

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: 18 December 2019

SUBJECT: Building Maintenance Coordinator – CDA Housing Operations Division

The 2020 Adopted Operating Budget for the CDA Housing Operations Division included funding for three (3) new positions of maintenance supervisor. The Housing Operations Program Manager, Deb Rakowski, requested a formal HR study on the new positions to recommend an appropriate new classification and placement in the City's compensation plan. This position study conducted a review of the duties and responsibilities for the proposed positions within the CDA Housing Operations Division, and identified comparable City positions that aided in the determination of the appropriate classification for this work. After meeting with Ms. Rakowski and the three (3) Housing Site Managers, discussions with Local 6000, and upon a full analysis, I recommend the following for the reasons outlined in this memo:

- Create a new classification of Building Maintenance Coordinator in Comp Group 16, Range 16;
- Recreate the three (3) new CDA Housing Operations "maintenance supervisor" positions as Building Maintenance Coordinators; and
- Fill the vacancies through an open and competitive process.

The City of Madison's CDA Housing Division is addressing several findings from a HUD Compliance Review, one of which is related to inventory management. This requirement is necessary to comply with HUD housing regulations and maintain its federal funding. The CDA currently manages a \$65 million housing portfolio, and does not have the staff capacity to manage inventory, preventative maintenance and warranty management functions. The current industry standard for residential apartment maintenance staff is one (1) FTE per 50,000 square feet of housing. The CDA currently manages 550,000 square feet of housing with nine (9) FTEs, which is two (2) FTEs short of the national standard. Additionally, in the early 2000s, HUD decentralized the public housing program and required that a single FTE could not be used for oversight of maintenance staff across locations. With the current staffing levels, the maintenance staff capacity only allows for work order requests and apartment turns. As a result, the budget proposal includes three (3) "maintenance supervisor" positions at each of the three CDA housing sites; with oversight over the assigned site's inventory, preventative maintenance, warranty management, and additional maintenance support for staff and contractors.

First, some excerpts from the proposed position description describes the work as:

- Planning, directing, coordinating, and evaluating many of the responsibilities for maintenance and repair of the facilities, grounds and equipment.
- Coordinate the implementation and use of an inventory system. ... Regularly anticipate and plan for upcoming material needs, particularly in conjunction with the annual and monthly work plans.

- Direct, lead and coordinate the work of assigned staff ... Make recommendations to efficiently hire, train, assign, and evaluate staff performance in coordination with the Housing Site Manager.

In meeting with Ms. Rakowski and the Housing Site Managers, we evaluated the need for these positions to directly perform the supervisory functions of hiring and disciplining employees, as initially described, as well as the ability to perform some of the routine maintenance and snow removal functions. Upon consultation with labor relations, it was determined that a supervisory position should not perform related mechanical maintenance tasks similar to those in the Maintenance Mechanics series, and which are necessary at the sites. Because of the need for these positions to perform maintenance tasks, placement of this new classification in the professional/supervisory compensation group 18 would not meet CDA Housing's needs. Additionally, each site already has a Housing Site Manager and Assistant Manager, both CG 18 positions, who can retain the supervisory functions as related to hiring and discipline of assigned staff. However, the new Building Maintenance Coordinators will serve an important leadworker function, participating in and making recommendations to site management related to these areas. It was also determined these positions need the technical maintenance skills to direct the staff performing these duties, as well as oversee these critical inventory management and maintenance schedules.

In determining the proper compensation group and range for the new classification, some comparable City classifications identified are the Library Maintenance Coordinator (CG15, R11) at Madison Public Library; and the Custodial Service Coordinator (CG16, R16) in Engineering.

Now a review of the classification specification of Library Maintenance Coordinator, which describes the work as:

... **responsible and skilled leadership work** in the **planning and oversight** of the Madison Public Library's **Facilities Maintenance and Custodial Services Program**; and in the **performance of the more technical elements of that work**. Under the general supervision of the Library Facilities Manager, this position **exercises judgment and initiative**, within delegated parameters, in meeting programmatic objectives. [emphasis added]

Additionally, the classification specification of Custodial Services Coordinator, describes the work as:

... **responsible semi-skilled custodial lead and program coordination work** involving the full range of custodial, cleaning, and basic maintenance tasks common to large municipal facilities. The work involves **performing, scheduling, assigning, and overseeing the activities of other employees and crews** performing a variety of custodial and/or special event functions at multiple sites. Employees will also be expected to insure building security and **perform routine tests and inspections** of elevators; lifts; and fire, security, and access systems. Under the general supervision of the Engineering Operations Manager, the work is characterized by **direct responsibility and accountability for planning, coordinating and completing projects and assignments** and by the frequent need to apply **independent judgment and discretion** in situations where supervisory input is not readily available. [emphasis added]

Both these classifications have similar responsibilities for coordinating and scheduling building maintenance and/or custodial activities. Similarly, they lead the work of other technical positions and provide training and oversight for more complex tasks and maintenance issues. Additionally, these positions serve as a leadworker by coordinating schedules, assigning and directing staff, and

exercising independent judgement in fulfilling the maintenance and/or custodial program needs in their respective work units.

The proposed new Building Maintenance Coordinator positions will manage inventory, monitor warranties, conduct preventative maintenance activities, assist with apartment turns, coordinate subcontractors, and lead the work of maintenance staff. The oversight functions of this position includes recommendations for hiring; training and evaluating staff performance; assigning work to employees, conducting quality control functions, resolving customer maintenance complaints, scheduling inspections, and forecasting maintenance and improvement services to ensure consistent services to residents. These positions will work closely with the Housing Site Managers and Assistant Managers to coordinate critical management of maintenance and staff activities at each of the City’s three housing sites. Additionally, these positions require a high level of technical knowledge of various maintenance systems (electrical, plumbing, HVAC, etc.) in order to perform more complex and technical tasks, as well as to provide training to lower level staff. As such, placement of the Building Maintenance Coordinator is most appropriate in CG 16. While the Custodial Services Coordinator serves a similar function for the Engineering division, this position manages less technical custodial activities but with a larger scope across multiple building sites throughout the City. The Building Maintenance Coordinators will have greater depth of technical maintenance activities; however, oversight is limited to the specific work site. Given the parallels of these classifications, I find the proper placement of the proposed Building Maintenance Coordinator classification is in CG 16, Range 16. Finally, with these key work areas assigned, the work of the property management administrative and maintenance teams can become more efficient, in turn improving the overall property services of CDA Housing Operations.

As determined by the findings of this position study, I recommend the classification of Building Maintenance Coordinator be created in CG16, Range 16; and the three (3) new positions (# 4813, 4814, 4815) are created in this new classification in the 2020 CDA Housing operations budget. These positions will be funded through HUD operating subsidy, and will have no impact on the City of Madison General Fund.

The necessary resolution to implement this recommendation has been drafted.

Editor’s Note:

Compensation Group/Range	2020 Annual Minimum (Step 1)	2020 Annual Maximum (Step 5)	2020Annual Maximum (+12% longevity)
15/11	\$ 59,090	\$70,500	\$ 78,960
16/16	\$ 60,448	\$ 69,331	\$ 77,651

- cc: Matt Wachter – Director of Planning, Community and Economic Development
- Nan Fey – Interim Director of Planning, Community and Economic Development
- Deb Rakowski – Housing Operations Program Manager
- Lauren Anderson – Housing Site Manager (Triangle)
- June Garvin – Housing Site Manager (East)
- Liz Yszenga – Housing Site Manager (West)
- Michael Lipski – Human Resources Services Manager
- Greg Leifer – Employee and Labor Relations Manager