



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**David Heard**  
Fire and Police Commission  
Executive Director

**Michael Brady**  
Employee Benefits Director

**Troy Hamblin**  
Labor Negotiator

April 24, 2006

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

Dear Committee Members:      Re: Common Council File Number 050951

The following reclassification was approved by the Board of Fire and Police Commissioners on April 20, 2006:

In the Police Department, one position of Building and Fleet Maintenance Manager, Salary Grade 008, held by Gordon Gregg, was reclassified to Police Buildings and Fleet Manager, Salary Grade 010.

The job evaluation report covering the above position, including the necessary Salary and Positions Ordinance amendments, is attached.

Sincerely,

Maria Monteagudo  
Employee Relations Director

MM:pb

Attachments:      Job Evaluation Report  
                         Fiscal Note

c:    Mark Nicolini, Marianne Walsh, David Heard, Chief Nannette Hegerty, Deputy Chief Monica Ray, Valarie Williams, Pamela Roberts and Gordon Gregg

**JOB EVALUATION REPORT**

Fire and Police Commission Meeting Date: April 20, 2006

Department: Police                      Incumbent: Gordon Gregg

<b>Present</b>	<b>Request</b>
Title: Building and Fleet Maintenance Manager	Title: Not Stated
Salary: SG 008 (\$54,814 – \$76,736)	Salary: Not Stated
Step: 12 (\$76,736)	Source: Department
<b>Recommendation:</b>	
Title: Police Buildings and Fleet Manager Salary: SG 010 (\$62,288 - \$87,205 New Rate: Step 9, \$79,553	
<b>Rationale:</b>	
During the last six years, the scope of responsibility exercised by this position has increased significantly, particularly in regard to responsibility for the renovation of Police Department facilities. These renovation projects are expected to continue in the immediate future. In addition, the technical requirements for the job have increased significantly.	

**Action Required**

In the Salary Ordinance, under Salary Grade 008, delete the title "Building and Fleet Maintenance Manager" and under Salary Grade 010, add the title "Police Buildings and Fleet Manager."

In the Positions Ordinance, under Police Department, Administration Services Decision Unit, Facilities Services Section, delete one position of "Building and Fleet Maintenance Manager" and add one position of "Police Buildings and Fleet Manager."

**Background**

In November of 2004 Chief of Police Nannette Hegerty requested a study of the position of Building and Fleet Manager, SG 008 filled by Mr. Gordon Gregg. In her communication, Chief Hegerty stated that the position had gained responsibility as the result of being assigned oversight of the printing and stores operation and reported to a higher level of authority as the result of reorganization in November of 2004. All study materials were received in August of 2005.

In studying this request, the staff reviewed written documentation regarding this position, including a revised job description prepared by the Department and a Job Analysis Questionnaire completed by Gordon Gregg. In addition, the staff interviewed Mr. Gregg at his worksite.

## **Duties and Responsibilities**

The Building and Fleet Maintenance Manager works under the general direction of Deputy Chief Monica Ray. The primary purpose of the position is to manage the repair, remodeling, and maintenance of 15 buildings currently used by the Milwaukee Police Department and maintain the Department's fleet of 700+ vehicles. In addition, the position manages the printing services and stores services for the Department and oversees a restitution and recovery program for damaged Police Department property and vehicles.

The Building and Fleet Manager supervises the following employees to carry out these responsibilities:

- 1-Assistant Building Maintenance Manager
- 1-Fleet Maintenance Supervisor
- 4-Building Maintenance Supervisors II
- 1-Printing and Stores Supervisor

All together, there are about 90 employees in the combined areas of building maintenance, fleet services, printing operations, and stores operations for which this position has responsibility.

## **Areas of Responsibility**

The major areas of responsibility for the Building and Fleet Maintenance Manager are:

1. Budget preparation and fiscal management for both buildings and the fleet
2. Management of repair, renovation, and remodeling of 15 Police Department buildings
3. Management of the Department's fleet of approximately 700+ vehicles
4. Day-to-day management of facilities
5. Management of the Department's printing and stores operations

Each of these areas will be discussed in detail in the following narrative.

### 1) Budget Preparation and Fiscal Management for Buildings and Fleet

The Building and Fleet Manager prepares and manages an annual budget of approximately \$4.5 million dollars, which includes both operating and capital expenses. Of that \$4.5 million, approximately \$1.5 million is devoted to vehicles and associated equipment.

### 2) Management of the Repair, Renovation, and Remodeling of 15 Police Department Buildings

The most significant buildings for which this position has responsibility are:

- The Police Administration Building (which includes the Municipal Court and City's Attorney's offices)
- A two-level parking garage adjacent to the Police Administration building
- Safety Academy
- Six District Police Stations
- Three Police substations,
- Property storage warehouse
- Radio repair shop
- Police storage building

One of the most critical aspects of the Building and Fleet Manager's job is to function as a project manager in carrying out numerous renovations and remodeling projects on Police Department facilities. At any given time the Building and Fleet Manager has responsibility for 6 to 12 projects with a value of \$425,000 to approximately \$2 million dollars in construction contracts and services.

Examples of construction projects include the complete renovation of the District Station Number Two; renovation of the Police Administration Building, which is part of a seven-year plan; renovation of a building containing evidence; and renovation of a new training facility above the Department's radio shop. Each phase of the seven-year Police Administration Building renovation includes multiple projects such as asbestos abatement; replacement cell blocks; installation of new audio-visual systems required by law for line ups; HVAC system upgrades; communications upgrades; elevator replacements, and other items.

In addition to adhering to all applicable state and municipal building codes, any facilities involving the transportation or holding of prisoners must meet codes established by the State Department of Corrections.

Future renovation plans include upgrading District Stations on a predetermined schedule; continued renovation of the Police Administration Building; creation of an overflow parking lot for the Training Academy, and renovating a building that stores confiscated cars. Each of these projects is medium to large-scale and requires many subprojects.

3) Management of the Department's Fleet of 700+ Vehicles

Responsibilities associated with fleet maintenance include overseeing a vehicle replacement and purchasing program; ensuring that Police vehicles are set-up properly when they are first acquired; and overseeing the systems that provide the best maintenance for the fleet.

4) Day-to-day Management of Facilities

This requires scheduling all activities required to clean, heat, cool, and maintain Police Department buildings and equipment on a 24/7 basis. This requires the employee filling this position to be fully involved with employee relations and labor relations work, including coaching and training his direct reports; issuing formal discipline; safety systems; worker's compensation, and grievance handling. It also requires the employee filling the position to be available to answer emergency calls.

5) Management of Printing and Stores Operation

These functions were transferred to this position in May of 2004. This area includes oversight of a graphic design studio, printing operations, and procurement and distribution of all operational supplies used throughout the Police Department.

### **Minimum Requirements**

The revised job description for the position, which was prepared by the Police Department, indicates that the job requires a bachelor's degree in mechanical engineering or other construction-related area or 10 years of equivalent work experience in building systems and renovation. The job analysis conducted by Employee Relations compensation staff essentially agrees with this assessment, noting that requirements would probably be stated in a different manner, such as a bachelor's degree in mechanical engineering and 7 years of work experience, 2 of which must have been in a supervisory capacity, noting that equivalent combinations of work experience and education are acceptable.

The most noteworthy knowledge, skills, abilities, and competencies associated with this job are:

- Ability to prepare capital and operating budgets
- Ability to manage a large-scale capital budgets
- Ability to supervise and coach, subordinate supervisors
- Knowledge of fleet operations
- Knowledge of building construction principals and methods
- Ability to prepare, interpret, and work from plans, drawings, and specifications to remodel, renovate, and repair buildings and facilities
- Knowledge of state and municipal building codes, including those from the Department of Corrections
- Knowledge of custodial systems and methods in large office buildings and facilities for prisoners
- Knowledge of labor contract administration, human resources management, and employee relations management
- Knowledge of printing and graphics operations

### **Changes in Duties and Responsibilities**

The scope of responsibility associated with this job has changed significantly during the recent past. In 1999 the position was responsible for approximately 69 employees whereas today the number of employees has increased to about 90. In terms of square footage, which is one of the measures of the scope of responsibility for a facilities manager, the position was responsible for about 436,000 square feet in 1999. Today that number is 877,000 square feet. Except for custodial and maintenance associated with the Safety Academy, which was acquired from the Department of Public Works, all changes have been driven by renovations required by the Police Department.

The increase in square footage is a reflection of the number of new facilities for which this position has assumed responsibility. They are:

- An evidence storage building
- A new training center above the radio shop, and
- A satellite Police Station at the Midtown Shopping Center
- A new electrical substation at the Police Administration Building

In addition, the position has assumed management of the following services:

- Custodial services for the Training Bureau that serves both the Fire and Police Departments (This was formerly provided by the Department of Public Works.)
- New automated buildings control systems at four different Police locations

The employee filling this position initiated a new program, called the Restitution Recovery Program that has added about \$1.5 million dollars to the City's general ledger during the last four years. The incumbent of the position has also outsourced a number of functions required to maintain Police vehicles and equipment, such as the installation and set-up of newly purchased Police vehicles. Although outsourcing has saved money (approximately \$80,000 annually) this type of activity requires a large amount of record keeping, invoicing, specification writing, and oversight of contractors' services that falls to the employee filling the job and the Fleet Maintenance Supervisor.

**Analysis**

As indicated in the foregoing, the scope of responsibility associated with this position has expanded significantly since 1999, as indicated by an increase in the number of facilities for which the position is responsible and more importantly, the number and complexity of building renovations. The number and complexity of building renovations is expected to remain the same or increase during in the immediate future. Due to an increase in the complexity of work performed, the requirements of the job have also increased, as outlined above. For these reasons, reclassification of this job to a higher level is appropriate.

In terms of salary information, the staff examined wage and salary data reported for the Milwaukee-Waukesha area reported by the U.S. Department of Labor's Bureau of Labor Statistics. Due to the unique combination of duties performed by this position, that include buildings, fleet maintenance, printing and stores operations, this data did not, unfortunately, prove useful.

For internal comparisons, the following table provides a list of managerial jobs involved with fleet maintenance, building operations, and/or building renovations

Managerial Job Positions Related to  
 Facilities Management, Renovation, and Repair or Fleet Management  
 in City Government

	No. Positions	SG	Min	Max	Department
Buildings and Fleet Superintendent	1	16	\$ 91,340	\$ 127,883	DPW
Facilities Manager	1	14	\$ 80,405	\$ 112,571	DPW
Fleet Services Manager	1	13	\$ 75,421	\$ 105,598	DPW
Architectural Project Manager	1	12	\$ 70,767	\$ 99,074	DPW
Mechanical Engineer IV	1	12	\$ 70,767	\$ 99,074	DPW
Operations and Maintenance Manager	1	10	\$ 62,288	\$ 87,205	DPW
<b>Building &amp; Fleet Maintenance Manager</b>	<b>1</b>	<b>8</b>	<b>\$ 54,814</b>	<b>\$ 76,736</b>	<b>Police</b>
Building Maintenance Manager	1	7	\$ 51,440	\$ 72,013	Library
Mechanical Maintenance Supervisor	1	5	\$ 45,280	\$ 63,396	Health

Generally speaking, positions in the Department of Public Works have responsibility for the maintenance, repair, renovation, and related systems for all City buildings, which is about 220 facilities. With the exception of Police vehicles, the same is true for fleet operations. In addition, some City departments, such as the Police, Library, and Health Departments require specialized managers to deal with the volume of work needed to maintain, repair, renovate, and remodel their facilities.


**Conclusion and Recommendation**


Although the scope of responsibility of the position under consideration has significantly expanded and the knowledge and skill required has also increased, in our opinion the scope of responsibility exercised and degree of expertise required is not equivalent to the positions listed above in Salary Grade 012 and higher. Those positions have City-wide responsibilities and also manage/supervise professional engineers and/or architects. We do, however, recommend that the position be reclassified to Police Building and Fleet Manager, in Salary Grade 010, which will place the position at a level that is slightly higher than a Deputy Inspector of Police.

Based on our review the management job evaluation factors should be as follows:

	Current		New	
	Level	Points	Level	Points
Impact and Accountability	9	138	11	<b>182</b>
Knowledge and Skill	7	94	9	<b>130</b>
Relationships Responsibility	7	46	8	<b>55</b>
Working Conditions	2	7	2	<b>7</b>
Total Points		285		<b>374</b>

The range of points for SG 008 is 266 to 305.  
The range of points for SG 010 is 352 to 404.

Prepared by:   
Laura Sutherland, Human Resources Representative

Reviewed by:   
Maria Monteagudo, Employee Relations Director