 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.

Ms. Spears works closely with the Grants Administrator 4, Ms. Mary Charnitz. Ms. Charnitz is the lead on the Requests for Proposals and Requests for Qualifications for Affordable Housing related funding processes. In addition, Ms. Charnitz generally leads the presentations of the reports, proposals and recommendations to managers and serves as the CDBG unit staff lead in the area of affordable rental housing.

Ms. Spears exercises responsible advanced-level community development skills in relation to the development of affordable rental housing. The work she performs is in line with what is expected of the Community Development Specialist 3 classification. Because of this, I recommend the Grants Administrator 2 position, occupied by Ms. Spears, be recreated as a

Community Development Specialist 3 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	\$61,286	\$72,726	\$81,453
18/10	\$66,526	\$79,953	\$89,546

cc: Susan Morrison—Community Development Program Manager
Jim O'Keefe —Community Development Division Director
Natalie Erdman—Director of Planning, Community & Economic Development
Mike Lipski—HR Services Manager