



Office of the City Manager

CONSENT CALENDAR

December 5, 2006

To: Honorable Mayor and
Members of the City Council

From: *PK* Phil Kamlarz, City Manager

Submitted by: David W. Hodgkins, Director of Human Resources

Subject: Classification: Manager of Aging Services

RECOMMENDATION

Adopt a Resolution amending Resolution No. 61,840-N.S., Classification and Salary Resolution for Public Employees Union Local One, to add the title of Manager of Aging Services and abolish the classification of Seniors Program Administrator effective January 1, 2007.

FISCAL IMPACTS OF RECOMMENDATION

The cost of salaries and benefits to establish and fill this class is \$2,500 for the remainder of FY 2007. The cost for FY 2008 is \$4,500. The Department of Health and Human Services will fund the new position as follows:

General Fund (46%), Budget Codes 010-4620-440.11-01 and 010-4631-440.11-01;
Senior Nutrition Grant (50%), Budget Codes 085-4627-440.11-01 and 085-4628-440.11-01;
Family Caregiver Support Grant (4%), Budget Code 178-4631-440.11-01.

CURRENT SITUATION AND ITS EFFECTS

The Seniors Programs has traditionally focused on recreation and social programs. Other services have been offered but have been ancillary to recreation and socialization. The Seniors Programs Division within the Department of Health and Human Services is being expanded to improve services to meet client needs while correcting organizational deficiencies and altering lines of supervision. The Division on Aging is one of five divisions within the Department of Health and Human Services that provide service to citizens. Each division head is responsible for a unique program. The Manager of Aging Services will replace the Seniors Program Administrator and be assigned oversight and management of three Senior Centers, and new Health and Wellness and Mental Health program components. The new class will manage directly, or through subordinate supervisors, 42 employees (25 FTE) and numerous volunteers and work with other division heads and city staff to provide a comprehensive social services and health-related program. Each of the three Senior Citizen Center Directors and the Health and Wellness and Mental Health unit supervisors will report to the Manager of Aging Services. The new class will also establish and oversee procedures, administer the division's budget, plan, manage and evaluate service outcomes and program effectiveness, and develop new service delivery models and funding sources.

BACKGROUND

Fred Medrano, Director of Health and Human Services is recommending that a classification of Manager of Aging Services be established to manage the administrative and leadership functions of the City's health, mental health and social services provided to older adults. The Personnel Board discussed the proposal at its November 6, 2006 meeting. By a unanimous vote, (Bess, Chan, Dixon, Eblé, Reyes, Robinson, Roter, – yes; Silver, Smith – absent), the Board recommended the following:

1. Establish the classification title of Manager of Aging Services, exempt from the overtime provisions of the Fair Labor Standards Act (FLSA), in Management Representation Unit Management (M), with a monthly salary range of \$7,378 - 7,736 - 8,104 - 8,498 - 8,903, and
2. Abolish the classification of Seniors Program Administrator effective January 1, 2007.

Attached is the Personnel Board Item on Manager of Aging Services for additional detailed background. In the discussion on the proposed salary in paragraph 2 of the report the Manager of Aging Services is set at approximately 17% above the Seniors Program Administrator. The incumbent Seniors Program Administrator, who is at the maximum monthly step E of the salary range (\$7,688), will receive the full 17% over a two-year period. Upon reclassification the incumbent will be moved to step C, (\$8,479), which is the next higher step of the Manager of Aging Services that equals at least a 5% increase above the current salary.

RATIONALE FOR RECOMMENDATION

Establishing the Manager of Aging Services is another step toward providing Berkeley seniors with expanded services to enable them to remain independent for a longer period. The existing classification of Seniors Programs Administrator lacks the necessary scope of authority to appropriately reflect the level of assignments involving Targeted Case Management, supervision of mental health services for seniors, supervision of the 3 Senior Center Directors, program management of the Health Nutrition and Wellness Unit and Mental health and Behavioral Sciences unit.

ALTERNATIVE ACTIONS CONSIDERED

Continue to use the class of Seniors Program Administrator.

CONTACT PERSON

David W. Hodgkins, Director of Human Resources, 981-6805
Robert S. Kraus, Senior Human Resources Analyst, 981-6820

Attachments:

1. Resolution and Exhibit A: Salary Schedule
2. Personnel Board Item on Manager of Aging Services –11/6/06
3. Salary Survey
4. Senior Programs Org Chart
5. Letter from Local One dated 8/31/06
6. Class Specification – Manager of Aging Services

RESOLUTION NO. ##,###-N.S.

CLASSIFICATION: MANAGER OF AGING SERVICES

WHEREAS, the Department of Health and Human Services has embarked on a program to redefine and expand services to seniors; and

WHEREAS, the Director of Health and Human Services has recommended that the class of Manager of Aging Services replace the class of Seniors Program Administrator; and

WHEREAS, Public Employees Union, Local One has reviewed and responded to the proposed title, class concept and salary range for the Manager of Aging Services and offered comments; and

WHEREAS, the Personnel Board recommended on November 6, 2006 that the Manager of Aging Services be established and that the Seniors Program Administrator be abolished effective January 1, 2007.

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Berkeley that Resolution No. 61,840-N.S., Classification/Salary Resolution for Public Employees Union Local One, is amended to include the title of Manager of Aging Services in Representation Unit M, Management with the salary ranges as shown on Exhibit A, and abolish the Senior Program Administrator, effective January 1, 2007.

Exhibit

A: Salary Schedule

Job Code	Unit	Class	Salary Schedule					Exhibit A	
			FLSA	A	B	C	D	E	Effective Date
		Seniors Program Administrator							
1325	M	Abolish							01/01/07
1329	M	Manager of Aging Services	E	7,378	7,736	8,104	8,498	8,903	01/01/07
				7,747	8,075	8,479	8,903	9,348	07/01/07



Attachment 2

Human Resources Dept.

November 6, 2006

To: Members of the Personnel Board

From: David W. Hodgkins, Director of Human Resources

Subject: Recommendation to Establish the Class of Manager of Aging Services and Abolish Seniors Program Administrator

Classification:

Fred Medrano, Director of Health and Human Services (HHS), is recommending that a classification of Manager of Aging Services be established to manage the administrative and leadership functions of the City's health, mental health and social services provided to older adults. The Division on Aging is one of five divisions within the Department of Health and Human Services that provide service to citizens. Each division head is responsible for a unique program that ranges in size from 8 to 87 full time equivalent (FTE) employees as noted in the chart below:

Division	FTE	Annual Budget
Employment Programs	8	\$957,850
Environmental Health	13	\$1,552,021
Division of Aging Services (Proposed)	25	\$2,783,137
Mental Health Services	60	\$7,861,277
Health Promotion	87	\$11,354,718

The Manager of Aging Services will replace the Seniors Program Administrator and be assigned oversight and management of three senior centers, and new health and wellness and mental health program components. The new class will manage directly, or through subordinate supervisors, 42 employees (25 FTE) and numerous volunteers, and work with other division heads and city staff to provide a comprehensive social services and health-related program. Each of the three Senior Citizen Center Directors, the Health and Wellness and Mental Health unit supervisors will report to the Manager of Aging Services as noted on the attached "Senior Programs" organizational chart. The new class will establish and oversee procedures, administer the division's budget, plan, manage and evaluate service outcomes and program effectiveness, and develop new service delivery models and funding sources.

Salary:

We surveyed the maximum of the salary ranges at other public agencies with like classifications within this labor market, and revisited the internal salary relationships within Health and Human Services. On the basis of these two factors, (1) the attached survey and (2) the internal comparison within HHS shown below we recommend a salary range of \$7,378 - 7,736 - 8,104 - 8,498 - 8,903

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per month. This range is the same as the Manager of Environmental Health, approximately 17% above the Seniors Program Administrator.

Division Manager's Title	Salary Range Top Step
Employment Programs Administrator	\$ 7,505
Manager of Environmental Health	\$ 8,903
Manager of Aging Services (Proposed)	\$ 8,903
Manager of Mental Health Services	\$10,035
Manager of Health Promotion	\$10,035

Original and promotional appointments from employment lists for classifications in the Public Employees Union, Local 1 Representation Unit M – (Career Management), are tentative and subject to a probationary period of one (1) year of actual service.

Attached is the proposed class specification for the Manager of Aging Services, which was sent to Public Employees Union, Local 1 for their review and comments. The union supports the proposed classification, but expressed concern that the initial draft salary recommendation did not take into consideration the increase in the breadth and scope of the position. In a meeting held on August 31, 2006 the union agreed to conditionally support the proposed salary range of \$7,378-8,903 per month but also intends to raise the issue of an equity adjustment for the Manager of Aging Services classification when the current MOU expires in 2008. A formal response from Local 1 is attached.

The Manager of Aging Services was originally scheduled for the September 5th Personnel Board but there was no quorum present. In October the item was held over by Fred Medrano, Director of Health and Human Services due to a perception that the salary was set too low, given the scope of responsibilities. We revisited the recommendation and rationale to set the salary based on the increased scope of the job and the internal alignment with the Manager of Environmental Health and found that external survey agencies pay Managers of Environmental Health or the equivalent class approximately 20% on average more than their Aging Services Manager class. Our recommendation is as stated earlier, to equate the salary range of the Aging Services Manager with that of the Manager of Environmental Health.

Recommendation:

Therefore, the Personnel Board is requested to recommend the following:

3. Establish the classification title of Manager of Aging Services, exempt from the overtime provisions of the Fair Labor Standards Act (FLSA), in Management Representation Unit Management (M), with a monthly salary range of \$7,378 - 7,736 - 8,104 - 8,498 - 8,903, and
4. Abolish the classification of Seniors Program Administrator effective January 1, 2007.

Attachments (4)

1. Manager of Aging Services Classification Specification
2. Aging Services Organizational Chart
3. Letter from Local 1 to Robert Kraus, Senior HR Analyst

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4. External Salary Survey

cc: Eric Brenman, President PEU Local 1
Robert Kraus, Senior Human Resources Analyst
Fred Medrano, Director of Health and Human Services
Kathy Rollins, Supervising Business Agent, PEU Local 1

PB_Mgr of Aging Services.doc

City of Berkeley
Class No. 1329
January 2007

MANAGER OF AGING SERVICES

DEFINITION

Under general administrative direction, manages and administers the Health and Human Services Division on Aging. This class plans, organizes, evaluates and directs activities, personnel and programs division-wide, including strategic planning, service coordination, and policy and major administrative functions. This class exercises a high degree of independent judgment, accountability and ongoing decision-making responsibility, and provides the overall leadership, vision and management for the division; performs related duties as assigned.

CLASS CHARACTERISTICS

This class has division level responsibility for the direction and administration of the City's Aging programs within the Health and Human Services Department. Incumbents formulate policy, administer the division's budget; plan, manage and evaluate service provision and programs; develop performance goals and objectives; and, through subordinate staff, direct the day-to-day operations for three senior centers; supervise and direct the planning and implementation of a variety of programs including Targeted Case Management and other reimbursable services, physical health, mental health and psychosocial services, education, recreation, social service and nutrition programs for older adults.

This class is distinguished from the Director of Health and Human Services which has overall management responsibility for the major divisions in the department: Public Health, Mental Health, Environmental Health, and Aging and Youth Employment.

EXAMPLES OF DUTIES

The following list of duties is intended only to describe the various types of work that may be performed, the level of technical complexity of the assignment(s) and is not intended to be an all-inclusive list of duties. The omission of a specific duty statement does not exclude it from the position if the work is consistent with the concept of the classification or is similar or closely related to another duty statement.

1. Develops and implements goals, objectives, policies, procedures and work standards for the aging; develops and manages the budget;
2. Plans, organizes, assigns, evaluates and directs the work of personnel, including Senior Center Directors, Senior Health Services Program Specialists and Senior Psychiatric Social Workers occupations and other assigned staff; selects staff and provides for their training and professional development;

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3. Identifies and analyzes needs of aging populations in the community; plans, implements and administers programs and services to fulfill those needs; determines, recommends and implements changes as necessary;
4. Works closely with other division heads in the department and other City staff to provide comprehensive aging services which emphasize service, collaboration and integration and responds to a broad range of needs for social service and health-based programs;
5. Develops and implements new service delivery models for the changing needs of the City's aging population; collaborates with other City departments and outside agencies on program development and funding options to leverage City discretionary resources and attract external funding;
6. Evaluates senior centers and services to determine program effectiveness and recommends termination or expansion;
7. Defines problems, collects data, establishes facts and draws reasonable conclusions;
8. Manages, motivates, evaluates and disciplines personnel as appropriate;
9. Manages the planning and implementation of aging and adult nutrition programs, physical health services and mental health and psychosocial programs;
10. Responds to inquiries regarding aging services and operations, and resolves problems and concerns of citizens and organizations;
11. Represents the City in meetings with community agencies, boards and commissions and may serve as staff to the Commission on Aging;
12. Identifies funding sources and prepares grant applications and proposals;
13. Directs administration of grant contracts, including fiscal reporting and program reports;
14. Directs maintenance and upgrades of division facilities;
15. Researches and gathers program performance and other data for periodic, special management reports and other agency review;
16. Establishes and oversees procedures for aging services, including congregate and delivered meals programs;
17. Develops, implements and oversees cash-handling activities; implements internal controls; monitors activities and develops usage data for the senior centers;

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18. Monitors developments related to the needs of aging populations; evaluates their impact on programs and operations; develops, recommends and implements policy and procedural improvements; and
19. Performs related duties as assigned.

QUALIFICATIONS

Note: The level and scope of the knowledge and skills listed below are related to job duties as defined under Class Characteristics.

Knowledge of:

1. Principles and practices of aging and older adult services program planning, development, implementation and administration;
2. Needs and problems of the elderly and aging populations;
3. Principles and practices of administrative management, including development, planning, monitoring, evaluation and administration; effective employee supervision, including selection, training, evaluation and discipline;
4. Principles and practices of budget development and administration;
5. Principles, practices and methods of needs assessment and program evaluation; development of strategies for new program service delivery models;
6. Community aging and older adult services needs and social services resources;
7. Principles and methods of administration, including goal setting, policy and procedure development, work and program evaluation and work standards; and
8. Rules, regulations and ordinances pertaining to aging and older adults programs and facilities.

Skills in and Ability to:

1. Plan, organize, assign, direct, review and evaluate the work of assigned staff;
2. Select, motivate and evaluate staff and provide for their training and professional development;
3. Develop and implement goals, objectives, policies, procedures, work standards and internal controls;
4. Plan, organize and implement multi-faceted programs and activities for aging adult populations;

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5. Identify community needs for aging adult populations and recommend alternative or enhanced programs, which are based on social service, education, recreation, nutrition, physical health, mental health, psychosocial and/or other services relating to identified needs;
6. Exercise sound independent judgment within general policy guidelines;
7. Prepare clear, concise and complete reports, proposals and other written correspondence; and
8. Represent the City in meetings with the public, media and governmental entities to promote program and citywide goals.

OTHER REQUIREMENTS

Must be able to travel to various locations within and outside the City of Berkeley to meet the program needs and to fulfill the job responsibilities. When driving on City business, maintenance of a valid California driver's license and satisfactory driving record is required. Must attend evening and weekend meetings as required.

A TYPICAL WAY OF GAINING THE KNOWLEDGE AND SKILLS OUTLINED

ABOVE IS:

Equivalent to graduation from an accredited four-year college or university with major coursework in social science, public health, social work, business or public administration or a related field, and five (5) years of increasingly responsible professional experience involving program planning and administration, preferably in programs for aging populations or closely related social services or public health program, of which at least two (2) years included supervisory responsibility. A Master's Degree in any of the above disciplines is desirable.

Attachment 4

Salary Survey		Summer 2006							
Agency	Class Title	Effective Date	Min	Max	EPMC (%)	EPMC (\$)	401(a)	Adjusted Max	Notes
Berkeley	Seniors Program Admin	7/2/06	6,369	7,688	8.64%	664	181	\$ 8,533	
Alameda Co	Asst. Director, Area Agency on Aging	07/01/06	6,432	7,829	3.00%	235	-	\$ 8,064	
Concord	No Match				8.64%	-	-		
Contra Costa Co.	Aging and Adult Services Senior Staff Assistant	10/01/05	5,220	6,335	2.72%	172	-	\$ 6,507	Excluded from Adjusted Max: One Senior Center
Daly City	Senior Center Supervisor	09/01/05	6,327	7,694	0.00%	-	-		Excluded from Adjusted Max: One Senior Center
Fremont	Senior Center Manager	07/01/06	5,543	7,483	0.00%	-	150		Center
Oakland	Senior Services Administrator	07/01/06	8,072	9,912	5.25%	520	-	\$ 10,433	
Palo Alto	No Match				7.49%	-	-		
Pasadena	No Match				7.49%	-	-		
Richmond	No Match				8.64%	-	-		
San Francisco	Human Services Program Manager	07/01/06	7,872	9,568	0.00%	-	-	\$ 9,568	See Gerontology Supervisor
San Jose	No Match				0.00%	-	-		
San Mateo Co.	Program Services Manager II	11/01/05	6,429	8,037	3.53%	284	-	\$ 8,321	Excluded from Adjusted Max: One Senior Center - Reports to Parks and Rec
Santa Clara (City)	Senior Center Director	12/08/05	5,758	7,000	0.00%	-	-		
Santa Clara Co	Health Care Prog Mgr II	07/01/06	6,108	7,425	7.49%	556	-	\$ 7,981	
Median								\$ 8,193	
Lead(+)/Lag(-)								3.99%	
Agency Matches								6	

Senior Programs

Seniors Program Administrator
(W. Rogers) [Change to Manager of Aging Services] (010,085,178)
1.0 FTE

Office Specialist II [Change to QSIII from .5 OSII] (010,178)
1.0 FTE

Commission on Aging

Social Service/Behavioral Health Programs

Senior Psychiatric Social Worker/TCM Coordinator [new position] J. Izzo (010,178,056) 1.0 FTE

Case Managers* [1.0 FTE (NBSC)] [1.0 FTE (NBSC)]

CM: (010, 178) [1.0 FTE (SBSC)] [1.0 FTE (SBSC)]

CM: (010, 178) [1.0 FTE (WBSC)] [1.0 FTE (WBSC)]

1.0 FTE

North Berkeley Senior Center

Senior Center Director (010) S. Ryan 1.0 FTE

Case Manager: (010, 178) N. Ramos 1.0 FTE

Case Manager: (010, 178) S. Villatoro 1.0 FTE

Office Specialist II (010) Linda Bass 1.0 FTE

Senior Service Aide (010) U. Estrellas .8 FTE

Mini Bus Driver (010) C. Butler 1.0 FTE

Meal Site Coordinator* (085) Linda Coleman .50 FTE (NBSC)

6.3 FTE

South Berkeley Senior Center

Senior Center Director (010, 178) Vacant (Acting: BLowman) 1.0 FTE

Case Manager: (010, 178) Perez 1.0 FTE

Case Manager: (010, 178) A. Williams 1.0 FTE

Case Manager: (010, 178) Vacant 1.0 FTE

Office Specialist II (010) S. Hill-Williams 1.0 FTE

Meals Site Coordinator* (085) L. Allen-Stephens. .50 FTE (SBSC)

5.5 FTE

West Berkeley Senior Center

Senior Center Director (010) L. Taylor 1.0 FTE

Case Manager: (010, 178) E. Garcia 1.0 FTE

Case Manager: (010, 178) T. Avila 1.0 FTE

Office Specialist II (010) Y. Hill 1.0 FTE

Mini Bus Driver (010) G. Johnson 1.0 FTE

Meal Site Coordinator* (085) Vacant (Acting VM) .50 FTE (WBSC)

5.5 FTE

Senior Health, Wellness & Nutrition Programs

Senior Health Services Program Specialist (010, 085) D. Quan .8 FTE

Registered Dietician (085) N. Krelle-Zepponi .2 FTE

Home Service Aide (010) D. Hall 1.0 FTE

Home Service Aide (010) S. Tabron 1.0 FTE

Meal Site Coordinator* (085) .50 FTE (NBSC)

Meals Site Coordinator* (085) .50 FTE (SBSC)

Meal Site Coordinator* (085) Vacant (Acting VM) .50 FTE (WBSC)

3.0 FTE

*Case Managers will be stationed at each site.
*Meals Site Coordinators will be stationed at each site

Division Total FTE's:

Advisory Council

Advisory Council

Advisory Council



Public Employees Union, Local One

THE UNION FOR PUBLIC EMPLOYEES
ORGANIZED 1941

Mailing Address: 4197 Lakeside Drive, Suite 170 Richmond, CA 94806
Phone: (510) 222-5012 ♦ Fax: (510) 222-8858
www.peul.org ♦ info@peul.org

Attachment 6

August 31, 2006

Robert Krause
City of Berkeley
Human Resources Department
2180 Milvia Street
Berkeley, CA 94704

RE: MANAGER OF AGING SERVICES CLASSIFICATION
AND PROPOSED SALARY RANGE

Dear Mr. Krause:

As a follow up to our meeting today, we first want to express our appreciation for the City's recognition that, given the scope and breadth of duties and responsibilities, it is appropriate to reclassify the Seniors Programs Administrator position to the Manager of Aging Services.

Secondly, as you know, Local One is in general agreement with the classification's duties as they are outlined. We do, however, disagree with the approach that you employ, despite the existence of a more uniform methodology discussed below, in setting the salary range. However, in order to support the continued work of reorganizing this Division consistent with the changing and growing needs of our aging community, Local One will accept the proposal as you have outlined with the caveat that we reserve the right to revisit the salary range for this position within the 2008 contract negotiations process and/or prior to that in light of additional information about this position and other pending restructuring proposals within the Health and Human Services Department.

A significant part of your analysis utilized and then compared internal data on division manager salaries from the Health and Human Services Department. Although the size of the Division on Aging, the budget for the division, the scope and the number of FTEs all fall between Environmental Health and the larger divisions (Public and Mental Health), you chose to set the salary at the lower level associated with the Manager of Environmental Health.

Based on the data you provided, we believe that the salary for this position is more appropriately set at a point above the Manager of Environmental Health level, but below the Mental Health and Public Health Division Manager salary range. This outcome is justified by, and consistent with, the criteria and methodology that you outlined in our meeting: namely, the breadth and responsibilities associated with this position and the size of the Aging Services Division relative to both number of FTEs (25) and budget (\$2.7 million), particularly as this Division is compared to others within H&HS.

In the near future, we need to revisit the methodology for determining salary ranges and to ensure that the City adheres to a process for meet and confer on salary and compensation that provides adequate time to review and provide meaningful input on the development of a classification and salary recommendation. In the interim, we appreciate your time and attention to this matter.

If you have questions or would like to discuss this further, you can reach me at 510-222-5012.

Sincerely,

Kathy Rollins

Supervising Business Agent

cc: Eric Brenman, Unit President