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MEMORANDUM

TO: Rebecca Grill, City Administrator

FROM: John F. Stibal, Director of Development

DATE: May 30, 2018

RE: Reorganization of the Development Department –
Community Development Division

BACKGROUND

With the departure of Kristi Johnson (former Community Development Supervisor) who was with the City for approximately fifteen years, the Department of Development has an opportunity to do some consolidation of duties (Housing and Community Development Block Grant) and reallocation and expansion of duties (redevelopment, neighborhood associations, and economic) thereby creating increased efficiencies within the Development Department's - Community Development Division. The changes within the Community Development Division (CD) align well with the City's Five Year Strategic Plan by streamlining efforts for government efficiency, promoting the community's unique economic vitality, and supporting the City's goal for neighborhood association growth. We appreciate the time and consideration time and consideration and if you have any questions or comments please feel free to contact me at your earliest convenience.

ANALYSIS

In evaluating overall staffing needs, the following items were considered:

- The ability to consolidate programs because of gained operation efficiency relative to Housing Programs;
- The level and demand of recent workloads, current and future initiatives, and skills need; and,
- Budgetary impact of the reorganization

PROPOSED REORGANIZATION

Staff would like to recommend that the Community Housing Coordinator (Luke Radomski) position be promoted to the **Community Development Supervisor** position. The position

would be modified to concentrate on Community Development Block Grant and Housing programs. The Community Housing Coordinator position would be eliminated.

We would also like to transfer the economic and redevelopment duties that were an integral aspect of the Community Development Supervisor position and transfer these responsibilities into a new position- **Community and Economic Development Coordinator**. This would allow the city to place more emphasis on economic development, job creation, business expansion & attraction efforts, speed up the process of redevelopment initiatives, and expand the role of citizen involvement in neighborhood revitalization.

The proposed reorganization is as follows:

Community Development Supervisor - In the Community Development Division, the current Community Development Supervisor (CDS) position works closely with the Community Development Manager and Director of Development on items that span from development agreements to real estate transactions while also supervising federal grant compliance and reporting to the administration of housing programs and initiatives such as the Housing Choice Voucher Program to the Beloit Road Senior Housing Complex. The position also performed limited economic development work. Please note that the attached **Exhibit A** is a bubble chart that shows the existing relationship of these responsibilities for the CDS position.

As part of the proposed reorganization, staff recommends promoting the Housing Program Coordinator staff member to the modified Community Development Supervisor position while removing the responsibilities of redevelopment and economic responsibilities. Essentially, the promotion will allow the division to consolidate federal programs within housing. The administration of the federal grants in Housing is possible because programs often use similar terms, have complimentary requirements, and have commonality in goals such as serving low income individuals. The programs that will be transferred to Housing include: Community Development Block Grant, Beloit Road Senior Housing, Federal Reporting, etc. The transfer is made possible through the investment in computer software improvements that have enabled Housing to function nearly paperless - one of the only Housing Authorities in Wisconsin with this capability. Also, recent changes in federal requirements have allowed staff to modify operating policies resulting in time savings. The financial cost of the promotion is covered through approved FY 2018 budgeted funds for grant administration. Attached is a bubble chart referred to as **Exhibit B** which exhibits the modified duties of a Community Development Supervisor position.

The City's consultant has reviewed the modified CDS Job Description Questionnaire (attached **Exhibit C**) and assigned a grade level as "J". This is consistent with the prior pay level with a salary range of \$62,751.52 - \$71,721.00.

Community and Economic Development Coordinator - The CD works closely on the City's goal to seek more improvement and investment along commercial corridors and while strengthening efforts to support neighborhood associations. Often, the work requires staff to provide a business or entrepreneur guidance to obtain financing or to seek necessary municipal approvals. The position is important to working on high value, large scale development projects,

forming alternative financing solutions, and developing strategic plans for revitalization. The Development Department is recommending the creation of a new full-time, classified as exempt, Community and Economic Development Specialist position that will be focused on the above objectives as well as filling the community development and redevelopment responsibilities that were part of the CDS position. The position will report to the Community Development Manager and under the direction of the Director of Development. Please see the attached **Exhibit D** which is a new Job Description Questionnaire for the Community and Economic Development Coordinator position, and attached is **Exhibit E** which is a bubble chart showing the proposed duties. (Following these two exhibits is the “**Request to Fill Position**” form for this new position.)

FISCAL IMPACT

The City’s consultant has reviewed the Community and Economic Development Coordinator new position and graded it at a “K” level with a salary range of \$66,931.80 to \$76,490.44. As background, the prior CDS position was at grade level of “J” with salary of \$62,753 - \$71,718.40. The position was previously budgeted at about \$77,000 plus benefits. The funds for the position would be FY 2018 budget funds from department positions that have gone unfilled and other project budgeted funds (i.e. Tax Increment Financing, FIRE, CDBG delivery for an activity, etc.). The position would conduct about 41% of the duties previously assigned to CDS position while the remaining duties will require future funding in FY 2019.

CONCLUSION

The overall net effect would be to reduce a manager role within the Department but most importantly the reorganization will maximize staff potential and enable the department to be more successful. For your reference, attached as **Exhibit F** and **Exhibit G** is a copy of the Current Organizational Chart and the Proposed Organizational Chart. The recommendation will allow the Development Department to meet more goals aligned within the Strategic Plan by gaining efficiency and growing while promoting the economic vibrancy of our community.