



Department of Employee Relations

Tom Barrett  
Mayor

Maria Monteagudo  
Director

Renee Joos  
Employee Benefits Director

Nicole Fleck  
Labor Negotiator

September 15, 2017

To the Honorable  
The Committee on Finance and Personnel  
Common Council  
City of Milwaukee

Dear Committee Members

RE: Common Council File Number 170619

The following classification and pay recommendation was approved by the City Service Commission on August 15, 2017.

**Department of Public Works-Infrastructure Services**

Current	Request	Recommendation
Operations & Maintenance Manager PR 1GX (\$66,435 – \$93,010) One Position	Study of Position	Facilities Manager PR 1HX (\$70,827 – \$99,154) One Position

The job evaluation report including the necessary Salary and Positions Ordinance amendments as well as Fiscal Note are attached.

Sincerely,

Maria Monteagudo  
Employee Relations Director

Attachments: Job Evaluation Report  
Fiscal Note

C: Ghassan Korban, Jeff Polenske, Tim Thur, Dan Thomas, Shannon Goodwin, Dawn Crowbridge, Grace Gates, Dennis Yaccarino and Nicole Fleck



**JOB EVALUATION REPORT**

City Service Commission Meeting: August 15, 2017

**DPW-INFRASTRUCTURE SERVICES**

<b>Current</b>	<b>Request</b>	<b>Recommendation</b>
Operations & Maintenance Manager PR 1GX (\$66,435 – \$93,010)	Study of Position	Facilities Manager PR 1HX (\$70,827 – \$99,154)

**Action Required – Effective Pay Period 22, 2017 (October 22, 2017)**

In the Salary Ordinance, under Pay Range 1GX, delete the title “Operations and Maintenance Manager” and under Pay Range 1HX, add the title “Facilities Manager”. Under Pay Range 1KX, delete the title “Facilities Manager”.

In the Positions Ordinance, under Department of Public Works – Infrastructure Services Division, Bridges & Buildings Decision Unit, Mechanical Services, delete one position of “Operations & Maintenance Manager” and add one position of “Facilities Manager”.

**Background**

The Department of Public Works (DPW) requested that the position of Operations and Maintenance Manager be studied for appropriate title pay level and title due to the addition of two functional areas, that of security operations for the City Hall complex and DPW field offices and managing the maintenance of playgrounds and the new Milwaukee Plays Program. In studying this request, a revised job description prepared by the department was reviewed in addition to a job analysis questionnaire completed by Matthew Mortwedt, the employee performing the job. Discussions were then held with Craig Liberto, the Engineer-In-Charge of the Bridges and Buildings Section.

**Duties and Responsibilities**

This position, which reports to the Engineer In Charge of the Bridges and Buildings Section of the Infrastructure Services Division, manages the operation and maintenance of the City Hall complex and field offices maintained by the Department of Public Works including the divisions of forestry, sanitation, and fleet services, consisting of 72 buildings. As outlined below, this includes security systems and personnel, heating and ventilating, special events, small-scale remodeling, and custodial services. In addition, the position also manages the Milwaukee Plays Program. The mission of this program is to restore the 64 playgrounds owned by the City, through private and public funds, thereby enhancing opportunities for play and exercise for the City’s children.

The number of buildings and facilities for which this position is responsible numbers approximately 72 and involves a staff of 32 employees and 20 contracted security guards. The following 16 employees report directly to this Manager:

- 1-Building Services Supervisor II
- 1-Program Assistant II
- 1-Facilities Maintenance Coordinator
- 1-Facilities Control Specialist
- 1-Engineering Technician
- 5-Communication Assistants III
- 4-Maintenance Technicians II
- 2-Maintenance Technicians III

The major areas of responsibility of this job fall into the following categories:

- Building maintenance and HVAC systems
- Security systems and operations
- The Milwaukee Plays Program and playground maintenance
- Custodial services
- Administration

Building maintenance includes supervising and directing the work of a Facilities Control Specialist and Facilities Maintenance Coordinator who in turn supervise HVAC mechanics; managing contracts with building and construction vendors; ensuring that maintenance work is completed according to standards; identifying operational efficiencies and budgetary savings; overseeing smaller remodeling jobs and repurposing of work spaces within DPW facilities.

Security operations includes managing all security systems, operations, and personnel within the City Hall complex and DPW field facilities with a staff of 20 contracted security guards and five "City Hall operators." Security systems include an alarm monitoring center with multiple cameras; an electronic access control system; key control systems, and requires coordination with Emergency Management and the Mayor's security staff. This area also includes the management of confidential internal investigations

The area of recreational facilities includes managing the Milwaukee Plays Program; Supervising a an Engineering Technician IV engaged design and field work for some 64 playgrounds; coordinating work with DPW personnel; communicating with community organizations and residents regarding their concerns, complaints, permits and projects; coordinating work with other agencies, such as Milwaukee Public Schools, and Milwaukee County; and representing DPW at community meetings, fund raisers, and other events. Four to five projects are completed annually involving playgrounds at a cost of \$1 million.

Managing custodial services includes supervising a Building Services Supervisor and staff of some 17 employees, ensuring efficient and cost-effective operation of the custodial group; coordinating the set-up and take-down of special events, press conferences, and the like; and responding to deficiencies and taking corrective actions.

Administrative duties include supervising a Program Assistant II and working on special projects, including long-term capital projects, assigned by the Engineer-in-Charge.

Notable knowledge, skills, abilities, and competencies required to successfully perform the job include the following:

- Ability to lead and manage a workforce of some 32 regular employees and 20 contracted employees directly and through first-line supervisors
- Ability to plan, organize, coordinate, and direct projects
- Knowledge of human resources/employee relations policies and procedures
- Ability to plan, organize, and manage projects related to building maintenance, heating and ventilating; building operations, and playgrounds
- Knowledge of automated security and safety systems
- Knowledge of building security procedures and practices
- Ability to read and interpret building plans and specifications
- Knowledge of building codes and safety regulations
- Ability to respond to emergency calls at any time

Although the minimum requirements have not be validated for purposes of staffing, the description prepared by the department indicates that the job requires four years of experience at the supervisory level managing building operations and maintenance.

**Changes in Duties and Responsibilities**

In 2014, the responsibilities of this job changed significantly when responsibility for security systems and operations was added to the position and the position of Security Manager was eliminated. In similar fashion, at a later date, this Manager was given the responsibility of maintaining the City's playgrounds and managing the new Milwaukee Plays Program. A Recreational Facilities Manager position was then eliminated.

Security operations for the City Hall continue to be a high priority and have increased in scope and the upgrade and incorporation of technology. These operations now include the management of switchboard operations at City Hall, an electronic access control system, key control systems, and coordination with Emergency Management and the Mayor's security staff. The Manager performing the job is required to be on-call 24 hours per day, 7 days per week and work a flexible and varied schedule.

The mission of the Milwaukee Plays Program, initiated by an Alderman, is to transform 12 of the city's most deteriorated playgrounds into models for local collaboration and renovation, thereby enhancing opportunities for play and exercise for neighborhood children. The Program is funded from private and public sources, which involves community outreach, fund raising, and coordination with the City Clerk's Office.

**Analysis**

Several other management positions in City government also manage facilities, as indicated in the following table..

**Facilities Manager Positions in City Government**

Title	Department	PR	Minimum	Maximum
Operations and Maintenance Manager	DPW-Infrastructure	1GX	\$66,435	\$93,010
Police Facilities Manager	Police	1GX	\$66,435	\$93,010
Library Facilities Manager	Library	1EX	\$58,462	\$81,844

As may be seen, the Police Facilities Manager, which has responsibility for the maintenance and operation of all Police buildings, including the Police Administration Building and seven District Stations, is allocated to the same Pay Range as the Operations and Maintenance Manager. The Library's Facilities Manager, which is responsible for the Central Library and 12 neighborhood libraries, is allocated two grades lower in Salary Grade 1EX.

Salary survey information from ERI, a service to which the Department of Employee Relations subscribes, indicates that Facilities Managers in the Milwaukee area are compensated as follows at 1, 5, and 10 years of experience. The definition provided by ERI follows the table.

**Salaries of Building and Facilities Managers by Years of Work Experience  
 30-mile Radius From Milwaukee**

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
10	\$ 74,492	\$ 80,182	\$ 87,671	\$ 95,059	\$ 102,464
5	\$ 65,572	\$ 70,489	\$ 76,999	\$ 83,387	\$ 89,839
1	\$ 57,712	\$ 61,941	\$ 67,572	\$ 73,051	\$ 78,625

Total Cash, Annualized Salary Trend: 2.7% (Adjustment: 0.22%),  
 Data as of: 7/1/2017,

Copyright © 2017 ERI Economic Research Institute, Inc.

ERI Definition: Building and Facilities Manager

*Manages, plans, and coordinates, through staff of skilled, semiskilled, and unskilled trade personnel, activities concerned with the operation, repair, maintenance, and construction of facilities, equipment, buildings, and grounds to minimize interruption and improve efficiency. Plans and oversees such matters as design and development of plant facilities, formulation of operating rules, regulations, and procedures. Develops procedures for use in event of accidents, fires, or other emergencies. Inspects plant facilities or reviews inspection reports, to determine repairs, replacement, or improvements required. Hires, trains, and supervises building service personnel. Assigns workers to duties such as maintenance, repair, or renovation and may obtain bids for additional work from outside contractors.*

This data indicates that if DPW were to recruit a new employee for this position who possessed five years of work experience, it would probably require a salary between \$70,489 (the 25<sup>th</sup> percentile) and \$84,387 (the 75<sup>th</sup> percentile). This is actually not too far from the current pay range, meaning minimum and maximum of the position's current salary grade, which is \$66,435 to \$93,010.

In comparing the level of responsibility of the ERI survey job with the position under consideration, the Operations and Maintenance Manager job appears to be more involved with policy formation, long and short-term capital projects, security systems, and the unique responsibility of managing playgrounds and related facilities and the Plays Program. It therefore appears that the DPW job carries more responsibility than the ERI survey job. The following data provides salaries for Security Managers in the Milwaukee area by years of work experience.

**Salaries of Security Managers  
 30-mile Radius From Milwaukee**

Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
10	\$ 76,287	\$ 82,593	\$ 90,810	\$ 99,052	\$ 107,222
5	\$ 67,263	\$ 72,728	\$ 79,893	\$ 87,055	\$ 94,211
1	\$ 59,323	\$ 64,040	\$ 70,256	\$ 76,428	\$ 82,641

Total Cash, Annualized Salary Trend: 2.7% (Adjustment: 0.22%)

Data as of: 7/1/2017

Copyright © 2017 ERI Economic Research Institute, Inc.

As shown in the above table, Security Managers are compensated at a higher rate than Facilities Managers.

ERI Definition: Security Manager

*Manages and coordinates activities of security staff, which may include Security Supervisors, Security Guards, and Clerks or Aides, engaged in protection of individuals, homes, and business, commercial, and industrial organizations, and investigates various crimes against organization or client. Develops, implements, and administers programs to protect the organization's, employees, or clients property from theft, sabotage, violence, or other situations that endanger the wellbeing of clients, employees, or organization facilities. Develops, implements, and administers methods and procedures for monitoring work activities of staff in order to inform management of current status or work activities.*



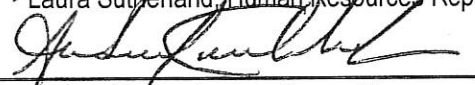
**Recommendation**

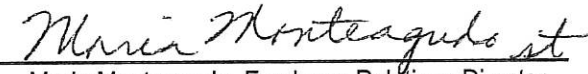
Due to the fact the Operations and Maintenance Manager has taken responsibility of two additional functional areas, and that this position appears to be functioning at a higher level of responsibility when compared to similar ERI labor market comparable positions indicates that the position should be reclassified.

This report therefore recommends that the position be reclassified to salary Grade 1HX which ranges from a minimum of \$70,827 to a maximum of \$99,154 annually. Other positions at this Pay Range that share a similar level of management responsibility include Bridge Maintenance Manager and Water Plant Operations Manager in the Department of Public Works. The Bridge Maintenance Manager is responsible for the operation and maintenance of 100+ bridges involving skilled trades personnel. The Water Plant Operations Manager has responsibility for leading staff in providing the efficient, effective, and safe operation of one of the Water Works water treatment plants.

We therefore recommend that the position of Operations and Maintenance Manager in Pay Range 1GX (\$66,435 – \$93,010) be reclassified to Facilities Manager in Pay Range 1HX (\$70,827 – \$99,154).

Prepared by:   
Laura Sutherland, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Monteagudo, Employee Relations Director



# City of Milwaukee Fiscal Impact Statement

## A

**Date** 9/15/17 **File Number** 170619  
**Subject** Classification and pay recommendations submitted to the City Service Commission for August 15, 2017 meeting.

## B

**Submitted By** Sarah Trotter, Human Resources Representative  
(Name/Title/Dept./Ext.) Dept. of Employee Relations/X2398.

## C

- This File**
- Increases or decreases previously authorized expenditures.
  - Suspends expenditure authority.
  - Increases or decreases city services.
  - Authorizes a department to administer a program affecting the city's fiscal liability.
  - Increases or decreases revenue.
  - Requests an amendment to the salary or positions ordinance.
  - Authorizes borrowing and related debt service.
  - Authorizes contingent borrowing (authority only).
  - Authorizes the expenditure of funds not authorized in adopted City Budget.

## D

**This Note**  Was requested by committee chair.

## E

**Charge To**

<input checked="" type="checkbox"/> Department Account	<input type="checkbox"/> Contingent Fund
<input type="checkbox"/> Capital Projects Fund	<input type="checkbox"/> Special Purpose Accounts
<input type="checkbox"/> Debt Service	<input type="checkbox"/> Grant & Aid Accounts
<input type="checkbox"/> Other (Specify) _____	

**F**

Assumptions used in arriving at fiscal estimate.

---

**G**

Purpose	Specify Type/Use	Expenditure	Revenue
Salaries/Wages		See attached spreadsheet.	
Supplies/Materials			
Equipment			
Services			
Other			
<b>TOTALS</b>			

**H**

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

1-3 Years     3-5 Years

1-3 Years     3-5 Years

1-3 Years     3-5 Years

---



---



---

**I**

List any costs not included in Sections E and F above.

---

**J**

Additional information.

---



Department of Employee Relations  
 Fiscal Note Spreadsheet

Finance and Personnel Committee Meeting of September 20, 2017  
 City Service Commission Meeting of August 15, 2017

NEW COSTS FOR 2017

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Cost	Rollup	Total Rollup+ Sal
1	DPW-Operations	Operations and Maintenance Manager	1GX	Facilities Manager	1HX	\$71,499	\$78,649	\$1,375	\$234	\$1,609
1								\$1,375	\$234	\$1,609

Assume effective date is Pay Period 22, 2017 (October 22, 2017).

COSTS FOR FULL YEAR

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Cost	Rollup	Total Rollup+ Sal
1	DPW-Operations	Operations and Maintenance Manager	1GX	Facilities Manager	1HX	\$71,499	\$78,649	\$7,150	\$1,216	\$8,366
1								\$7,150	\$1,216	\$8,366

Totals may not be to the exact dollar due to rounding.