

TO: Personnel Board

FROM: Julie Trimbell, Human Resources Analyst

DATE: February 8, 2018

SUBJECT: Training Center Coordinator, Police

The 2018 Adopted Operating Budget for the Police Department includes funding for a new position, #4709, of Training Center Coordinator. Police Chief Mike Koval and Police Captain Mary Schauf have requested that HR review the proposed position description to determine where this new position should be placed in the City's classification and compensation plans. Based on discussions with Captain Schauf, Ms. Terri Genin (Police Administrative Services Manager), and Ms. Claire Oleksiak (Parks Community Services Manager), and reviews of the position description and other positions/classifications within the City, I recommend creating a new classification of Training Center Coordinator with placement in CG 18, Range 5 and recreating position #4709 as a 1.0 FTE Training Center Coordinator for the reasons outlined in this memo.

The intent of creating this new civilian position was to remove certain duties that are being performed by the Police Sergeants currently assigned to Training (who are subject to rotating assignments) in order to provide more consistency in their application and to allow commissioned staff more time to focus on specific training needs. This position reports directly to the Police Captain of Training and will supervise one part-time administrative employee. The position will perform:

...responsible, professional work involving the planning and coordination of training programs for the Police Training Center, and coordination of the management of the facility and managing accounting related procedures. The work involves a wide range of coordinative and procedural activities, and is performed independently. Work includes managing the complex and varied aspects of the Police Training Center, including coordinating custodial and maintenance service for classrooms, specialty rooms and indoor firing range. Work involves supervision of non-commissioned facility personnel and is performed under the general direction of the Captain of Training. Work often involves operational situations, which require immediate action, coordination of multiple tasks, collaboration with other work units, maintenance of high standards of customer satisfaction, and decision making. Work also involves investigating and marketing specialized training topics of interest to law enforcement and community partners resulting in booking professional trainers, executing contracts, billing outside agencies, reconciling accounts, and purchasing equipment and supplies.

According to the Position Description, the work responsibilities are divided into four functional areas and include:

- 40% - Facility Management: ensuring that the building and equipment is functioning properly (30,000+ sq. ft., including classrooms, auditorium, computer lab, fitness room,

and firing range); determining and planning for facility needs; monitoring energy efficiency; coordinating maintenance and repair of facility and equipment with Engineering and vendors; coordinating building improvements; and participating in the development of the capital improvement plan.

- 30% - Training Program Coordination: coordinating logistics, billing and payment for external trainers; managing reservations to maximize facility use and minimize space needs conflicts; researching programs and vendors; and marketing training programs.
- 20% - Financial Activity Coordination: ensuring City financial processes are followed; executing contracts; negotiating fees; preparing cost analysis, recommendations and financial reports; coordinate purchasing; assisting with the development of budget proposals; and locating, applying for and managing grants.
- 10% - Supervisory Activities (over one part-time position): interviewing; providing recommendations for hiring and discipline; orienting and training; evaluating; providing direction (including volunteers); scheduling; and payroll.

As there is no one classification within the City that performs the variety of job functions assigned to this new position, a new classification is warranted. It is recommended that the classification of Training Center Coordinator be created. The Training and Experience requirements would be two years of responsible professional experience managing the operation and maintenance of a building, center or facility, including one year of leadership/supervisory experience and one year of financial responsibility, and an associate's degree in business administration, public administration, facilities management, construction management, or a related field.

As far as compensation for the new classification, a comprehensive review of existing classifications is necessary in terms of level and scope of responsibility within the various functions of this new classification to determine an appropriate salary range. There are numerous classifications to consider.

In terms of facility management (40%):

- The Library Facilities Manager classification (CG18, Range 12) is a high-level management position that serves on the Library Management Team and participates in overall library planning and evaluation. It supervises 18 positions, which includes maintenance, custodial, administrative, press operation, planning and computer services staff to serve nine library locations throughout the City. It is responsible for directing facilities management, including collaborative planning for facilities development and improvements, oversight of buildings and grounds, oversight of building systems, equipment, service and vendor contracts, and disaster planning. It also oversees event management for hundreds of events annually, oversees the Library fleet of vehicles, and the print shop. It directs maintenance staff and programs, works with City contacts and outside contractors in the maintenance, repair and improvement of library facilities and equipment, and ensures LEED (Leadership in Energy and Environmental Design) standards are maintained. In terms of financial responsibilities, it

assists in the preparation and oversight of the annual operating and capital budgets, assumes primary responsibility for the preparation, management and submission of capital budget, and oversees business office operations. It plans for and oversees the implementation of technology improvements in a highly complex consortia environment. The Training and Experience requirements for this classification include three years of directly related management experience, incorporating substantive administrative responsibilities (i.e., strategic planning, project management, building/facility management, and budgeting), including at least one year of experience in a lead or supervisory capacity and graduation from a four-year college program in public administration, business administration, construction management or related field. Although there are some similarities in terms of duties and responsibilities, this classification functions at a higher level and has a much broader scope in terms of responsibilities (including coordination of services at multiple locations citywide and LEED certification responsibilities) than that of the Training Center Coordinator.

- The Warner Park Facility Manager classification (CG18, Range 8) is responsible for managerial and administrative work in planning, organizing, directing and controlling the overall operations, programs, service delivery, and staff of the 31,000 sq. ft. Warner Park Community Recreation Center (WPCRC). The position manages and directs the work of employees and volunteers engaged in the operation, maintenance, recreational programming, and administrative/clerical support activities associated with the WPCRC. It also plans, organizes, and administers community and recreational programs, special events, and Center rentals to best meet community needs and interests. The work involves developing and implementing Center policies and procedures; serving as a link to the community, the Warner Park Community Recreation Center Advisory Board, the Parks Division, and related tenant organizations (Northeast Side Senior Coalition and Madison Metropolitan School-Community Recreation Program). The work also involves overseeing and performing budgeting, marketing, data collection, and reporting functions for the Center. The work includes community and neighborhood engagement and relationship building. The Training and Experience requirements for this classification include three years of responsible supervisory, administrative, and programmatic experience in the development, operation and maintenance of a multi-generational recreational center, or a closely related type of facility and a degree in recreation, leisure services, public administration, parks management, or a related area, and applicable certifications. Because this position is the onsite manager of the entire WPCRC facility, which includes a broad array of programs, services, activities and events (i.e., meeting rooms, senior center, game room, exercise room, gymnasium and recreational sports leagues, child care and summer camp, weddings, kitchen and meal service, etc.) supporting a multi-generational and diverse community, supervises seven positions (maintenance, administrative and hourly staff), prepares the WPCRC Operating and Capital budgets, includes community outreach and engagement activities, and manages on-going tenant relationships and needs, I find this classification to be a higher level than the Training Center Coordinator class.

- The Monona Terrace Building Maintenance Supervisor classification (CG18, Range 8) is responsible for skilled supervisory and technical work involving the planning, directing, coordinating, and evaluating of the overall maintenance and repair of the 300,000 sq. ft. Monona Terrace Community and Convention Center facilities, grounds, and equipment. In addition, work involves directing and overseeing the LEED certification and sustainability efforts for the facility. The work involves supervising and scheduling skilled staff; making budget and purchasing recommendations; developing maintenance, modification, preventative maintenance, and repair plans; and developing and coordinating service contracts and projects. This position operates computerized building operation systems for safe, secure and efficient operation of security, fire alarm, HVAC, and other systems. It also oversees the operation of low pressure steam heating, boilers, cooling towers, air conditioning, ventilation, communications and other mechanical appliances. The Training and Experience requirements include four years of responsible experience as a skilled worker in building and mechanical or technical/network repair activities, including at least one year of experience in a lead or supervisory capacity and a Bachelor's degree in Business Administration, Construction Management, or a related field. Due to the skilled nature of this position, including project/construction management, computerized building operation systems and LEED certification, and the broad supervisory responsibilities over 7 positions, including skilled workers, I also find this classification to be a higher level.
- The Building Maintenance Supervisor classification (CG18, Range 6) is very similar in nature to the Monona Terrace Building Maintenance Supervisor classification, however it does not have LEED certification responsibilities, which is reflected by the lower salary range. This classification does have some similarities in terms of duties and responsibilities with that of the Training Center Coordinator, but the focus of this position is more specialized. And because it also includes the supervision of skilled staff, I find this classification to be a slightly higher level.
- The Olbrich Facility/Volunteer Coordinator classification (CG18, Range 3) is responsible for coordinating and overseeing all aspects of facility rental, including customer relations, booking, staff assignments, caterer and lessee liaison, and facility operations. It is also responsible for coordinating and oversight of volunteer activities. This scope is much narrower than that of the Police position in terms of facility management and has no financial responsibilities, and therefore provides a low-end baseline level in which to consider compensation.

In terms of Program Coordination (30%):

- Library Program Coordinator and Senior Center Program Coordinator classifications (CG 18, Range 4) perform responsible professional and administrative work in the development, promotion, coordination, implementation, management, and evaluation of services, programs, activities and community events. They manage presentation logistics for scheduling and space; arrange for setup and equipment. They negotiate and

resolve conflicts of space and equipment. They work cooperatively with other staff and community partners to implement special programs, series or events. They negotiate fees with vendors and instructors for programs and activities. They conduct fundraising activities. They publicize programs and services through various means, such as community groups, newsletters, press releases, brochures, posters, flyers, print and radio ads, and website. These duties are quite similar to those of the Training Center Coordinator, which make up 30% of the overall work responsibilities.

In terms of Financial Coordination (20%):

The duties and responsibilities listed in this section of the position description vary in level and are performed by a variety of classifications within the City's classification structure. Some of the tasks are performed by Program Assistants (CG 20 and 17, Ranges 11 and 12), others by Accounting Technicians (CG 20, Ranges 13 and 14) and yet others by Accountants (CG 18, Ranges 6 and 8). Since this position's responsibilities will only focus on the Training Center financials, which is a much smaller portion of the overall Police Department budget, and because they will work with the professional Accountant in Police for more complex and comprehensive accountant work, this position should be classified below that of an Accountant.

In terms of Supervisory Activities (10%):

Supervision of Administrative Clerk positions and payroll responsibilities are performed by Program Assistants (CG 20 and 17, Ranges 11 and 12) throughout the City, which are at a salary range below CG 18, Range 1.

Taking into consideration all of the classifications previously described (their similarities and differences in terms of level and scope of responsibility), the percentage of time spent performing each function, and the Training and Experience requirements needed for this position, I recommend placement of the new classification of Training Center Coordinator in CG18, Range 5. This placement puts the Coordinator slightly below an entry-level Accountant and the Building Maintenance Supervisor, but one range above the Program Coordinator classifications described above. This is appropriate because this position has broader responsibility than the Program Coordinators, but as discussed above, not quite the same level of responsibility as the Building Maintenance or professional Accountant classifications.

Based on the prior analysis, I recommend creating the classification of Training Center Coordinator in CG 18, Range 5. I am also recommending recreation of the 1.0 FTE position, #4709, to a 1.0 FTE Training Center Coordinator position within the Police budget.

The necessary resolution to implement this recommendation has been drafted.

Editor's Note:

Compensation Group/Range	2018 Annual Minimum (Step 1)	2018 Annual Maximum (Step 5)	2018 Annual Maximum +12% longevity
18/05	\$55,540	\$64,394	\$72,121

cc: Michael Koval – Police Chief
Mary Schauf – Captain of Police, Training