



The  
New  
York  
City

# Manager

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Fall 2014

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## MEA Manager of the Year Improves Service, Cuts Costs, Retains Staff

By Bendix Anderson



**HRA Commissioner Steven Banks appointed MEA Manager of the Year Lisa Fitzpatrick as Chief Program Officer**

MEA's Manager of the Year, Lisa Fitzpatrick, is helping to make some big changes at her agency.

"I can't think of a better person to lead this reorganization," says Steven Banks, Commissioner of New York City's Human Resources Administration.

In June, Ms. Fitzpatrick became HRA's Chief Program Officer. She is also the winner of this year's Raymond E. Diana Memorial Award, MEA's Manager of the Year.

After Hurricane Sandy, Ms. Fitzpatrick created and implemented a Disaster Supplemental Food Assistance Program to help New Yorkers hurt by the storm. For two months, she worked 12 and 15-hour days to get the program running, even though flooding from the storm made it impossible to use her own office. "People needed food assistance," says Ms. Fitzpatrick. "We didn't have the luxury of time."

### NEW EFFICIENCY FOR HRA

Ms. Fitzpatrick is also leading a bold reorganization at HRA -- finding new ways to better serve HRA's clients without

laying off staff. As Chief Program Officer, she also supervises commissioners in charge of the City's Food Administration, Employment Services and Office of Child Support Enforcement programs.

"We are looking to improve that interaction with the public," she says. "I am working every day to help the public access services."

That means making it easier for families to communicate with the agency through remote services like the Internet, so that they don't have to take a day off work to come to the HRA offices in person. That's especially important in cases such as abuse or other family issues that clients may find difficult to speak about.

In December 2014, she helped create a new Internet portal for the Supplemental Nutritional Assistance Program, also known as Food Stamps. Clients can now use the Internet to re-certify their benefits and upload documents and access information about benefits.

"We are making our client services more like other industries," says Ms. Fitzpatrick. She also led the reorganization of the

HRA's system to process payments to help New Yorkers who are faced with eviction because of temporary financial hardship. The work was previously spread throughout individual centers throughout the City. Now the payments are all processed in one location in Upper Manhattan. Since June, the center has processed 23,000 checks for 7,000 clients. "We would never have been able to process that volume of work before," she says.

Because HRA can process these checks more quickly, people who need them are less likely to suffer eviction. "It saves money for other programs," she says. "It costs more if they wind up in the shelter system."

Ms. Fitzpatrick first worked at HRA in the early 1980s as a college intern. She joined HRA full-time in 1984 as an eligibility specialist in the cash assistance program. Since then she has helped thousands of New Yorkers and she rose through the ranks at HRA.

In the early 1990s she spoke with a client's daughter. Ten years later she met the young woman by chance on a sidewalk in Downtown Manhattan. "She stopped me in the street," Ms. Fitzpatrick remembered.

"She said that if it hadn't been for her conversation with me, her life would be totally different. She had finished school, taken an exam and now was working at the post office," says Ms. Fitzpatrick.

"We make a long-term impact on the people we help."

**SAVE THE DATE!**  
**MEA Holiday**  
**Scholarship Party**  
**December 8**  
**At The Copacabana**

# Bits & Pieces



## A WORK IN PROGRESS

*By Stu Eber  
NYC MEA President  
and  
Linda A. Barnes  
NYC MEA  
Executive Director*

Wherever we go, managers ask us, "Where's our raises?"  
The good news is there have been two substantive meetings

between MEA and the Office of Labor Relations. Unlike the past four years, the Office of Labor Relations has been receptive to our requests for raises. OLR Commissioner Robert Linn will meet with us again before the end of the year to update us on the status of our request to provide all current managers with salary adjustments equal to the raises received by their subordinates.

### DC 37 CONTRACT

District Council 37's members ratified their contract on August 5, sooner than OLR had expected. This contract has historically formed the basis for the adjustments to the Pay Plan for Managerial Employees and the raises managers received. Prior to the Bloomberg Administration, each agency commissioner received a lump sum of money to be divided within their agency at their discretion. This meant some satisfactory managers could receive a smaller percentage raise than other satisfactory managers. Based on MEA's suggestion, all satisfactory managers would receive the same percentage increase as their subordinates did throughout the Bloomberg Administration.

DC 37 members will receive retroactively 1% effective September 3, 2011, 1% September 3, 2012, 1% September 3, 2013 and 1.5% effective September 3, 2014. They will receive 2.5% effective September 3, 2015 and 3% effective September 3, 2016. We have requested that all managers receive the same percentage raises. DC

37 members will receive a one-time \$1,000 ratification bonus. We have asked for a \$1,000 one-time longevity award for our managers who were on payroll since March 1, 2009. The one-time award will not be pensionable.

### PAST HISTORY – 2009 COLAS

We have been meeting with the leadership of the non-Mayoral agencies regarding raises, particularly NYCHA, HHC, DOE, the Comptroller's Office and the Public Advocate.

We do not want a rerun of the events surrounding the last round of raises in 2009. DC 37 members received their 4% and 4% COLAs in March of 2009 and the Mayoral agency managers received their 4% and 4% COLAs in July of 2009. HHC managers received their 4% and 4% in November of 2009. However, NYCHA managers received 0% and 0% in 2009. We met with incoming NYCHA Chair John Rhea in 2010. Eventually, NYCHA provided 2% and 2% COLAs.

We continue to be particularly concerned about the DOE and SCA managers. In December of 2009, Schools Chancellor Joel Klein decided to partially fund raises for all eligible employees. He obligated the Department of Education to pay up to the first \$2,828 of the salary increase for eligible employees in fiscal years 2010 and 2011. This meant that for eligible employees with a base salary of \$70,000 or less, raises at 2% and 2%. All eligible employees with a base salary above \$70,000 received a total raise of \$2,828. For the payments retroactive to 2008

and 2009, he funded one-time retroactive payments at 2% and 2% for eligible employees with a base salary of \$70,000 or less. We are meeting with DOE and SCA leadership to ensure this does not happen again.

Comptroller William Thompson did not give the COLA adjustments to managers earning more than \$90,000 per year in July 2009. However, after he lost the Mayoral election, he gave the COLAs to those managers who left the Comptroller's Office on December 31, 2009. We met with the incoming Comptroller, John Liu, and asked him to redress this situation. The managers who remained in the Comptroller's Office received their back money in July 2010.

### DCAS – EXAMS AND EVALUATIONS

We met with Department of Citywide Administrative Services (DCAS) Commissioner Stacey Cumberbatch. Commissioner Cumberbatch informed us the de Blasio Administration received a two year extension to fulfill compliance with the Long Beach court order to provide civil service promotional and open competitive exams for all relevant titles, including Administrative Architect and Administrative Engineer. Many members have been provisional in these titles for over 15 years. MEA will provide training courses once exams for Administrative level titles have been formalized. DCAS is also reviewing the proposed managerial evaluation process. Managers have been without evaluations for as long as twelve years. This prevents managers from knowing their goals, developing corrective action plans for deficiencies and providing new supervisors with documentation regarding the manager's capabilities.

While we will continue to focus on the managerial raises, we are also conducting follow-up meetings with agency leadership to discuss other relevant issues, including managerial evaluations, promotional exams, hiring and promoting from within City agencies, adequate promotional increases, diversity, salary compression, licensing fees and flextime. The issues we present in the individual agencies are based upon your input at chapter election meetings, informational meetings, general membership meetings, Executive Board meetings and other contact with you – our members.

Please let us know the issues in your agencies. Feel free to email us:  
Linda Barnes: lbarnes@nycmea.org  
Stu Eber: seber@nycmea.org

# MEA Members Earning Top Jobs at Administration for Children's Services

Interviewed by MEA Staff Writers Bendix Anderson and Vanessa de Santis



**JACQUELINE O. MCKNIGHT**

**New position: Executive Deputy Commissioner for Child Welfare Programs**

**MEA:** Congratulations to you, Dr. McKnight. What are the day-to-day responsibilities of your new job?

**Jacqueline O. McKnight:** I support all of the child welfare programs, including child protection, foster care as well as preventative services. It's working with each one of the deputy commissioners on collaboration and integration of services and creating a standard of excellence.

**MEA:** Anything that remains unresolved or especially difficult about the work?

**Dr. McKnight:** The biggest challenge is that we serve a huge amount of children. One of the key areas that we are hoping to focus on is earlier intervention so that we are much more aggressive in how we serve families

**MEA:** What does it take to accomplish that?

**Dr. McKnight:** We are going to frontload the services much earlier on. For example, we're now connecting to other City agencies like the Housing Authority and Homeless Services that might witness trouble in a family before a formal report is filed.

This emphasis on prevention is going to be a paradigm shift.



**WILLIAM FLETCHER**

**New position: Deputy Commissioner of the Division of Child Protection**

**MEA:** A heartfelt congratulations on your recent promotion, Mr. Fletcher. What is the most compelling aspect of your new role?

**William Fletcher:** Being able to take all my City service experiences, which spans nearly 30 years, and being able to share these experiences with others on a much grander scale.

**MEA:** How so?

**Mr. Fletcher:** By affording me the opportunity to champion the qualities of hard work, innovation, visionary leadership and willingness to learn new things. It allows me to show how rewarding this kind of perseverance and commitment is.

**MEA:** What are the most defining achievements in your career?

**Mr. Fletcher:** One of the most fulfilling moments in my career is being on the cutting edge of something new, which is the creation of a Child Welfare Programs model.

**MEA:** What makes this model different?

**Mr. Fletcher:** This progressive model re-frames how three specific Divisions within ACS operate. We operated in different silos before... but a lot of our families have experience with several systems. Now we are better able to share resources.



**BEVERLY JAMES**

**New position: Associate Commissioner, Child Welfare Support Services**

**MEA:** Sincere congratulations on the promotion, Ms. James. What new responsibilities come along with your new position?

**Beverly James:** I will make sure case workers who assess the needs of families have an opportunity to consult with service providers from a broad range of disciplines even before they make their assessments.

**MEA:** How is this different from before?

**Ms. James:** In the past, if a New York City child protective worker visited a family because a child had missed 22 days of school, the caseworker would make the best assessment of the situation given their own expertise. That may be enough to get the right services to the family but a caseworker might miss vital clues. The caseworker might miss deeper problems such as domestic violence or substance abuse, missing how these problems can affect children at a very early age.

And, when we fail a child at age two, we may be dealing with that person when he is 25.

**MEA:** So what's different now?

**Ms. James:** We are now connected in a better way. We ask: "what are the red flags?," and we assess them to create a comprehensive service plan.



New York City Managerial Employees Association  
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### 2014 MEA CHAPTER ELECTIONS

Agency	2013 CHAPTER DIRECTOR	Date of Meeting	New Chapter Director	New Assistant Chapter Director
SCA	Richard Eiden	1/28/14	Richard Eiden	Fred Malley
Corrections	<i>Vacant</i>	2/6/14	Veronica Scudder	<i>Vacant</i>
HHC	Gloria Bent	2/19/14	Diana Santos	Donna Sutherland
FDNY	<i>Vacant</i>	3/12/14	Louis Gendagorta	Daniel McBeth
Retirees	Larry Konstan	3/18/14	Adrienne Leaf	Sam Borkow
Comptroller	Wasył Kinach	3/20/14	Constantine Kokkoris	Wasył Kinach
FISA	<i>Vacant</i>	3/27/14	Edgar Landas	Eric Reitzel
DOE	Eileen Cotter	4/10/14	Robin Frazier	Bernard Orlan
DOITT	Sherri Porcu	4/24/14	Sherri Porcu	Amy-Jo Sabo
DOT	Randolph Harris	5/1/14	Randolph Harris	Raynard Edwards
NYCHA	Carl Walton III	5/15/14	Carl Walton III	Andre Cirilo
NYPD	Vincent Taddoni	6/5/14	<i>Vacant</i>	<i>Vacant</i>
Finance	<i>Vacant</i>	6/19/14	<i>Vacant</i>	<i>Vacant</i>
Buildings	Waheed Dughman	7/10/14	Bernard Kirk	Danny Cornell
ACS	Colin Scantlebury	7/31/14	Colin Scantlebury	<i>Vacant</i>
DCAS	Tina Ramsey	8/14/14	Tina Ramsey	Raymond Schnetzler
Design & Construction	Joseph De Luca	8/28/14	Michael Mitchell	<i>Vacant</i>
DEP	James Luke	9/11/14	James Luke	James Caggiano
DHS	Carol David	9/29/14	Carol David	Sonya Williams
DOHMH	Wanda Newton	10/9/14		
HRA	Pamela Ross	10/17/14		
HPD	Darrell Sims	10/23/14		
Municipal Chapter	Marie Delus	11/6/14		
Parks Recreation	Laurence Major	11/13/14		