JOB EVALUATION REPORT

City Service Commission Meeting: June 26, 2018

Department of City Development

Current	Recommendation
HOUSING REHABILITATION SPECIALIST PR 2EN ($45,306 - $63,426) • Recruitment is at $51,715 • Rates established through Unit Clarification for two employees ($49,947 - $69,929) • Five Positions	HOUSING REHABILITATION SPECIALIST PR 2GN ($51,469 - $72,063) • Range of ($62,152 - $73,930) • Career Ladder Pay Progression Steps • Five Positions
HOUSING PROGRAMS SPECIALIST PR 2DN ($42,500 - $59,498) • Recruitment is at $46,347 • Three Positions	HOUSING PROGRAMS SPECIALIST PR 2EN ($45,306 - $63,426) • Recruitment is at $53,108 • Career Ladder Pay Progression Steps • Four Positions
HOUSING SERVICES SPECIALIST PR 2DN ($42,500 - $59,498) • Recruitment is at $47,095 • One Position	
HOUSING REHABILITATION MANAGER PR 1DX ($54,865 - $76,806) • One Position	HOUSING REHABILITATION MANAGER PR 1EX ($58,462 - $81,844) • Recruitment is at $68,802 • One Position
HOUSING PROGRAMS MANAGER PR 1FX ($62,338 - $87,270) • One Position	HOUSING PROGRAMS MANAGER PR 1GX $66,435 - $93,010 • Recruitment is at $74,331 • One Position
REDEVELOPMENT & SPECIAL PROJECTS MANAGER PR 1IX ($75,478 - $105,669) • One Position	REDEVELOPMENT AND SPECIAL PROJECTS MANAGER PR 1IX ($75,478 - $105,669) • Recruitment is at $86,687 and may be at any rate in the range with DER and the Chair of the Committee on Finance and Personnel approval. • One Position

Background

This report recommends changes to classifications in the Department of City Development's (DCD) Housing and Neighborhood Development Section. This includes pay reallocation and career ladder pay progression based upon performance and credentials for Housing Programs Specialists and Housing Rehabilitation Specialists. The recommendations on rates of pay are based on an assessment of the cost of labor within southeastern Wisconsin as well as an analysis of pay for comparable positions within City government. The career ladder pay progression model proposed would replace the Group B employee pay progression model for these two classifications beginning in 2018. These recommendations also include the supervisory positons within the Housing and Neighborhood Development Section. The department has provided new job descriptions for each of the positions.

The development of these career ladders is the result of collaboration between the managers and employees of the Housing and Neighborhood Development Section. In preparing this report, the Department of Employee Relations (DER) staff worked with Martha Brown, Deputy Commissioner-City Development, Maria Prioletta, Redevelopment &

Special Projects Manager, Larry Kilmer, Housing Programs Manager, David Schroeder, Finance and Administration Manager, and Vanesa Armstrong, Human Resources Officer.

DCD's Housing and Neighborhood Development Section operates programs on behalf of the Neighborhood Improvement Development Corporation (NIDC), a non-profit organization in partnership with the City of Milwaukee.

- NIDC Mission Statement -

The mission of the Neighborhood Improvement Development Corporation is to make Milwaukee a good place to live, work, and play. We will work in cooperation with public and private sector partners as well as neighborhood residents to promote investment and improve the physical and aesthetic conditions of our neighborhoods.

To fulfill our mission, we will:

- *Aggressively seek resources for housing and neighborhood development and manage these resources creatively to benefit Milwaukee residents and to leverage greater private sector investment in housing and neighborhoods.*
- *Develop programs and policies that will support and sustain homeownership.*
- *Develop programs and policies that will support the development of high quality, affordable rental housing.*
- *Target neighborhoods in cooperation with neighborhood partners and other City agencies to provide concentrated services for neighborhood improvement.*
- *Preserve Milwaukee's unique architectural heritage by maintaining and improving our existing housing stock and by insuring that environmental issues and conditions are appropriately addressed.*
- *Use our expertise to provide advice/information and educate about housing and neighborhood issues to community organizations, businesses, and other government agencies.*
- *Use our housing assistance programs to maximize economic benefits to minority businesses and individual households.*
- *Continually evaluate and improve our internal operations with a focus on improving customer service.*

The goals of establishing career ladder pay progression for the Housing Rehabilitation Specialist and the Housing Programs Specialists are two-fold:

- To create a method to incentivize employees for enhancing job-related knowledge, skills, and performance.
- To provide a knowledgeable, skilled, and flexible workforce that accomplishes the operational mission of the organization.

Current:	**Housing Rehabilitation Specialist** Minimum recruitment is at $51,715	**PR 2EN**	**$45,306 - $63,426**
Recommendation:	**Housing Rehabilitation Specialist** Career Ladder Pay Progression based upon performance review, qualitative and quantitative benchmarks, and attaining and maintaining specific credentials.	**PR 2GN**	**$62,152 - $73,930**

Housing Rehabilitation Specialists are responsible for providing technical assistance and oversight for housing rehabilitation projects being carried out through the Department of City Development's (DCD) Housing Rehabilitation Programs. This includes conducting inspections, preparing cost-estimated scopes of work, identifying items required to ensure compliance with building code and program requirements, assisting homeowners with bidding and contractor selection, monitoring construction, and approving payments to contractors.

15% Inspect properties to determine the improvements required to achieve program standards.
15% Create rehabilitation specifications and drawings that assure compliance with federal, state, and local housing codes and program requirements, including lead safety and energy efficiency.
15% Conduct preconstruction conferences, perform interim and final inspections during construction, and approve payments to contractors.
15% Coordinate with housing program specialists to advise homeowners on rehabilitation projects and determine eligibility for loans and assistance under the City's housing rehabilitation programs.
10% Assist clients with obtaining and reviewing bids or proposals.
10% Mediate problems which may occur during the term of construction, including resolving disputes between homeowners and contractors.
10% Complete documentation from the field including inspection notes, updates to project tracking database, and compile other documentation required for compliance with program requirements.
5% Prepare and present rehabilitation plans and technical reports for review and approval by the supervisor and internal loan committee.
5% Prepare contract documents for owners and contractors.

Minimum requirements include a bachelor's degree in architecture, engineering, construction management, or a closely related field; *OR* an associate's degree in architecture, real estate, fire safety, environmental health, or building construction-related programs from an accredited college or university and at least two years of experience as a lead worker, site superintendent, or inspector in building trade; *OR* equivalent combinations of education and experience.

In creating this career ladder, Housing and Neighborhood Development leadership and employees have identified the Housing Rehabilitation Specialist as a dynamic and complex position that acts as:

- *A code inspector when first inspecting the project.*
- *A construction inspector during project site visits.*
- *A translator and liaison between the construction world and their client.*
- *A cost estimator to set benchmarks for contractor bids.*
- *A scope-of-work developer.*
- *An expeditor for contractor payments.*
- *A mediator between the owner and contractor.*
- *A project manager for in-house development projects.*
- *A housing rehabilitation program expert for federally and locally funded programs.*

In conducting a market cost of labor analysis for these positions, staff considered the rates of pay for positions with similar duties and responsibilities in southeastern Wisconsin from the Economic Research Institute (ERI), a salary survey service to which DER subscribes. These rates shown below reflect the minimum and maximum rates of pay at the 25%, Mean, and 75% of the labor market.

Economic Research Institute Market Data 2018:
Southeastern Wisconsin

Title	Min 25%	Max 25%	Mean Min	Mean Max	Min 75%	Max 75%
Construction Estimator	$53,741	$67,860	$58,802	$74,515	$63,777	$81,167
Construction Inspector	$49,745	$62,202	$54,276	$68,114	$58,363	$73,921

Within City government, the work performed by this classification is comparable to that performed by inspection positions in the Neighborhood Improvement Program (NIP) of the Department of Neighborhood Services (DNS). These DNS positions have career ladder pay progression.

Neighborhood Improvement Project Inspectors

These positions provide comprehensive property inspections, create and approve scopes of work, estimate rehabilitation costs, assure rehabilitation and new construction work meets building codes and City of Milwaukee Code of Ordinances, City of Milwaukee construction specifications, and compliance with Federal HUD (U.S. Department of Housing and Urban Development) and State DHS (Wisconsin Department of Health Services) regulations. These positions inspect and sign off on construction permits, and approve payment requests to contractors and agencies.

Title	PR	Career Ladder Minimum	Career Ladder Maximum
Neighborhood Improvement Project Inspector	2GN	$62,152	$73,930

A review of the market survey data shows that the current pay rates for Housing Rehabilitation Specialist in Pay Range 2EN ($51,715 - $63,426) are low when compared to rates of construction inspectors and estimators in southeastern Wisconsin. The pay for this position is also significantly lower than the pay for the comparable Neighborhood Improvement Project Inspector in DNS.

A final consideration is DCD's ability to recruit and retain employees that work on with housing rehabilitation projects. A selection process for Housing Rehabilitation Specialist in 2016 resulted in 16 candidates on the eligible list, however, an analysis conducted by Staffing Manager Kristin Urban indicates that there have been a number of building construction and residential construction inspection selection processes held for DNS in the past five years with a number of these recruitments yielding seven or less candidates on the eligible list. DCD currently has two vacancies in this title.

Considering the cost of labor for these positions, the comparability to other DNS inspection positions and the department's need to recruit and retain employees in these technical positions, this report recommends increasing the rates of pay for Housing Rehabilitation Specialist consistent with the DNS Neighborhood Improvement Project Inspector in Pay Range 2GN ($62,152 - $73,930).

Pay progression through this proposed career ladder would be based upon the following three components:

1. A performance review that assesses job competence in performing duties and responsibilities.
2. Completion of job-related coursework, certifications (attain & maintain), and training.
3. Achievement of quantitative benchmarks in casework processing and customer feedback.

A detailed chart of competencies, qualitative and quantitative benchmarks, and required credentials is provided in the Appendix. The proposed pay range and career ladder increments are listed in the chart below:

Housing Rehabilitation Specialist
Pay Range 2GN

Step	1	2	3	4	5
Hourly	$29.88	$31.21	$32.59	$34.03	$35.54
Biweekly	$2,390.46	$2,496.45	$2,607.14	$2,722.74	$2,843.46
Annual	$62,151.96	$64,907.70	$67,785.64	$70,791.24	$73,929.96

Current:	**Housing Programs Specialist** Minimum recruitment is at $46,347	**PR 2DN**	**$42,500 - $59,498**
Current:	**Housing Services Specialist** Minimum recruitment is at $47,095	**PR 2DN**	**$42,500 - $59,498**
Recommendation:	**Housing Programs Specialist** Career Ladder Pay Progression based upon performance review, qualitative and quantitative benchmarks, and attaining and maintaining specific credentials.	**PR 2EN**	**$53,108 - $63,426**

The basic function of this position is to assess, underwrite, process, and close loans for the department's loan programs in accordance with federal, state or grantor regulations. The position also participates in activities relating to marketing and program design.

30% Review, qualify and process applications for loan and grant programs. Document progress and the status of individual cases.
25% Counsel applicants (homeowners and landlords) on loan and grant programs and assist them in the qualification and application process.
15% Prepare and present cases for Loan Committee approval.
15% Close loans and grants and ensure documents are accurate, complete, and in compliance with program guidelines.
5% Coordinate the development and acceptance of the rehabilitation plan and cost estimate with the client and Housing Rehabilitation Specialist.
5% Assist in the coordination/execution of outside events and workshops to promote department programs to potential applicants, private sector lenders, real estate representatives, clients, and others.
5% Monitor on-going program compliance for past clients.

Minimum requirements include a bachelor's degree in business administration, finance or related field and two years of experience in community lending or housing counseling or equivalent combinations of education and experience.

In creating this career ladder, Housing and Neighborhood Development leadership and employees have identified the Housing Programs Specialist as a dynamic and complex position that acts as:

- *A traditional loan officer in promoting loan programs and processing applications.*
- *A loan underwriter in reviewing and qualifying applicants.*
- *A homeownership counselor in assisting applicants in troubleshooting unique personal financial scenarios.*
- *A loan originator/closer in preparing loan closing documents and executing loan settlements.*

In conducting a market cost of labor analysis for these positions, staff considered the rates of pay for positions with similar duties and responsibilities in southeastern Wisconsin from the Economic Research Institute (ERI), a salary survey service to which DER subscribes. These rates shown below reflect the minimum and maximum rates of pay at the 25%, Mean, and 75% of the labor market.

Economic Research Institute Market Data 2018:
Southeastern Wisconsin

Title	Min 25%	Max 25%	Mean Min	Mean Max	Min 75%	Max 75%
Banking Loan Underwriter-Mortgage	$45,578	$60,752	$49,442	$66,231	$53,108	$71,569
Credit Counselor	$45,289	$57,871	$48,883	$62,722	$52,213	$67,330
Loan Officer	$42,594	$53,758	$46,134	$58,500	$49,463	$63,070
Real Estate Closer	$36,309	$45,546	$39,265	$49,387	$41,901	$53,038
Bank Loan Processor	$33,603	$44,190	$36,904	$48,472	$39,788	$52,379

Within City government, the work performed by this classification is similar in nature to the work performed by the Business Analyst-Senior in the Small Business Development Program of the Department of Administration.

> *Business Analyst-Senior*
> *These positions are responsible for implementing practices and procedures to ensure that there are maximum opportunities for emerging and small businesses to participate fully with the City's procurement and contracts. This includes assisting City personnel involved with City-wide procurement and construction-related activities in preparing bid specifications and other documents in accordance with the provisions of the Office of Small Business Development (OSBD) Program requirements; providing technical assistance to businesses related to contracts and procurement opportunities; processing and reviewing new and renewal certification applications, which include financial statements, tax returns, articles of incorporation, lease agreements, etc.; and providing presentations regarding the OSBD and Revolving Loan Programs to community-based organizations.*

Title	PR	Minimum	Maximum
Business Analyst-Senior	2EX	$48,670	$63,426

A review of the market survey data shows that the current pay rates for Housing Programs Specialist in Pay Range 2DN ($46,347- $59,498) are low when considering the responsibility this position has for acting as a traditional loan officer, loan underwriter, and as a homeownership counselor in southeastern Wisconsin. Within City government, the financial responsibilities of the position are more similar to that of the Business Analyst-Senior.

Considering the cost of labor for underwriting and credit counseling positions, and the comparison to the Business Analyst-Senior and the department's need to recruit and retain employees in these technical positions, this report recommends increasing the rates of pay for Housing Programs Specialist to Pay Range 2EN ($45,30 - $63,426) with a minimum recruitment rate of $53,108.

Pay progression through this proposed career ladder would be based upon the following three components:

1. A performance review that assesses job competence in performing duties and responsibilities.
2. Completion of job-related coursework, certifications (attain & maintain), and training.
3. Achievement of quantitative benchmarks in casework processing and customer feedback.

A detailed chart of competencies, qualitative and quantitative benchmarks, and required credentials is provided in the Appendix. The proposed pay range and career ladder increments are listed in the chart below:

Housing Programs Specialist
Pay Range 2EN

Step	1	2	3	4	5
Hourly	$25.53	$26.69	$27.90	$29.17	$30.49
Biweekly	$2,042.62	$2,135.33	$2,232.25	$2,333.56	$2,439.48
Annual	$53,108.12	$55,518.58	$58,038.50	$60,672.56	$63,426.48

Implementation Process

With the implementation of these recommendations, any employee with a pay rate below the new recommended minimum would have their rate of pay changed to that new minimum rate. If an employee's rate of pay is above the new minimum rate, they would retain their current rate. All employees will then undergo a performance review to determine their final starting placement in the career ladder effective with the implementation date of this report Pay Period 14, 2018 (July 1, 2018).

In order to advance within the career ladder after the initial placement, an employee will be required to meet quantitative competencies for a specific step for the 12 consecutive months prior to the advancement request. The performance review will also include an assessment of qualitative competencies, employee job knowledge, and successful attainment and maintenance of credentials. Descriptions of the quantitative and qualitative competencies are included in the Appendix. This review process will include an appeal process.

An employee who reaches and remains at the top step of the career ladder for 26 pay periods would be eligible to receive a 2% lump sum if they otherwise meet the criteria at or above the top step of the career ladder and if such a provision is in place for City-wide pay progression. Placement into a career ladder step will apply to employees who hold this title at the end of the initial review process.

Recruitment flexibility is also requested to allow new hires to be placed above the minimum recruitment rate if they possess the appropriate experience and credentials. This approach is critical in order to maintain equity in pay between new and current employees. However, no placement at a rate higher than the minimum will be considered if such placement creates an internal equity problem.

The initial cost of implementing these career ladder recommendations effective Pay Period 14, 2018 is $13,989 in salaries and then $27,977 in salaries over a one year period of time. There will be other fiscal impacts when employees are placed into a career ladder step at the end of 2018. Placement would be based upon an individual employee's performance review, certifications and training, and performance on qualitative benchmarks.

Current:	**Housing Rehabilitation Manager**	**PR 1DX**	**$54,865 - $76,806**
Recommendation:	**Housing Rehabilitation Manager** Recruitment is at $68,802	**PR 1EX**	**$58,462 - $81,844**

The Housing Rehabilitation Manager is responsible for the development, coordination, management, and implementation of the department's housing and neighborhood loan and grant programs. Duties and responsibilities include the following:

30% Coordinates and manages staff administering housing and neighborhood development loan and grant programs assuring efficiency, program compliance, and the highest level of customer service.

25% Ensures and monitors compliance with program goals, project objectives, and local/federal regulations, requirements, and contract provisions, including reviewing cost-estimated rehabilitation scopes of work.

15% Maintains records, prepares reports, and performs related assignments.
10% Maintains relationships with partners, including local policymakers, community-based organizations, and neighborhood residents; and assists with outreach to highlight the department's housing and neighborhood development loan and grant programs.
10% Participates in program development and process improvement projects to ensure programs are meeting all applicable guidelines and are aligned with department goals.
10% Participates in the development of annual operating and capital budgets for the department and monitors budgets throughout the year.

Minimum requirements include a bachelor's degree in business, architecture, real estate development, public policy or related field and three years of experience in coordinating neighborhood/housing redevelopment activities and programs. Equivalent combinations of education and experience may be considered.

The Housing Rehabilitation Manager provides oversight of housing rehabilitation programs, professional and administrative staff, property owner/contractor dispute resolution, and contractor payment approvals; and monitors housing rehabilitation program guidelines. This position directly supervises nine professional staff positions as shown below.

Current Titles	# Positions	Pay Range	Minimum	Maximum
Housing Rehabilitation Manager	1	1DX	$54,865	$76,806
Housing Rehabilitation Specialist	5	2EN	$51,715	$63,426
Housing Programs Specialist	3	2DN	$46,347	$59,498
Housing Services Specialist	1	2DN	$47,095	$59,498

Proposed Titles	# Positions	Pay Range	Minimum	Maximum
Housing Rehabilitation Manager	1	1EX	$68,802	$81,844
Housing Rehabilitation Specialist	5	2GN	$62,152	$73,930
Housing Programs Specialist	4	2EN	$53,108	$63,426

Within City government, the work performed by this classification is similar in nature to the work performed by the Neighborhood Improvement Project Manager in the Department of Neighborhood Services.

Neighborhood Improvement Project Manager
This position manages program staff that assist eligible owner occupants in repairing their homes. All repairs are based upon municipal building code violations, lead hazard reduction, or health and safety concerns. Responsibilities include supervising staff; monitoring and reporting on the activity of six non-profit agencies including allocations of HOME and CDBG budgets, NIP (Neighborhood Improvement Project) set-ups, applications received and approved, quality evaluations and year-end project completions; overseeing systems to provide oversight that assures compliance with Federal regulations; performing inspections and developing written scopes of work including cost estimates for electrical, plumbing, HVAC and major construction work on NIP projects; Preparing NIP and HOME rental compliance monitoring budgets and make funding recommendations to CDGA.

Title	PR	Minimum	Maximum
Neighborhood Improvement Project Manager	1EX	$58,462	$81,844

The position of Housing Rehabilitation Manager is similar in nature and level of work to the Neighborhood Improvement Project Manager which is compensated at the higher Pay Range 1EX. Considering this comparison, this report recommends increasing to pay for this position to Pay Range 1EX ($58,462 - $81,844) with a recruitment rate at $68,802 to reduce pay compression between this position and the Housing Rehabilitation Specialists.

Current:	**Housing Programs Manager**	**PR 1FX**	**$62,338 - $87,270**
Recommendation:	**Housing Programs Manager** Recruitment is at $74,331	**PR 1GX**	**$66,435 - $93,010**

The Housing Programs Manager is responsible for overseeing, directing, and coordinating the staff and programs for the department's housing and neighborhood redevelopment activities. Duties and responsibilities include the following:

20% Manage expenditure of federal CDBG and HOME funds, federal Neighborhood Stabilization Program (NSP) funds, and City Strong Neighborhood Program funds allocated to housing rehabilitation activity; and establish and implement procedures to ensure compliance with federal regulations and City policies with respect to loan applications, contractor participation and performance, fund disbursement, and reporting requirements.

15% Direct the activities of housing and neighborhood redevelopment staff in order to achieve desired goals; and build and maintain a culture of outstanding client service and creative problem solving.

15% Formulate housing policy and new programming initiatives to respond to Mayoral priorities, neighborhood initiatives, and funding opportunities; represent the department and administration in policy and program discussions with elected officials, community partners, and philanthropic organizations; and serve as the public face of the City's housing rehabilitation and preservation programs.

15% Develop, cultivate and maintain partnerships with local community organizations, lenders, residents, and other stakeholders to support the City's housing and neighborhood redevelopment activities.

10% Provide direction and staff support to the Neighborhood Improvement Development Corporation (NIDC), a City-operated non-profit housing development organization; set agendas for NIDC board meetings; recruit new board members; and communicate with board members to ensure board support for department initiatives.

10% Seek and develop outside sources of funding (such as grants from foundations) to leverage resources for City housing initiatives.

15% Assist in the preparation of the annual budget for the department's housing and neighborhood redevelopment activities; and perform other duties as assigned.

Minimum requirements include a bachelor's degree in business, real estate development, public policy, or related field and three years of experience in managing and coordinating neighborhood redevelopment activities and programs. Equivalent combinations of education and experience may be considered.

The Housing Programs Manager provides oversight of both housing rehabilitation programs and community outreach programs. The position directly supervises the Housing Rehabilitation Manager and the Community Outreach Liaison and indirectly supervises the Housing Rehabilitation Specialists and Housing Programs Specialists.

Current Title	# Positions	Pay Range	Minimum	Maximum
Housing Programs Manager	1	1FX	$62,338	$87,270
Housing Rehabilitation Manager	1	1DX	$54,865	$76,806
Housing Rehabilitation Specialist	5	2EN	$51,715	$63,426
Housing Programs Specialist	3	2DN	$46,347	$59,498
Community Outreach Liaison	1	2EX	$48,670	$63,426

Proposed Title	# Positions	Pay Range	Minimum	Maximum
Housing Programs Manager	1	1GX	$74,331	$93,010
Housing Rehabilitation Manager	1	1EX	$68,802	$81,844
Housing Rehabilitation Specialist	5	2GN	$62,152	$73,930
Housing Programs Specialist	4	2EN	$53,108	$63,426
Community Outreach Liaison	1	2EX	$48,670	$63,426

Within City government, the work performed by this classification is similar in nature to the work performed by the Building Codes Enforcement Manager for the Residential Division and the Building Codes Enforcement Manager-Commercial in the Department of Neighborhood Services.

Building Codes Enforcement Manager (Residential)
This position is responsible for directing the operation of the Residential Inspection Division to ensure neighborhoods are maintained to prevent deterioration, to keep and improve the health, safety, and overall quality of life for the citizens and business owners, and to preserve property values; and be responsible for developing strategies to proactively address neighborhood issues that have been determined by surveys, knowledge and experience, and input from community stakeholders, political office holders, and other City departments through the effective use of code enforcement.

Building Codes Enforcement Manager-Commercial
This position provides overall management and support to staff of the Commercial Inspection Division. This oversight includes Commercial Building Codes Enforcement, Hazardous Inspections, Fire Prevention Permits and Commercial Building Maintenance operations including Fire Inspections, License Inspections, Environmental Inspections and Enforcement thereof. The Division is responsible for investigations, enforcement, licensing, and permitting activities performed by Condemnation Inspectors, Environmental Risk Officers and Commercial Code Enforcement Inspectors including the following programs: building demolition, building rehabilitation, commercial building inspection and maintenance, hazardous material storage and use, asbestos permits; vibration noise nuisance and variances, environmental glare and spill light nuisance and control measures; drycleaner license inspection; masonry building cleaning permits; massage establishment licensing, hotel/ motel inspection and licensing, manufactured home park inspections, fire prevention permit inspections, State required fire inspections and complaint enforcement.

Title	PR	Minimum	Maximum
Building Codes Enforcement Manager (Residential)	1GX	$66,435	$93,010
Building Codes Enforcement Manager – Commercial	1HX	$70,827	$99,154

The position of Housing Programs Manager is similar in nature and level of work to the Building Codes Enforcement Manager (Residential) which is compensated at the higher Pay Range 1GX. Considering this comparison, this report recommends increasing the range for this position to Pay Range 1GX ($66,435 - $93,010) with a recruitment rate at $74,331 to reduce pay compression between this position and the Housing Rehabilitation Specialists.

Current: **Redevelopment & Special Projects Manager** **PR 1IX $75,478 - $105,669**

Recommendation: **Redevelopment and Special Projects Manager** **PR 1IX $75,478 - $105,669**
Recruitment at $86,687 and may be at any rate in the range with DER and the Chair of the Committee on Finance and Personnel approval.

The Redevelopment and Special Projects Manager is responsible for formulating housing policy for the City of Milwaukee, and for promoting and encouraging new development and redevelopment that creates a diversity of housing choices in the City of Milwaukee. The position works with City and state policymakers and other stakeholders including financial institutions, real estate and development professionals, and agencies that foster

home ownership to recommend and implement policy and programs that facilitate development, financing, and City investment; develops tax incremental financing proposals for residential development; seeks and manages major federal grant funds and private funds to support housing development and redevelopment; and oversees staff who implement housing programs operating in Milwaukee neighborhoods. Duties and responsibilities include the following.

- Serve as a member of and resource to the Common Council's Special Committee on the Redevelopment of Vacant and Foreclosed Property.
- Manage the Milwaukee Foreclosure Partnership Initiative.
- Develop housing policy recommendations, white papers, and similar resources at the request of policymakers.
- Work with private developers, both for-profit and non-profit, to coordinate housing development and redevelopment projects, including projects financed with Low Income Housing Tax Credits and Tax Increment Financing, projects built on land purchased from the Redevelopment Authority of the City of Milwaukee and the City of Milwaukee, and projects that redevelop City-owned tax-foreclosed property; and serve as project advocate and liaison to other City departments, elected officials, and stakeholders.
- Provide oversight and direction to the Neighborhood Improvement Development Corporation (NIDC) and the Department's Housing and Neighborhood Development Section; approve policies, program design, and procedures; and serve as the Assistant Executive Director of the NIDC.
- Negotiate the terms of City investment in private housing development, and structure the terms of such investment in alignment with City neighborhood development goals and available resources; and manage and monitor the delivery of City investment to projects upon approval, including structuring development agreements, approving payments, and developing workout plans if projects are not developed as anticipated.
- Envision and develop successful and innovative partnerships with government, community agencies, and businesses that advance the goals of promoting home ownership, stabilizing neighborhoods, and improving the quality of life for Milwaukee residents, particularly those who have low to moderate income.

Minimum requirements include a bachelor's degree in business, public administration, finance, real estate or related area and five years of experience in residential development and finance. Equivalent combinations of education and experience may be considered.

Because of the need for recruitment flexibility for similar positions at this leadership level as well as to reduce pay compression with direct reports, this report recommends recruitment at $86,687 with the ability for recruitment flexibility at any rate in the pay range with the authority of DER and the Chair of the Committee on Finance and Personnel. Thus, placing this manager at a rate that provides an incentive for employees to take a supervisory position.

Action Required – Effective Pay Period 14, 2018 (July 1, 2018)

In the Salary Ordinance

Under Pay Range 2DN:
Delete the titles 'Housing Programs Specialist' and 'Housing Services Specialist'.

Under Pay Range 2EN:
Delete the title 'Housing Rehabilitation Specialist' and footnotes (2) and (6)
Add the title 'Housing Programs Specialist' with footnote designations (11) (12) (18). Add footnote (18) with the following language:
(18) Career Ladder Position. Recruitment is at $2,042.62 ($53,108.12). Recruitment above minimum is allowed commensurate with experience and credentials with DER approval. Employees will advance to the next rate in the following range upon certification by the Commissioner-City Development of having attained and maintained the required skills, job performance and demonstrated competencies: $2,135.33, $2,232.25, $2,333.56, $2,439.48 ($55,518.58, $58,038.50, $60,672.56, $63,426.48).

Under Pay Range 2GN:
Add the title 'Housing Rehabilitation Specialist' with footnote designations (7) (8) (12). Add footnote (12) with the following language:
(12) Career Ladder Position. Recruitment is at $2,390.46 ($62,151.96). Recruitment above minimum is allowed commensurate with experience and credentials with DER approval. Employees will advance to the next rate in the following range upon certification by the Commissioner-City Development of having attained and maintained the required skills, job performance and demonstrated competencies: $2,390.46, $2,496.45, $2,607.14, $2,722.74, $2,843.46 ($62,151.96, $64,907.70, $67,785.64, $70,791.24, $73,929.96).

Under Pay Range 1DX:
Delete the title 'Housing Rehabilitation Manager'.

Under Pay Range 1EX:
Add the title 'Housing Rehabilitation Manager' with footnote designation (14) with the following language:
(14) Recruitment is at $2,646.25 ($68,802.50)

Under Pay Range 1FX:
Delete the title 'Housing Programs Manager'.

Under Pay Range 1GX:
Add the title 'Housing Programs Manager' with footnote designation (6) with the following language:
(6) Recruitment at $2,858.88 ($74,330.88)

Under Pay Range 1IX:
Delete the title 'Redevelopment & Special Projects Manager' and add the title and footnote designation 'Redevelopment and Special Projects Manager (8)' with the following language:
(8) Recruitment is at $3,334.13 ($86,687.38) and may be at any rate in the range with the approval of DER and the Chair of Finance and Personnel.

In the Positions Ordinance

Under the Department of City Development, General Management and Policy Development Decision Unit, Housing Development:

Delete the heading 'Housing Development' and add the heading 'Housing and Neighborhood Development'

Delete one position of 'Housing Services Specialist' and three positions of 'Housing Program Specialist (Y)' and add four positions of 'Housing Programs Specialist (Y)'

Delete one position of 'Redevelopment & Special Project Manager (Y)' and add one position of 'Redevelopment and Special Projects Manager (Y)'

Delete one position of 'Housing Rehab. Manager (X) (Y)' and add one position of 'Housing Rehabilitation Manager (X) (Y)'.

Prepared by: _____
Andrea Knickerbocker, Human Resources Manager

Reviewed by: _____
Maria Monteagudo, Employee Relations Director

Housing Rehabilitation Specialist Career Ladder

Step	Rate	Duties & Responsibilities	Required Competencies	Minimum Requirements to Achieve a Step	Coursework Required to Achieve a Step
5	$73,929.96	Additional Responsibilities • Responsible for case management of more complex housing production programs and new construction projects	1. Knowledge of new construction processes and codes 2. Ability to assist community development partners navigate complex/dynamic rehabilitation/construction requirements and processes 3. Ability to project manage all budgeting and rehabilitation/construction aspects of in-house single family/two-family development projects 4. Notices even subtle discrepancies and inconsistencies in available information; quickly acts to clarify and obtain accurate information. 5. Approaches a complex task or problem by quickly and thoroughly breaking it down into its component parts and considering each part in specific detail. Identifies all the possible causes for a problem; makes recommendations for corrections 6. Assesses and carefully considers the priority of things to be done; promptly acts on priorities 7. Consistently and promptly acts to verify the accuracy and completeness of information 8. Consistently checks the accuracy of own work; quickly identifies and resolves problems	Achieve the following processing benchmarks for at least 12 consecutive months: • 85% of cases meet processing benchmarks • 85% positive customer response • Complete at least 20% more Cost Estimated Scopes-of-Work than Rehabilitation Specialist Step 4 • Organize and attend community events related to NIDC programs • Undertake more complex and extensive special projects and special assignments	• Additional 40 hours Supervisor approved coursework in training/classes related to Step 5 Competencies
4	$70,791.24	Additional Responsibilities • Responsible for case management of housing production programs, special projects, and special assignments.	1. Knowledge of housing rehabilitation/construction lender requirements 2. Ability to assist community development partners navigate rehabilitation/construction requirements and processes 3. Ability to make contractor recommendations and manage all aspects of rehabilitation/construction for city-owned properties in selected programs properties in selected programs 4. Notices even subtle discrepancies and inconsistencies in available information; acts to clarify and obtain accurate information. 5. Approaches a complex task or problem by thoroughly breaking it down into its component parts and considering each part in specific detail. Identifies all the possible causes for a problem 6. Assesses and carefully considers the priority of things to be done 7. Consistently acts to verify the accuracy and completeness of information 8. Consistently checks the accuracy of own work; identifies and resolves problems	Achieve the following processing benchmarks for at least 12 consecutive months: • 80% of cases meet processing benchmarks • 80% positive customer response • Complete at least 10% more Cost Estimated Scopes-of-Work than Rehabilitation Specialist Step 3 • Organize and attend community events related to NIDC programs • Undertake special projects and special assignments	• Additional 40 hours Supervisor approved coursework in training/classes related to Step 4 Competencies • Obtain Wisconsin UDC Construction Inspector Certification
3	$67,785.64	Additional Responsibilities • Responsible for case management of more complex federal, local, and privately funded programs and basic knowledge of programs involving owners acquiring and rehabilitating property in the same transaction.	1. Knowledge of housing rehabilitation program requirements 2. Ability to develop accurate cost estimated scopes of work on occupied/unoccupied properties 3. Ability to coordinate projects with other city departments and private sector inspectors 4. Notices discrepancies and inconsistencies in available information. 5. Approaches a complex task or problem by breaking it down into its component parts and considering each part in detail. Identifies many possible causes for a problem 6. Carefully weighs the priority of things to be done	Achieve the following processing benchmarks for at least 12 consecutive months: • 75% of cases meet processing benchmarks • 75% positive customer response	• Additional 40 hours Supervisor approved coursework in training/classes related to Step 3 Competencies • Obtain ICC - Property

			7. Regularly acts to verify the accuracy and completeness of information 8. Regularly checks the accuracy of own work; identifies and resolves problems	• Complete at least 50% more Cost Estimated Scopes-of-Work than Rehabilitation Specialist Step 2 • Organize and attend community events related to NIDC programs	Maintenance Code Certification
2	$64,907.70	Additional Responsibilities • Responsible for case management of rehab loan programs that serve existing owner-occupants and existing investor-owned property	1. Knowledge of building and construction principles, including knowledge of interior and exterior finishes 2. Knowledge of codes related to fire, electrical, plumbing, HVAC, real estate, and zoning 3. Oral Communication Skills: Ability to convey technical information in an understandable manner, communicate effectively with a wide variety of people in person, on the telephone and in a public setting. 4. Written Communication Skills: Ability to create rehabilitation plans accurately and prepare correspondence conveying technical information in an understandable manner 5. Interpersonal Skills: Ability to handle a variety of interpersonal situations such as, volatile or tense situations requiring mediation, handle angry persons, be persuasive, empathetic and treat all persons the same, provide uniform enforcement and work collaboratively 6. Ability to communicate effectively with people from all cultural, educational, and socioeconomic backgrounds 7. Ability to read and interpret technical material and building codes; to apply codes and recognize non-compliance 8. Ability to take onsite measurements, perform mathematical calculations, track project budgets, and record data accurately 9. Ability to plan, prioritize, meet deadlines, and change priorities if needed 10. Ability to work efficiently and independently 11. Ability to exercise sound judgment, make independent decisions and be creative in finding solutions to problems 12. Ability to handle stress 13. Ability to be honest and have integrity 14. Ability to manage a high level of responsibility and direct own work; be self-motivated 15. Analytical, critical thinking and problem solving skills 16. Computer skills; ability to learn proprietary software and use email 17. Notices obvious discrepancies and inconsistencies in available information. 18. Approaches a complex task or problem by looking at its component parts. 19. Identifies a possible cause for a problem 20. Ability to prioritize things to be done 21. Acts to verify information 22. Checks the accuracy of own work	Achieve the following processing benchmarks for at least 12 consecutive months: • 70% of cases meet processing benchmarks • 70% positive customer response • Complete at least 30 Cost Estimated Scopes-of-Work* • Attend community events related to NIDC programs Baseline application review number subject to program funding, demand, and design	• Complete 40 hours Supervisor approved coursework in training/classes related to Step 2 Competencies • Obtain Lead Safe Renovator Certification

1	$62,151.96	The Housing Rehabilitation Specialist is responsible for providing technical assistance and oversight for housing rehabilitation projects being carried out throughout the Department of City Development's Housing Rehabilitation Programs. This includes conducting inspections, preparing cost-estimated scopes of work identifying items required to ensure compliance with building code and program requirements, assisting homeowners with bidding and contractor selection, monitoring construction and approving payments to contractors. 15% Inspect properties to determine the improvements required to achieve program standards. 15% Create rehabilitation specifications ("scopes of work") and drawings that assure compliance with Federal, State, and local housing codes and program requirements, including lead safety and energy efficiency. 15% Conduct preconstruction conferences, perform interim and final inspections during construction, and approve payments to contractors. 15% Coordinate with housing program specialists to advise homeowners on rehabilitation projects and determine eligibility for loans and assistance under City of Milwaukee's housing rehabilitation programs. 10% Assist clients with obtaining and reviewing bids or proposals. 10% Mediate problems which may occur during the term of construction, including resolving disputes between homeowners and contractors. 5% Prepare and present rehabilitation plans and technical reports for review and approval by the supervisor and internal loan committee. 5% Prepare contract documents for owners and contractors. 5% Complete documentation from the field including inspection notes, updates to project tracking database, and compiles other documentation required for compliance with program requirements.	1. Knowledge of building, construction and rehabilitation principles and design standards, including knowledge or interior and exterior finishes. 2. Knowledge of codes related to fire, electrical, plumbing, HVAC, real estate and zoning. 3. Knowledge of regulations governing programming. 4. Knowledge of contracts and proposals. 5. Oral communication skills; the ability to convey technical information in an understandable manner and communicate and community organizations) in person, on the telephone and in a public setting effectively with a wide variety of people (e.g. property owners, contractors, co-workers 6. Customer service skills to ensure exceptional service is provided to the public to meet their needs 7. Written communication skills; the ability to create rehabilitation plans accurately and create clear and concise business correspondence. 8. Interpersonal skills; the ability to handle a variety of interpersonal situations such as, volatile or tense situations 9. Computer skills; the ability to learn proprietary software, use spreadsheet and word processing software and use e-mail. 10. Problem solving skills to recognize and recommend solutions. 11. Ability to work effectively with people from all cultural, educational and socioeconomic backgrounds to accomplish program goals. 12. Ability to inspect properties, apply codes, recognize non-compliance and make suggestions for improvements are needed to meet program guidelines. 13. Ability to read and interpret technical material and building codes. 14. Ability to take onsite measurements, perform mathematical calculations, track project budget and record data accurately. 15. Ability to understand financial information to perform accurate calculations. 16. Ability to handle sensitive situations that require mediation. 17. Ability to perform mathematical calculations such as square footage, roof pitch, floor area, window area, and site perimeter. 18. Ability to plan and prioritize responsibilities to meet deadlines and adjust priorities as necessary. 19. Honesty and integrity to meet professional standards for handling confidential information and politically sensitive issues.	Bachelor's degree in architecture, engineering, construction management or related field or an associate's degree in architecture, real estate, fire safety, environmental health, or building construction related program and two years of experience as a lead worker, site superintendent, or an inspector in the building trades or equivalent combinations of education and experience.	

Housing Programs Specialist Career Ladder

Step	Rate	Duties & Responsibilities	Required Competencies	Minimum Requirements to Achieve a Step	Coursework Required to Achieve a Step
5	$63,426.48	Additional Responsibilities • Responsible for case management of multifaceted housing production programs including more complex and extensive special projects and special assignments	1. Ability to understand complex real estate markets 2. Knowledge of complex neighborhood development principles 3. Knowledge of lending types related to construction and permanent financing 4. Ability to notice subtle discrepancies and inconsistencies in available information and act quickly to clarify and obtain accurate information 5. Ability to quickly and thoroughly break down a complex task or problem into component parts considering each part in detail 6. Ability to identify all possible causes for a problem; and make recommendations for corrections 7. Ability to assess and carefully consider the priority of things to be done; and promptly act on priorities 8. Ability to consistently and promptly act to verify the accuracy and completeness of information 9. Ability to consistently check the accuracy of own work; and quickly identify and resolve problems	Achieve the following processing benchmarks for at least 12 consecutive months: 1. 85% of cases meet processing benchmarks 2. 85% positive customer response 3. Review at least 20% more applications than Loan Officer Step 4 4. Organize and attend community events related to NIDC programs 5. Undertake more complex and extensive special projects and special assignments	Additional 40 hours Supervisor approved coursework in any combination of the following: • Affordable Housing Development Finance • Training/classes related to Step 5 Competencies
4	$60,672.56	Additional Responsibilities • Responsible for case management of housing production programs, special projects, and special assignments	1. Ability to understand the fundamentals of real estate markets 2. Knowledge of basic neighborhood development principles 3. Ability to identify lending programs for partnerships 4. Ability to notice subtle discrepancies and inconsistencies in available information 5. Ability to acts to clarify and obtain accurate information 6. Ability to thoroughly break down a complex task or problem into component parts considering each part in detail 7. Ability to identify all the possible causes for a problem 8. Ability to assess and carefully consider the priority of things to be done 9. Ability to consistently act to verify the accuracy and completeness of information 10. Ability to consistently check the accuracy of own work; and identify and resolve problems	Achieve the following processing benchmarks for at least 12 consecutive months: 1. 80% of cases meet processing benchmarks 2. 80% positive customer response 3. Review at least 10% more applications than Loan Officer Step 3 4. Organize and attend community events related to NIDC programs 5. Undertake special projects and special assignments	Additional 40 hours Supervisor approved coursework in any combination of the following: 1. HOME Program Training 2. Lending for Homeownership/Rental 3. Wisconsin Real Estate Salesperson Training 4. Other training/classes related to Step 4 Competencies
3	$58,038.50	Additional Responsibilities • Responsible for case management of rehabilitation loan programs that serve owner occupants and investor owners acquiring and rehabilitating property in the same transaction.	1. Ability to understand the layering of mortgages 2. Ability to assist an applicant through a loan/real estate transaction 3. Ability to communicate DCD loan programs to pair with other lending institutions 4. Ability to notice discrepancies and inconsistencies in available information 5. Ability to break down a complex task or problem into its component parts and consider each part in detail 6. Ability to identify many possible causes for a problem 7. Ability to weigh the priority of things to be done	Achieve the following processing benchmarks for at least 12 consecutive months: 1. 75% of cases meet processing benchmarks 2. 75% positive customer response 3. Review at least 75% more	Additional 40 hours Supervisor approved coursework in any combination of the following: 1. HOME Program Training 2. Lending for Homeownership/Rental

			8. Ability to regularly act to verify the accuracy and completeness of information 9. Ability to regularly check the accuracy of own work; and identify and resolve problems	applications than Loan Officer Step 2 4. Organize and attend community events related to NIDC programs	3. Other training/classes related to Step 3 Competencies
2	$55,518.58	Additional Responsibilities • Responsible for case management of rehabilitation loan programs that serve existing owner occupants and existing investor-owned property	1. Ability to analyze an applicant's financial information and unique scenarios to facilitate loan underwriting decisions 2. Ability to explain details to applicants about available loan and grant programs 3. Ability to make good decisions 4. Ability to successfully communicate program regulations and processes with a wide variety of individuals; including program applicants, representatives of lending institutions, interdepartmental staff, and housing technical specialists 5. Ability to communicate effectively 6. Ability to manage a large caseload 7. Ability to perform ongoing case management 8. Ability to speak about loan and grant programs in a public setting 9. Ability to notice obvious discrepancies and inconsistencies in available information 10. Ability to approach a complex task or problem by looking at its component parts 11. Ability to identify a possible cause for a problem 12. Ability to prioritize things to be done 13. Ability to act to verify information 14. Ability to check the accuracy of own work	Achieve the following processing benchmarks for at least 12 consecutive months: 1. 70% of cases meet processing benchmarks 2. 70% positive customer response 3. At least 100 applications reviewed* 4. Attend community events related to NIDC programs *Baseline application review number subject to program funding, demand, and design	Additional 40 hours Supervisor approved coursework in any combination of the following: 1. HOME Program Training 2. Lending for Homeownership/Rental 3. Other training/classes related to Step 2 Competencies
1	$53,108.12	The Housing Programs Specialist assesses, underwrites, processes, and closes loans for the department's loan programs in accordance with Federal, State or Grantor regulations. The position also participates in activities relating to marketing and program design: 30% Review, qualify, and process applications for loan and grant programs. Document progress and the status of individual cases 25% Counsel applicant (homeowners and landlords) on loan and grant programs and assist them in the qualification and application process 10% Prepare and present cases for Loan Committee approval 10% Close loans and grants and ensure documents are accurate, complete and in compliance with program guidelines. 5% Coordinate the development and acceptance of the	1. Advanced proficiency in Microsoft Office (Word, Excel, Outlook) and database applications 2. Knowledge of real estate principles 3. Ability to analyze and process federal, state and local forms 4. Ability to analyze financial information to make sound loan underwriting decisions 5. Ability to perform accurate financial calculations 6. Ability to plan and accomplish work 7. Ability to work within deadlines 8. Ability to manage a large caseload successfully 9. Problem solving skills 10. Ability to learn about City of Milwaukee neighborhoods and the housing needs of its citizen 11. Honesty and integrity 12. Oral and written communication skills 13. Interpersonal, customer service and counseling skills	Bachelor's degree in business administration, finance, or related field, and two years of experience in community lending or housing counseling	

		rehabilitation plan and cost estimate with the client and Rehabilitation Specialist 5% Assist in coordination and execution of outside events and workshops to promote department programs to potential applicants, private sector lenders, real estate representatives, clients and others 5% Monitor ongoing program compliance for past clients			