

City of Madison

Staffing Study for the Overture Center

An Analysis of Various Operating Structures for the Overture Center

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EXECUTIVE SUMMARY

The Common Council requested that City Staff conduct a staffing study, including several potential models for future operations of the Overture Center, as well as associated costs. The reason for the discussion on future operations is that a forbearance agreement was reached regarding the Overture Center’s \$28 million in outstanding debt, conditioned on certain actions. After speaking with a number of people in the field, 5 operating models were developed, using the various assumptions described in this report. These assumptions include a number of economic and other benefits relative to transitioning operations of the Overture Center to a non-profit entity. The comparison between current operations and operations by a non-profit can be seen in summary form in Table 2 of this report. The 5 models, with their respective operating costs and staffing levels, shown below in Table 1.

Table 1—Executive Summary

Model	Operating Costs	FTE
1-Existing Operating Structure (2010)	\$5,456,699.21 ¹	48.65
2-Operating OC with all non-profit employees	\$5,154,144.93	43.6
3-Operating OC as a non-profit with custodial/ maintenance performed by City employees	\$5,502,978.11	50.6
4-Operating the OC as a non-profit with all represented staff as City employees	\$5,720,930.20	54.85
5-Operating the OC as a non-profit with all City employees	\$5,811,053.93	52.05

¹ The 201 State Foundation is currently in the process of creating a Marketing position with wages of \$60,000 and estimated benefits of \$12,500, and if these costs were included, the total cost of Model 1 would increase to \$5,529,199.21.

INTRODUCTION

On August 3, 2010, the Common Council passed a comfort resolution regarding the future of the Overture Center. Specifically, the resolution addressed the fact that the Madison Cultural Arts District (MCAD) and the Overture Development Corporation (ODC) recently reached an agreement with creditors to resolve issues related to the \$28 million of outstanding debt on the building, conditioned on certain actions by the City prior to December 31, 2010. As part of the resolution, item 4 states

The City shall not enter into negotiations with any labor unions representing Overture staff regarding future representation of Overture Center employees or future Overture Center staffing structure until a staffing study, including several potential models and associated costs, has been presented to the Common Council and the Common Council has decided on a future staffing model for the Overture, including but not limited to the status of represented employees. This study will be conducted by city staff in conjunction with an outside organization with expertise in such studies and shall be presented to the Common Council by its first October meeting.

In order to carry out this task, we spoke with representatives from the Fox Cities Performing Arts Center in Appleton (Fox Cities PAC) and the Marcus Center for the Arts (Marcus Center) in Milwaukee to gain insight into their structure and compensation, to the extent they were willing to share specific information. We also reviewed compensation studies conducted by AMS Planning & Research (AMS) in 2008 and by McQueen & Associates Consultants in 2010. The AMS study includes general organizational information as well as compensation information for high-level professional positions in the theatrical industry, and the McQueen & Associates study compared compensation for high-level positions at 17 different theatrical facilities throughout the country. We reviewed statistics from the US Department of Labor, Bureau of Labor Statistics to confirm some of the assumptions made in this report. Finally, we spoke with Steven Wolff and Kate Scorza Ingram of AMS, who provided us with the Focus Model for the Overture Center, incorporated in their July 7, 2010 memo.

This staffing study will be broken into 3 sections. The first section will provide an overview of current Overture Center staffing and compensation practices, and this section will contrast those policies if the Overture Center were run by a non-profit. The second section will discuss different groups of employees at the Overture Center and we will provide information regarding salaries and assumptions for each group of

employees, premised on whether they would remain with the City or be employed by a non-profit running the Overture Center. The third section will then present 5 different models for running the Overture Center, using the assumptions described in the first section. The 5 models are as follows:

1. Operating the Overture Center as is, with all employees being City staff, except for employees of the 201 State Foundation.
2. Operating the Overture Center as an entirely non-profit organization, with no employees being City staff and 201 State employees employed by the non-profit.
3. A hybrid model where all staff are employed by the non-profit with the exception of custodial and maintenance employees, who would remain City employees.
4. A hybrid model where the non-represented staff are employed by the non-profit and the represented staff are City employees.
5. Operating the Overture Center as a non-profit, but with all employees remaining City employees.

Under each model, the City will continue to provide a subsidy to the Overture Center. The operating costs described in this study will be absorbed by the non-profit, and the subsidy used to offset the operating costs of the non-profit.

The information in this staffing study is a detailed view of how a non-profit running the Overture Center would likely be staffed. The AMS Focus Model provided general staffing information based on the Overture Center's 2008 operating budget. The non-profit we develop in this study uses the Overture Center's 2010 operating budget as a starting point. However, our non-profit incorporates a number of different assumptions based on what we found to be standard operating procedures at similar facilities through our conversations with people at the facilities. While more detailed than the Focus Model, this staffing study should not be viewed as an endpoint. Rather, any non-profit which takes over control of the Overture Center will have to create its own staffing model, develop appropriate position descriptions for each position, and develop a compensation structure for employees of the non-profit. This will take time, and a transition period is likely based on the fact that the non-profit will have significant work to do in creating its classification and compensation systems.

This staffing study is not intended to be a comparison or critique of the Focus Model provided by AMS. Some of the assumptions from the Focus Model were adopted in our final non-profit model, and we highlight where that is the case in this report. Our model #3 resembles the Focus Model in that custodial/maintenance employees continue to be City employees, but our model #3 contains different assumptions regarding the appropriate number of permanent employees necessary to run the Overture Center, which are described in this report.

OVERVIEW

Overture Center

Budgeted Staff—The 2010 Overture Center operating budget allows for 47 permanent employees (45.65 FTE), which includes represented maintenance, clerical/administrative, cashier, and theater personnel, as well as 24 non-represented positions, including the Overture Center Director and various professional and supervisory positions. In addition, the Overture Center employs represented hourly staff such as building cleaners, box office cashiers, and security officers, and non-represented hourly ushers. Finally, the Overture Center employs a large number of hourly stagehands, represented by IATSE Local 251. These stagehand employees are hourly employees and their salary is generally covered by the shows that perform at the Overture Center, and this is anticipated to continue. The Overture Center pays stagehands when a show is sponsored by the Overture Center, and this money comes out of the Overture Center's hourly salary budget.

Labor Relations—Of the 47 permanent employees at Overture, 23 (22.25 FTE) are represented by AFSCME Local 60. The 23 represented employees include 9 custodial/maintenance employees, 6 clerical/administrative employees, 3 box office cashiers, and 5 stage employees (Theater Technicians and Stage Maintenance Worker). Local 60 also represents hourly building cleaners, box office cashiers, and security officers at the Overture Center. All of these represented Overture Center employees are part of a larger city-wide bargaining unit.

The collective bargaining agreement with Local 60 contains provisions regarding work schedules, overtime, and layoff, among others. The contract sets forth specific conditions under which the Overture Center can change work schedules. The contract provides that employees receive overtime for any work in excess of their daily work schedule, as well as overtime over 38.75 (clerical/administrative) or 40 hours in a week, although pyramiding of overtime is prohibited. Overtime for employees can be paid as wages or compensatory time. Finally, the contract establishes that hourly employees can only work up to 1040 hours in a calendar year, and if an hourly employee exceeds this limit in any year, the employee automatically becomes a permanent employee, with benefits.

The contract also has layoff provisions which state if a position is eliminated anywhere in the bargaining unit, the incumbent has the right to bump into a bargaining unit position at an equal or lower pay range for which the incumbent is minimally qualified and the incumbent has more seniority than the least senior person in the classification. This means that an employee working in a different part of the City could bump an Overture Center employee without the Overture Center conducting an interview and after the Overture Center invested time in training a different employee. The employee bumping into the Overture Center may or may not have any interest in working in a theatrical setting.

Local 60 employees have a contractually established grievance procedure by which they can grieve perceived or actual violations of the contract. Discipline may only be taken against a Local 60 employee for just cause, and disciplinary actions are subject to the grievance procedure. If a grievance is not resolved at the Overture Center level, it is referred to the City Human Resources Department for resolution or possible arbitration. If a matter is arbitrated, the costs of the arbitration are split between the affected department and Local 60.

Because the Local 60 bargaining unit covers employees across almost all City departments, the collective-bargaining agreement is negotiated by the Labor Relations Manager, part of the Human Resources Department. Overture Center management has the opportunity to provide input before negotiations begin regarding contractual

issues, but otherwise negotiations are led by the Human Resources Department, with a bargaining team made up of representatives from various departments.² If there is an impasse in negotiations, whether it is an issue that affects the Overture Center or not, the issue will be submitted to final and binding interest arbitration. The Wisconsin Employment Relations Commission (WERC) has jurisdiction over the public sector bargaining process.

The City also has a collective-bargaining agreement with the stagehands represented by IATSE Local 251. In addition to establishing hourly rates of pay, this contract provides that the City will make contributions on behalf of the City and employee into the Wisconsin Retirement System, and will make contributions into the IATSE Health and Welfare fund.³

Hiring/Layoff/Grievance Rules—The Overture Center is subject to the City’s Civil Service rules outlined in the City of Madison Personnel Rules. These Civil Service rules govern how the Overture Center can recruit and hire staff, as well as how staff can be moved to different positions. Recruitment and applicant screening is carried out by the City’s Human Resources Department, not at the Overture Center. The Civil Service rules establish periods of time that positions must be posted, testing procedures for positions, and other rules for hiring. Certain hiring rules are also established in the Local 60 contract for those positions represented by Local 60.

Regarding layoff, the Civil Service rules also provide limited rights for non-represented employees to bump into different positions at the Overture Center if a position is eliminated, and provide rights for non-represented employees to grieve disciplinary decisions. Non-represented employees have the right to appeal a disciplinary decision to a hearing examiner and the City’s Personnel Board. Represented Overture Center employees have layoff and grievance rights established in the collective bargaining agreement between the City and Local 60, as described earlier.

² The Overture Center does not currently have a representative on the City’s negotiation team for Local 60 negotiations.

³ There are currently 53 appeals pending with Employee Trust Funds regarding the employee status of the Stagehands and whether the City has an outstanding liability for WRS contributions prior to 2010. The pending status and financial liability associated with these appeals will need to be addressed as part of any restructuring of Overture operations.

Wages/Benefits—Non-represented Overture Center employees are subject to ordinance provisions specific to City of Madison employees, found in Chapter 3 of the Madison General Ordinances (MGO). The MGO outlines leave and pay provisions for non-represented employees. The ordinances define a permanent employee as one who works at least 50% of a full-time schedule, and permanent employees are eligible for benefits. Hourly employees are only eligible for a limited number of benefits and hourly employees represented by Local 60 are restricted in the amount of hours they can work in a year, as described earlier.

Other ordinance provisions extend beyond what the City would otherwise be obligated to pay under Federal and/or State law. For example, the MGO provides that non-represented employees who would otherwise be exempt from the Fair Labor Standards Act are eligible for overtime compensation, either time and a half or straight time, depending on the employee's pay range. Again, overtime may be taken as wages or compensatory time. Represented Overture Center employees have pay provisions established in the collective bargaining agreement between the City and Local 60.

Currently, Overture Center employees (and all City employees) receive a wage either negotiated by the union or set by the Common Council as part of the non-represented employee salary schedules found in MGO Chapter 3.⁴ For permanent employees, this wage includes step increases based on an employee's time in the position. An employee at step 5 is considered to be at the full-performance level for the position and generally attains step 5 after 42 months of service in the position. Furthermore, the wage may include additional longevity compensation based on length of service with the City, which is calculated as a percentage of the base pay for the position. The longevity schedule for non-represented and Local 60 employees is as follows:

1. Three percent (3%) of base pay at the beginning of the 5th year of continuous employment;
2. An additional 3% (total 6%) of base pay beginning with the 10th year of continuous employment;
3. An additional 2% (total 8%) of base pay beginning with the 14th year of continuous employment;

⁴ This wage discussion does not apply to stagehands, whose hourly wage is established in the collective-bargaining agreement with the City and depends on the nature of the work the stagehand is asked to perform. Stagehands do not have steps or longevity provisions in their contract. The 2010 benefit rate for stagehands is 22.7%.

4. An additional 1% (total 9%) of base pay beginning with the 16th year of continuous employment;
5. An additional 1% (total 10%) of base pay beginning with the 18th year of continuous employment;
6. An additional 1% (total 11%) of base pay beginning with the 20th year of continuous employment;
7. An additional 1% (total 12%) of base pay beginning with the 25th year of continuous employment.

Hourly employees do not receive step increases or additional longevity compensation.

The City also provides a number of benefits for Overture Center employees, both represented and non-represented. The City pays 100% of the 2010 health insurance premium for represented employees. For non-represented employees, the City pays all but \$10/month of a single policy and \$20/month of a family policy. This ranges from \$478.00-\$510.60 a month per employee for a single policy or \$1,196.30-1,272.80 a month per employee for a family policy, depending on the insurance provider.⁵ In addition, the City makes contributions to the Wisconsin Retirement System on behalf of permanent and eligible hourly employees, above and beyond the wages paid to the employee. Under State law, the City is obligated to contribute 4.8% and employees are to contribute 6.2%, for a total of 11% of wages for 2010 (The annual WRS rate is established by Employee Trust Funds based on WRS performance in prior years).⁶ However, State law also allows the employee contribution to be subject to collective bargaining and the City has paid the employee portion of the WRS since at least the 1970s for nearly all employees. This means the City contributes the total 11% WRS contribution for all eligible employees.⁷ The City also makes legally required federal contributions for Social Security and Medicare on behalf of City employees.

⁵ The health insurance rates for 2011 will be approximately 6.3% higher for a family policy.

⁶ The WRS contribution rate will increase to 11.6% in 2011 as a result of unprecedented investment losses in recent years. "Contribution Rates for 2011 Approved" ETF Press Release, June 29, 2010.

⁷ Historically, the Wisconsin Retirement Fund assessed a surcharge as part of municipal employers' normal pension contributions to recognize the unfunded liability associated with each municipality's employees. For City of Madison employees, the prior service charge was equal to 1.2% of wages and was payable as part of the normal pension contribution for each employee. Each agency's operating budget paid a proportional share of this fringe benefit cost. The WRS charged an interest rate of 8% on the total outstanding liability. In 2004, the City's total prior pension liability was approximately \$35,000,000. In that year, the City refinanced its entire prior pension liability, taking advantage of a lower interest rate loan of 5.25% available from the State Trust Fund at that time. This refinancing saved approximately \$50,000,000 in total pension financing costs over the life of the new loan. The impact on individual agencies such as Overture was to reduce annual operating costs by replacing an ongoing annual employee fringe benefit cost with a lower annual debt service charge to defray its portion of the outstanding pension liability. Today, the Overture Center's portion of the remaining pension liability is \$366,586, payable through continuing scheduled annual debt payments of approximately \$30,000 per year. Settlement of this outstanding Overture liability will need to be addressed as part of any restructuring of Overture operations.

When figuring out total compensation for Overture Center employees, a benefit rate is applied to the employee's salary to incorporate these various benefit contributions the City makes on behalf of the employees. The 2010 benefit rate for permanent employees is 40.9% of the employee's salary, which incorporates payments for insurance, retirement, legally required payments, and other benefits.⁸ The rate for overtime work is 18.6%. For an employee whose base salary is \$50,000, the total compensation, or cost to the City, without overtime, is $50,000 \times 1.409$, or \$70,450. The 2010 benefit rate for hourly employees is 11.3%, so the total cost to the City for an hourly employee making \$20,000 in a calendar year is \$22,260.

Leave Time—The City, both in its ordinances and in the Local 60 collective-bargaining agreement, provides a variety of leave options for employees. The City offers vacation for represented and non-represented employees according to the following schedule:

Continuous Service Time (years completed)	Full-Time Equivalent Annual Work Days of Vacation
0-3 years	10
4-7 years	12-1/2
8-11 years	15
12-15 years	17-1/2
16-19 years	20
20-27 years	25
28+ years	27

In the year an employee retires, the employee is entitled to a payout of all unused vacation for that year, regardless of the date of retirement. This means a 30 year employee can retire on January 1 and get paid out for all 27 days of unused vacation, even though the employee had not yet earned the time. In addition, employees receive 3.5 floating holidays a year. The City also has 8 paid holidays and 3 paid leave days where employees are not expected to work. Employees who work on holidays or paid leave days are compensated with extra pay and the ability to take a day off in the future.

Beyond vacation and holidays, employees earn ½ day of sick leave per pay period, to a total of 13 days a year. Unused sick leave can be carried over and accumulated up to

⁸ Other benefits include programs like the salary continuation insurance, unemployment insurance, sick leave escrow, and City's bus pass program.

150 days. Once an employee has reached a total of 150 days of sick leave, accumulated and unused sick leave beyond 150 days is paid out to the employee at the end of each year.⁹ Also, upon retirement, employees can convert unused sick leave into an account to be used for post-retirement health insurance premiums or as a 401(a) account. This sick leave is converted at the hourly rate of pay the employee earns at retirement.¹⁰ Employees are also entitled to paid bereavement leave which does not come out of accumulated sick or personal leave banks. Employees also get paid time off for jury duty and time off to vote. These provisions apply equally to represented and non-represented employees.

Generally speaking, a newly hired employee earns a total of 26.5 days of leave (vacation, floating holiday, and sick) their first year of employment. An employee with 20 years of service earns a total of 41.5 days of leave annually. An employee with 27+ years of service earns a total of 43.5 days of leave annually.

201 State Foundation—The 201 State Foundation is a private, 501(c)(3) organization that raises funds to support the Overture Center’s community and education programs, as well as other programs which help advance the mission and goals of the Overture Center. The 201 State Foundation is governed by a board of directors and has 3 permanent positions associated with it, a Vice President of Development, Development Associate, and Development Coordinator, and also pays a supplement to the Director’s salary. The 201 State Foundation offers benefits for the permanent positions and employees receive the same holidays/paid leave days as City employees.

Non-Profit Model

Budgeted Staff—In reviewing information received from the Marcus Center and the Fox Cities PAC, it appears that the non-profit would create a different, more streamlined structure than the Overture Center. The two facilities are budgeted for between 35 and 40 permanent FTE and supplement the permanent employees with part-time staff,

⁹ Employees working under the Local 60 agreement who have sick leave in excess of 150 days at the end of the year will have half the time paid out and the other half will continue to accumulate beyond 150 days.

¹⁰ Part of the negotiations with the Overture Center will include how to address this potential liability for employees with sick leave balances on the books at the time of transition.

anywhere from 100-140 hourly/part-time employees.¹¹ Theaters, including the Marcus Center and the Fox Cities PAC, generally define permanent employees as those working at least 30 hours a week, and employees working less than 30 hours are considered hourly/part-time, with reduced eligibility for benefits. Through our discussions, we learned that it is common in the industry for custodial, security, usher, and box office cashier functions to be carried out entirely through the use of hourly/part-time personnel. Also, as considered in the Focus Model, our non-profit would need to add 6 professional positions in areas where the City currently provides support, such as Human Resources and Information Technology, as well as other areas where the non-profit will need added support, such as a Corporate Relations Manager, Marketing Manager,¹² and a Community Events Coordinator.

Taking these factors into consideration, our non-profit staffing model would have 43.6 permanent FTE. This is the result of permanent custodians and box office cashiers being converted into hourly staff. The conversion of the custodial staff to hourly would leave 3 permanent Maintenance Mechanics, allowing the non-profit to operate with only 1 permanent Maintenance Manager. This also includes the new professional positions described above. Finally, a couple positions currently filled at less than 30 hours a week would be converted to hourly/part-time per the new definition of hourly/part-time, bringing the total permanent FTE to 43.6. Stagehands would continue to be acquired via IATSE. The non-profit would also continue to use hourly staff to perform security and usher functions at the Overture Center.

Labor Relations—If the non-profit hires a majority of the employees formerly represented by Local 60, it would likely have an obligation, as a successor employer, to recognize and bargain with Local 60 upon request. The non-profit would have the right to establish initial terms and conditions of employment, including wages and benefits. However, once the final workforce composition has been established and Local 60 determines that a majority of its former members were hired, Local 60 has the right to seek recognition from the non-profit. At that time, the non-profit and Local 60 would

¹¹ This number does not include stagehands.

¹² The Marketing Manager position was eliminated in the Overture Center's 2009 Operating Budget. The non-profit would need to recreate this position for efficient operations.

enter into negotiations for a new collective-bargaining agreement. The non-profit would not be bound by the terms of the Local 60 agreement with the City but would have the ability to negotiate a new agreement. This would likely include provisions such as work schedules, overtime, and a grievance procedure. A similar situation would occur with the stagehands represented by IATSE.

Regarding overtime, because the non-profit would no longer be a public sector entity, all overtime will have to be paid as wages for non-exempt employees. The Fair Labor Standards Act prohibits private agencies from offering compensatory time.

The non-profit, as a private entity, would no longer be under the jurisdiction of the WERC and Wisconsin public sector labor law. Rather, the non-profit would be subject to the jurisdiction of the National Labor Relations Board (NLRB) and federal labor law. Significantly, the right to strike would be a negotiated item and an impasse in bargaining would not be subject to final and binding arbitration. Under federal labor law, if the parties reach impasse in negotiations, the non-profit could choose to lock out represented employees or represented employees could strike the facility.

Hiring/Layoff/Grievance Rules—The non-profit would be able to establish rules for hiring, layoff, and grievances. The City of Madison Personnel Rules would no longer apply. The non-profit would have flexibility in terms of posting requirements, testing requirements, and application screening. This could allow the non-profit to quickly fill positions. Conversations with AMS, the Fox Cities PAC, and the Marcus Center reveal that it is common for theatrical facilities to be able to fill positions quickly and efficiently.

Layoff rules for represented employees would be determined through the bargaining process. However, because the non-profit would be a stand-alone employer, the non-profit would not be subject to employees from a different part of the City displacing employees of the non-profit. The non-profit could establish layoff rules for non-represented employees that do not permit employees to bump other employees. Rather, the non-profit may choose to create a severance package or do other things for an employee whose position is eliminated, again more commonplace in the industry. This would be at the discretion of the non-profit.

Non-represented employees may have a limited grievance process under the non-profit, but it is unlikely non-represented employees would have the right to have disciplinary decisions heard by a hearing examiner. In fact, it is common in the industry that employment for non-represented employees is “at-will” and employees can be disciplined/discharged at any time for any non-discriminatory reason without recourse. The grievance process for represented employees would be subject to negotiations. The non-profit would have the ability to negotiate changes to the process and/or to the payment structure for arbitrations.

Wages/Benefits—The non-profit would have 2 groups of employees, permanent full-time and hourly/part-time. Permanent full-time positions are defined as those positions who are expected to work at least 30 hours a week and these positions would be eligible for benefits, including paid leave, health insurance, 403(b) or similar account, and others, through the non-profit. Hourly/part-time employees would be eligible for fewer benefits as determined by the non-profit.

Regarding salary, the non-profit would establish a salary schedule for non-represented employees. This schedule would likely not be based on longevity, as the City’s schedule is, but the salary schedule would have a range incorporating a minimum and a maximum salary. Movement through the schedule and raises would be conditioned on the performance of the non-profit and the performance of the employee. The non-profit would also establish an initial salary schedule for represented employees. However, that salary schedule may be subject to negotiations depending on the future representation status of those employees.

For non-represented employees, the non-profit would likely pay according to the provisions of the Fair Labor Standards Act. This means that positions designated as Exempt would no longer be eligible for overtime compensation. It is common in the industry that exempt professional/supervisory positions are expected to average approximately 45 hours per week and the non-profit could implement this expectation without having to pay additional compensation for hours beyond 40 in a week.

Regarding benefits, the non-profit would offer a number of benefits to its employees, including health insurance, a 403(b) type plan, and required FICA/Medicare payments.

According to the Focus Model, the non-profit that would run the Overture Center would apply a benefit rate of 26% to permanent employees, as compared to the 40.9% rate the City currently applies. In talking with the Fox Cities PAC and the Marcus Center, this rate is consistent with how they compensate their permanent employees and this is the rate we applied to our non-profit model. The US Department of Labor’s Bureau of Labor Statistics June 9, 2010 News Release entitled “Employer Costs for Employee Compensation-March 2010” indicates that the private sector benefit rate, when paid leave and supplemental pay are not included, is approximately 27.9%. The non-profit benefit rate of 26% does not include paid leave or supplemental pay, and is consistent with the private sector rate of 27.9%. Any benefit costs in excess of the 26% would be borne by the employees. Again, for any represented employees, after initial terms and conditions of employment are set, this would be subject to the collective-bargaining process.

Employees who work less than 30 hours a week are considered hourly/part-time employees, not eligible for full benefits. The City pays a benefit rate of 11.3% for hourly employees, and this rate would be appropriate at the non-profit as well. This would incorporate legally required Social Security and Medicare payments as well as any additional payments into a 403(b) or similar plan on behalf of the hourly personnel.

Leave Time—It is likely that the non-profit will not offer the same amount of vacation, floating holiday, and sick leave time that the City currently offers. It is not uncommon in the industry to combine all types of paid leave (excluding holidays) into a Paid Leave Bank for employees to use. One of the facilities we consulted with offers paid leave on the following schedule:

Length of Service Completed	Days earned per month
Less than 1 year	1 to a maximum of 12 days per year
2-4 years	1.25 to a maximum of 15 days per year
5-6 years	1.5 to a maximum of 18 days per year
7-9 years	1.75 to a maximum of 21 days per year
10-11 years	2 to a maximum of 24 days per year
12-14 years	2.25 to a maximum of 27 days per year
15-19 years	2.5 to a maximum of 30 days per year
20+ years	2.75 to a maximum of 33 days per year

This paid leave is to be used for vacation, sick leave, and personal reasons. An employee may accrue up to 30 days in the leave bank, and time in excess of 30 days will be forfeited. Other than holidays, which are similar to the holidays/paid leave days offered by the City, this is the total amount of leave available to an employee in a year. However, employees are still entitled to bereavement leave, jury duty time, and time off to vote, which doesn't come out of the leave bank.

The non-profit will have to evaluate and develop a leave system for all employees. It is likely that the non-profit will develop a type of paid time off bank, similar to the arrangement described above. Employees likely will not have the ability to accumulate significant amounts of leave time, to be paid out upon retirement, an arrangement City employees currently enjoy. The non-profit will likely offer paid holidays, which may be similar to the ones currently offered by the City. The non-profit will also consider bereavement leave, jury duty leave, and time off for voting, similar to the City and to other facilities in the industry. As is the case at facilities we spoke with, hourly/part-time employees may also be entitled to limited amounts of paid leave. After the initial leave program is established, if the Local 60 employees remain represented, the leave for those employees will be subject to the collective bargaining process.

201 State Foundation—Under a non-profit model, the employees of the 201 State Foundation would be absorbed by the non-profit.

The following table summarizes the comparison information between the Overture Center as it is currently operated and the assumptions made herein if a non-profit were to take over operation of the Overture Center and its staff.

Table 2-Comparison of Overture Center As Is with Non-Profit Model

	Overture Center-As Is	Non-profit model
Budgeted Staff	45.65 permanent FTE (47 employees and 3 additional permanent positions at the 201 State Foundation) supplemented by hourly staff	43.6 permanent FTE (including employees of 201 State Foundation), supplemented by hourly/part-time staff, including all hourly custodians and box office cashiers. Additional professional positions added to support independent facility.
Labor Relations	23 permanent staff represented by AFSCME Local 60. Hourly Security Officers, Box Office Cashiers, Custodians, Administrative staff also represented by Local 60. Stagehands represented by IATSE Local 251. WERC jurisdiction.	Initially non-union. Non-profit can set initial terms/conditions of employment. If majority of formerly-represented employees are hired, may be required to recognize Local 60 and IATSE upon request and negotiate future terms/conditions of employment. NLRB jurisdiction.
Hiring/Layoff/Grievance Rules	City Personnel Rules establish Civil Service System for hiring. Personnel Rules govern layoff and grievance process for non-reps. Local 60 agreement governs layoff and grievance process for represented staff. Laid off employees can bump other employees.	Non-profit will be able to create rules for hiring/layoff/grievances to meet the needs of the Overture Center. Rules may be subject to negotiation if unions seek recognition. Non-represented employees likely "at-will."
Wages/Benefits	Permanent employee defined as one who works at least .5 FTE—eligible for benefits. Represented hourly employees work less than .5 FTE and have hours capped by contract. Automatically becomes permanent if hours worked exceeds contractual limits. Wages set forth in salary schedules approved by Council (non-reps) or Local 60 contract (represented staff). Longevity provides additional compensation. Employer pays health insurance, WRS contributions, FICA, etc. Most FLSA exempt employees entitled to overtime based on MGO provisions. Benefit Rate Full-Time=40.9% Benefit Rate Hourly=11.3%	Permanent employee defined as working at least 30 hours a week—eligible for benefits. No overtime pay if FLSA exempt. Hourly/part-time employee works less than 30 hours a week—eligible for limited benefits. Non-profit will establish compensation structure. Likely not dependent on longevity but performance of Overture Center and performance of employee. Some salary schedules may be subject to negotiation if unions seek recognition. Non-profit may offer health insurance, a 403(b) or variant plan, and other benefits. Benefit Rate Full-Time=26% Benefit Rate Hourly=11.3% Employee responsible for additional benefit costs.
Leave Time	City provides vacation, floating holiday time, Holidays, sick leave, bereavement leave, jury duty time, time off for voting. Employees can accumulate up to 150 days of sick time, payable at retirement. Excess time payable annually. New employee earn up to 26.5 days of leave (vacation, floating holiday, sick). 20+ year employee can earn up to 41.5 days of leave.	Non-profit will create leave schedule. Possible model is a Paid Time Off bank, incorporating vacation, sick, and personal time. Limited carryover and accrual. Excess time is forfeited. Employees may still get paid holidays and likely bereavement time, jury duty leave, and time off for voting.

EMPLOYEE GROUPS

When looking at the staff of the Overture Center, the employees can be broken down into various categories. The categories we are looking at in this study are as follows, with the current numbers of permanent employees in parentheses:

- Custodian—includes permanent Custodial Workers 2 (5 employees). These employees are all currently represented by Local 60.
- Box Office Cashiers—Three permanent employees represented by Local 60.
- Stagehands—Over 170 hourly employees represented by IATSE Local 251.
- Security/Ushers—Hourly employees. Security Officers are represented by Local 60. The Ushers are not represented.
- Maintenance—Includes Maintenance Mechanics 1 (2) and Facility Maintenance Workers (2) currently represented by Local 60.
- Theater Personnel—Includes permanent Theater Technicians (4) and Stage Maintenance Worker (1) represented by Local 60.
- Administrative Personnel—Includes permanent Account Clerk 1 (1), Administrative Clerks 1 (3), Graphics Assistant (1), and Administrative Clerk 2 (1) represented by Local 60.
- Professional/Supervisory Personnel—Includes Overture Center Director (1), Box Office Supervisors (2), Overture Advertising Specialist 1 (1), Overture Assistant Patron Services Supervisor (1), Overture Security Coordinator (1), Overture Administrative Coordinator (1), Accountant 1 (1), Overture Advertising Specialist 2 (2), Overture Community Events Coordinator (1), Overture Publicity Specialist (1), Overture Volunteer Coordinator (1), Overture Planning Analyst (1), Overture Technical Supervisor (1), Public Works General Foreperson (1), Overture Center Education/Outreach Supervisor (1), Overture Ticket Office Manager (1), Overture Patron Services Manager (1), Overture Maintenance Manager (1), Overture Events Manager (1), Overture Financial Officer (1), Overture Programming Manager (1), and the Overture Group Sales Coordinator (1).
- 201 State Personnel—Includes Vice President of Development (1), Development Director (1), and Development Coordinator (1).

Each group of employee will be discussed in turn, broken down by groups that would likely be hourly under a non-profit, and those that would be permanent positions. The discussion will describe the work and the appropriate rate of pay if the employees become employees of the non-profit.

Hourly Positions

Custodian—The Custodial Worker staff at the Overture Center performs general building maintenance tasks, and this permanent staff is supplemented by hourly building cleaners. The tasks range from cleaning the facility to polishing the floors, and

performing other routine upkeep tasks. Currently, the 5 Custodial Workers 2 at the Overture Center earn between \$41,288 (\$19.85/hr.) and \$43,888 (\$21.10/hr.), including longevity, and not including benefits. The permanent Custodial Worker 2 hourly rate at step 5 with no longevity in the collective-bargaining agreement is \$20.49, and with the maximum 12% longevity added in is \$22.95/hr. A Custodial Worker 2 at step 5 with 12% longevity has an annual salary of \$47,736, but earns total compensation of \$67,260 with benefits.

Conversations with both the Fox Cities PAC and the Marcus Center reveal that they do not have permanent custodians on staff. Rather, one facility employs hourly/part-time workers to perform the same types of routine building maintenance/cleaning tasks that the permanent Custodial Workers 2 perform at the Overture Center, and the other facility contracts for this work to be done. It is reasonable to assume that if the custodial tasks were the responsibility of the non-profit, it would hire hourly/part-time personnel to do the work. If that were the case, the relevant labor market for comparison would be what local employers pay for hourly employees performing similar work, including the City of Madison and the State of Wisconsin. The Local 60 contract with the City has an hourly Building Cleaner classification that performs similar work, with an hourly rate of pay of \$12.19. The State of Wisconsin starting pay rate for a permanent custodian is \$11.28/hr. with a maximum hourly rate of \$15.19/hr. If the non-profit were to hire hourly/part-time custodians at the Building Cleaner rate of \$12.19/hr., this would be competitive with both the City and State of Wisconsin.

Box Office Cashiers—The Overture Center currently employs 3 permanent Box Office Cashiers. However, this permanent staff is supplemented by a number of hourly cashiers. The permanent Box Office Cashiers currently earn \$39,910 (\$19.80/hr.) at Step 5 with 3% longevity, or \$56,233 with benefits. The hourly cashiers, on the other hand, earn an hourly rate of \$12.38. In talking with the Fox Cities PAC and the Marcus Center, neither facility employs permanent box office cashiers. In our model, the non-profit running the Overture Center would also eliminate the permanent Box Office Cashier positions and hire hourly/part-time cashiers. As the City has been successful at recruiting hourly Box Office Cashiers at the rate of \$12.38/hr., the non-profit can

continue to use this hourly rate and convert its entire Box Office staff to hourly/part-time personnel.

Stagehands—Stagehands at the Overture Center currently work under the recently-negotiated collective bargaining agreement with IATSE Local 251. The stagehands are hourly employees who work on an as-needed basis to set up, maintain, and take down shows at the Overture Center. The stagehands are referred to the City by the Union based on the type of work that needs to be done, and the contract establishes different hourly rates based on the type of work performed. Prior to the collective-bargaining agreement, the Stagehands were paid wages established by the Frank Productions contract, and under the City's Ordinances, the Frank Productions contract was considered the prevailing wage for stagehands in the area. The collective-bargaining agreement with the City provides for lower hourly wages than what the Stagehands were making under the Frank Productions contract, but increased benefit contributions to both the WRS and the IATSE Health and Welfare funds. The benefit rate for the Stagehands under the IATSE contract is 22.7%.

Regardless of the model, the non-profit will, in all likelihood, continue to use stagehands provided by IATSE, and would likely be considered a successor employer if IATSE sought continued recognition. The Marcus Center currently has an individual contract with IATSE, but the Fox Valley PAC does not. It is unknown whether the non-profit would go back to the Frank Productions contract in setting initial hourly rates or would use the rates from the City's contract with IATSE. However, the initial costs for stagehands will likely be similar to what the Overture Center currently pays, and we will continue to assume a 22.7% benefit rate.

Security/Ushers—The Overture Center uses hourly Security Officers who provide security for the facility. The hourly Security Officers are currently represented by Local 60, and report to a non-represented Security Coordinator. The Fox Cities PAC and the Marcus Center also use hourly/part-time personnel to provide security. It is likely that a non-profit running the Overture Center would continue to use hourly/part-time Security Officers, at the current hourly rate of \$13.71. Future pay would potentially be subject to negotiations, depending on the representation status of the Security Officers.

Ushers at the Overture Center are hourly personnel who are not represented. Their hourly rate of pay is \$11.50. Again, the Fox Cities PAC and the Marcus Center use hourly/part-time ushers. The non-profit would likely continue to use hourly/part-time Ushers at this same rate of pay.

Permanent Positions

Maintenance—The Overture Center employs 2 permanent Maintenance Mechanics 1 and 2 permanent Facility Maintenance Workers. These employees are responsible for maintaining the heating/cooling systems at the Overture Center, among other duties. The Fox Cities PAC and the Marcus Center both have permanent skilled maintenance employees on staff, with the Marcus Center employing 5 maintenance mechanic-type employees of varying levels. Because of the importance of these systems and the skilled work in maintaining the systems, our non-profit would likely keep 3 permanent Maintenance Mechanics on its staff, taking the 2 existing Facility Maintenance Worker positions and using them to create the third Maintenance Mechanic.

The Maintenance Mechanics currently earn between \$50,165 (\$24.12/hr.) and \$51,662 (\$24.84/hr.), not including benefits. Regarding the appropriate pay rate, the State of Wisconsin pays a similar classification, Facility Maintenance Specialist-Advanced, an hourly rate between \$16.22 and \$20.97. Dane County pays a Maintenance Mechanic between \$21.25 and \$23.48/hr. In addition, the Marcus Center pays a similar position a maximum rate of \$23.37/hr. Based on these comparables, it is appropriate to employ the Maintenance Mechanics at their current rate of pay, with a 26% benefit rate. Future pay may be subject to negotiations, depending on the representation status of the Mechanics.

Theater Personnel—The Overture Center employs 4 permanent Theater Technicians and a Stage Maintenance Worker. These employees oversee stagehands and coordinate equipment of traveling shows with Overture Center systems, and have additional responsibility for maintaining theatrical systems, such as sound, lighting, and rigging. The 5 employees are represented by Local 60. The Theater Techs make between \$25.76 and \$26.53/hr. while the Stage Maintenance Worker is paid \$22.89/hr., not including benefits. These positions were recently studied by the City to determine

whether the compensation level was appropriate and adjustments were made based on the skilled nature of the work. It was determined through the study process that the Theater Technicians should be classified higher than the Maintenance Mechanics and the Stage Maintenance Worker higher than Facility Maintenance Workers, and the current rates of pay reflect this. If the non-profit employed the current Theater Personnel, it would likely hire the employees at their current rate of pay, but with a 26% benefit rate. A salary structure and future pay would be dependent on the representation status of the Theater Personnel and subsequent contract negotiations.

Administrative Personnel—The Overture Center currently employs 6 permanent Administrative Personnel, described above, all represented by Local 60. The Focus Model calls for these employees to be hired at their current rate of pay, but with a 26% benefit rate, which we incorporated into our models. In reviewing the Administrative staff, however, 2 of the current positions work 30 hours a week or less. Applying the rule that permanent employees have to work at least 30 hours a week, the non-profit would likely convert these 2 positions (Graphics Assistant and Administrative Clerk) to hourly/part-time and keep 4 permanent Administrative Personnel. Similar to the Theater Personnel, a salary structure and future pay would be dependent on the representation status of the Administrative Personnel and subsequent contract negotiations.

Professional/Supervisory Personnel—The Overture Center currently employs 24 non-represented professional/supervisory positions. Two of these positions supervise the maintenance staff at the Overture Center. The non-profit would have to determine whether two supervisors are necessary in this area. It is likely that once the custodial staff is converted to an hourly staff, and other currently required City personnel policies and procedures are removed, the non-profit will conclude that one supervisor in this area is adequate.

In addition to the current positions, our non-profit model would have to add 6 professional positions in areas where the City currently provides support, such as Human Resources and Information Technology, as well as other areas where the non-profit will need added support, such as a Corporate Relations Manager, Marketing Manager, and a Community Events Coordinator.

The Focus Model calls for the professional and supervisory personnel to retain their current rate of pay, but with a benefit rate of 26%, which we again incorporated into our models. AMS has conducted salary surveys showing that the pay for these employees is consistent with industry practice. In addition, the McQueen and Associates Survey corroborates this assertion. The newly-created positions have been assigned a pay rate based on AMS information, and a review of those salaries against City positions of a similar nature show that the estimated rates, while not necessarily at the same rate as comparable City positions, are not significantly different.

The non-profit will have to establish a compensation system. This system will likely be dependent on future revenues for the Overture Center and immediate increases are unlikely. Future salary increases will depend on employee performance and the performance of the Overture Center.

201 State Personnel—The permanent positions at the 201 State Foundation will become employees of the non-profit. In our model, the titles are Development Manager, Development Associate, and Development Coordinator. In addition, the Marketing position currently being created would become the Marketing Manager position in our model. The salaries are based on what the incumbents currently earn, and the positions would have the same 26% benefit rate as other positions in the non-profit model. The supplement for the Director would be added to the Director's base salary. Similar to the other professional positions, future salary increases will depend on employee performance and the performance of the Overture Center.

THE MODELS

This discussion of the 5 models will describe the model and will include information regarding the operating costs under each model. The presumption under each scenario is that a non-profit entity will control the operations of the Overture Center. Depending on the scenario, the non-profit would either directly employ the employees of the Overture Center or contract with the City to provide some or all of the staff necessary for operating the Overture Center. In all cases, the City's costs will be the current subsidy paid annually to the Overture Center, and the non-profit will be responsible for raising money for the additional operating expenses through revenues and fund-raising efforts.

The City would be responsible for the Overture Center building in all cases, and the City will have to budget for capital expenditures relating to building upkeep in the City's capital budget.

Model #1—Current Overture Structure

The first model involves keeping the current Overture Center structure based on positions included in the City's 2010 Operating Budget. The model also incorporates the 201 State positions and Director supplement in a separate category. All positions, permanent and hourly, would continue to be staffed with City employees (except for the 3 201 State positions) and the non-profit would contract with the City for the operating costs (less the City subsidy). The following pages outline the current salary and benefit costs associated with each permanent classification as well as the hourly costs in each area. The hourly totals are based on the 2009 hours worked, but the wage has not changed from 2009 to 2010.

Table 3—Current Overture Center Model

Overture Center for the Arts - Model 1 (Current)

REPRESENTED POSITIONS

ADMINISTRATIVE PERSONNEL AND PROFESSIONAL AIDES

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Administrative Clerk 1	20-09	\$42,276.00	\$17,290.88	\$59,566.88
1	Account Clerk 1	20-07	\$42,484.00	\$17,375.96	\$59,859.96
0.7	Graphics Assistant	20-09	\$30,049.00	\$12,290.04	\$42,339.04
0.75	Administrative Clerk 1	20-09	\$34,996.00	\$14,313.36	\$49,309.36
1	Administrative Clerk 2	20-11	\$50,232.00	\$20,544.89	\$70,776.89
1	Administrative Clerk 1	20-09	\$45,006.00	\$18,407.45	\$63,413.45
5.45	Hourly (20)	20-00	\$128,368.61	\$14,505.65	\$142,874.26

Total Cost					\$488,139.85
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MAINTENANCE PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Maintenance Mechanic 1	16-13	\$51,662.00	\$21,129.76	\$72,791.76
1	Maintenance Mechanic 1	16-13	\$50,165.00	\$20,517.49	\$70,682.49
1	Facility Maintenance Worker	16-09	\$50,414.00	\$20,619.33	\$71,033.33
1	Facility Maintenance Worker	16-09	\$46,358.00	\$18,960.42	\$65,318.42
4	Hourly (1)	16-00	\$4,290.16	\$484.79	\$4,774.95

Total Cost					\$284,600.94
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CUSTODIAL PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$41,288.00	\$16,886.79	\$58,174.79
5	Hourly (6)	16-00	\$33,620.02	\$3,799.06	\$37,419.08

Total Cost					\$342,946.64
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THEATER PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Theater Technician 2	16-13	\$53,586.00	\$21,916.67	\$75,502.67
1	Theater Technician 2	16-13	\$53,586.00	\$21,916.67	\$75,502.67
1	Theater Technician 2	16-13	\$55,146.00	\$22,554.71	\$77,700.71
1	Theater Technician 3	16-13	\$55,172.00	\$22,565.35	\$77,737.35
1	Stage Maintenance Worker	16-09	\$47,606.00	\$19,470.85	\$67,076.85
5					

Total Cost	\$373,520.26
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TICKET OFFICE PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Box Office Cashier	20-06	\$39,910.00	\$16,323.19	\$56,233.19
1	Box Office Cashier	20-06	\$39,910.00	\$16,323.19	\$56,233.19
0.8	Box Office Cashier	20-06	\$32,864.00	\$13,441.38	\$46,305.38
2.8	Hourly (15)	16-00	\$58,842.14	\$6,649.16	\$65,491.30

Total Cost	\$224,263.06
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SECURITY PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (22)	16-00	\$118,097.94	\$13,345.07	\$131,443.01

Total Cost	\$131,443.01
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STAGEHAND PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (173)	28-00	\$909,514.00	\$206,459.68	\$1,115,973.68

Total Cost	\$1,115,973.68
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Total Represented FTE	22.25
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Total Cost for Represented Staff	\$2,960,887.44
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NON-REPRESENTED POSITIONS

PROFESSIONAL AND SUPERVISORY PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Director	21-21	\$123,875.00	\$50,664.88	\$174,539.88
1	Program Manager	18-13	\$85,436.00	\$34,943.32	\$120,379.32
1	Events Manager	18-12	\$83,928.00	\$34,326.55	\$118,254.55
1	Financial Officer	18-12	\$80,184.00	\$32,795.26	\$112,979.26
1	Maintenance Manager	18-10	\$76,440.00	\$31,263.96	\$107,703.96
1	Patron Services Manager	18-09	\$71,032.00	\$29,052.09	\$100,084.09
1	Ticket Office Manager	18-08	\$67,028.00	\$27,414.45	\$94,442.45
1	Technical Supervisor	18-07	\$65,858.00	\$26,935.92	\$92,793.92
1	Education and Outreach Supervisor	18-08	\$62,072.00	\$25,387.45	\$87,459.45
1	Public Works General Foreperson	18-07	\$61,126.00	\$25,000.53	\$86,126.53
1	Volunteer Coordinator	18-06	\$60,109.00	\$24,584.58	\$84,693.58
1	Advertising Specialist 2	18-06	\$60,109.00	\$24,584.58	\$84,693.58
1	Planning Analyst	18-07	\$59,500.00	\$24,335.50	\$83,835.50
1	Administrative Coordinator	18-05	\$57,694.00	\$23,596.85	\$81,290.85
1	Assistant Patron Services Supervisor	18-04	\$53,872.00	\$22,033.65	\$75,905.65
1	Security Coordinator	18-04	\$53,352.00	\$21,820.97	\$75,172.97
1	Accountant 1	18-06	\$52,308.00	\$21,393.97	\$73,701.97
1	Publication Specialist	18-06	\$52,308.00	\$21,393.97	\$73,701.97
0.9	Advertising Specialist 2	18-06	\$52,130.00	\$21,321.17	\$73,451.17
1	Advertising Specialist 1	18-04	\$50,087.00	\$20,485.58	\$70,572.58
1	Box Office Supervisor	18-02	\$49,192.00	\$20,119.53	\$69,311.53
1	Group Sales Coordinator	19-07	\$47,086.00	\$19,258.17	\$66,344.17
0.75	Community Events Coordinator	18-06	\$45,136.00	\$18,460.62	\$63,596.62
0.75	Box Office Supervisor	18-02	\$38,350.00	\$15,685.15	\$54,035.15
23.4					

Total Cost					\$2,125,070.71
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201 STATE PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
0	Director salary supplement	N/A	\$40,698.00	\$3,113.40	\$43,811.40
1	Vice President - Development	N/A	\$87,500.00	\$19,193.75	\$106,693.75
1	Development Associate	N/A	\$60,000.00	\$10,590.00	\$70,590.00
1	Development Coordinator	N/A	\$33,500.00	\$7,562.75	\$41,062.75
3					

Total Cost					\$262,157.90
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USHERS

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (33)	N/A	\$97,559.00	\$11,024.17	\$108,583.17

Total Cost	\$108,583.17
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Total Non-Represented FTE	26.4
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Total Cost for Non-Represented Staff	\$2,495,811.77
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Total Hourly (Does not include Stagehands)	97
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Total FTE	48.65
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Total Cost for All Personnel	\$5,456,699.21
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Costs

As can be seen from the preceding table, the current costs for personnel at the Overture Center is approximately \$5,456,699 annually. This table only takes into account wages and benefits. The wages reflect budgeted salaries and do not include overtime/compensatory time costs, including overtime paid to exempt employees under the MGO. In 2010, the Overture Center's overtime budget is \$65,000. The table also does not reflect any outstanding liability for sick leave and vacation should an employee retire. Upon retirement, the non-profit running the Overture Center would be obligated to pay out earned and unused sick leave, and unused vacation per City policy. The non-profit would be charged those costs in addition to the salary and benefit information in the table. The benefits are listed at the City's rate of 40.9%, except for the 201 State positions, which are listed with actual current benefit costs.¹³

In this model, it is assumed that the City would continue to provide support for the Overture Center in terms of Human Resources, Information Technology, and other services without cost to the non-profit. However, this may or may not ultimately be the case. The non-profit may be required to pay an additional fee for these services or may choose to create additional permanent positions to handle these functions.

Model #2—Non-Profit Operating Model

This model assumes that a non-profit will be entirely responsible for the operations of the Overture Center. The City will continue to pay a subsidy to the Overture Center for operating costs and will own the building. However, the operating costs of the Overture Center will be the responsibility of the non-profit, including maintenance and custodial functions, less the City subsidy. The non-profit would directly employ all the employees at the Overture Center, including the employees of the 201 State Foundation.¹⁴ This model includes the creation of the new professional positions described earlier, as well as the conversion of certain permanent positions to hourly/part-time. The following pages outline the projected salary and benefit costs associated with each permanent classification as well as the hourly/part-time costs in each area.

¹³ The 201 State Foundation has requested creation of a Marketing position with wages of \$60,000 and estimated benefits of \$12,500.

¹⁴ The Marketing Manager salary in our model is based on the 2008 budgeted salary. The 201 State Foundation is estimating the salary for the position at \$60,000, plus benefits, but that salary is subject to negotiations with the future incumbent. We feel in our model that the higher salary will cover any potential increased costs over \$60,000 and is more comparable to the salary for the VP of Development.

Table 4—Non-Profit Operating Model

Overture Center for the Arts - Model 2 (Non-Profit)

REPRESENTED POSITIONS

ADMINISTRATIVE PERSONNEL AND PROFESSIONAL AIDES

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Administrative Clerk	N/A	\$42,276.00	\$10,991.76	\$53,267.76
1	Administrative Clerk	N/A	\$50,232.00	\$13,060.32	\$63,292.32
1	Administrative Clerk	N/A	\$45,006.00	\$11,701.56	\$56,707.56
1	Account Clerk	N/A	\$42,484.00	\$11,045.84	\$53,529.84
4	Hourly (24)	N/A	\$162,703.61	\$18,385.51	\$181,089.12
Total Cost					\$407,886.60

MAINTENANCE PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Lead Maintenance Mechanic	N/A	\$55,662.00	\$14,472.12	\$70,134.12
1	Maintenance Mechanic	N/A	\$50,165.00	\$13,042.90	\$63,207.90
1	Maintenance Mechanic	N/A	\$50,414.00	\$13,107.64	\$63,521.64
3	Hourly (2)	N/A	\$19,740.00	\$2,230.62	\$21,970.62
Total Cost					\$218,834.28

CUSTODIAL PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (12)	N/A	\$141,416.19	\$15,980.03	\$157,396.22
Total Cost					\$157,396.22

THEATER PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Theater Technician	N/A	\$53,586.00	\$13,932.36	\$67,518.36
1	Theater Technician	N/A	\$53,586.00	\$13,932.36	\$67,518.36
1	Theater Technician	N/A	\$55,146.00	\$14,337.96	\$69,483.96
1	Lead Theater Technician	N/A	\$55,172.00	\$14,344.72	\$69,516.72
1	Stage Maintenance Worker	N/A	\$47,606.00	\$12,377.56	\$59,983.56
5					
Total Cost					\$334,020.96

TICKET OFFICE PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (20)	N/A	\$113,264.62	\$12,798.90	\$126,063.52

Total Cost					\$126,063.52
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SECURITY PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (22)	N/A	\$118,097.94	\$13,345.07	\$131,443.01

Total Cost					\$131,443.01
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STAGEHAND PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (173)	N/A	\$909,514.00	\$206,459.68	\$1,115,973.68

Total Cost					\$1,115,973.68
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Total Represented FTE					12
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Total Cost for Represented Staff					\$2,491,618.26
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NON-REPRESENTED POSITIONS**PROFESSIONAL AND SUPERVISORY PERSONNEL**

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Director	N/A	\$164,573.00	\$32,207.50	\$196,780.50
1	Development Manager	N/A	\$87,500.00	\$22,750.00	\$110,250.00
1	Program Manager	N/A	\$85,436.00	\$22,213.36	\$107,649.36
1	Events Manager	N/A	\$83,928.00	\$21,821.28	\$105,749.28
1	Financial Officer	N/A	\$80,184.00	\$20,847.84	\$101,031.84
1	Marketing Manager	N/A	\$78,223.00	\$20,337.98	\$98,560.98
1	Maintenance Manager	N/A	\$76,440.00	\$19,874.40	\$96,314.40
1	Patron Services Manager	N/A	\$71,032.00	\$18,468.32	\$89,500.32
1	Ticket Office Manager	N/A	\$67,028.00	\$17,427.28	\$84,455.28
1	Technical Supervisor	N/A	\$65,858.00	\$17,123.08	\$82,981.08
1	Education and Outreach Supervisor	N/A	\$62,072.00	\$16,138.72	\$78,210.72
1	Volunteer Coordinator	N/A	\$60,109.00	\$15,628.34	\$75,737.34
1	Advertising Specialist	N/A	\$60,109.00	\$15,628.34	\$75,737.34
1	Development Associate	N/A	\$60,000.00	\$15,600.00	\$75,600.00
1	Planning Analyst	N/A	\$59,500.00	\$15,470.00	\$74,970.00
1	Administrative Coordinator	N/A	\$57,694.00	\$15,000.44	\$72,694.44
1	Information Technology Manager	N/A	\$55,000.00	\$14,300.00	\$69,300.00
1	Human Resources Manager	N/A	\$54,500.00	\$14,170.00	\$68,670.00
1	Assistant Patron Services Supervisor	N/A	\$53,872.00	\$14,006.72	\$67,878.72
1	Security Coordinator	N/A	\$53,352.00	\$13,871.52	\$67,223.52
1	Accountant	N/A	\$52,308.00	\$13,600.08	\$65,908.08
1	Publication Specialist	N/A	\$52,308.00	\$13,600.08	\$65,908.08
1	Advertising Specialist	N/A	\$52,130.00	\$13,553.80	\$65,683.80
1	Community Events Coordinator	N/A	\$51,012.00	\$13,263.12	\$64,275.12
1	Community Events Coordinator	N/A	\$51,012.00	\$13,263.12	\$64,275.12
1	Advertising Specialist	N/A	\$50,087.00	\$13,022.62	\$63,109.62
1	Box Office Supervisor	N/A	\$49,192.00	\$12,789.92	\$61,981.92
1	Corporate Relations Manager	N/A	\$48,228.00	\$12,539.28	\$60,767.28
1	Group Sales Coordinator	N/A	\$47,086.00	\$12,242.36	\$59,328.36
0.8	Box Office Supervisor	N/A	\$38,350.00	\$9,971.00	\$48,321.00
0.8	Information Technology Specialist	N/A	\$38,000.00	\$9,880.00	\$47,880.00
1	Development Coordinator	N/A	\$33,500.00	\$8,710.00	\$42,210.00
31.6					

Total Cost	\$2,508,943.50
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USHERS

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (33)	N/A	\$97,559.00	\$11,024.17	\$108,583.17

Total Cost	\$108,583.17
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Total Non-Represented FTE	31.6
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Total Cost for Non-Represented Staff	\$2,617,526.67
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Additional Cost Associated with Contracting for Payroll and HR Services	\$45,000.00
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Total Hourly (Does not include Stagehands)	113
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Total FTE	43.6
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Total Cost for All Personnel & Contracted Services	\$5,154,144.93
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Costs

The annual operating costs under this model, \$5,154,144, are \$302,555 lower than the current Overture Center model. This is due to the reduced number of positions resulting from the conversion of permanent positions to hourly, and the reduced benefit rate. In addition, the model defines a permanent employee as one who works at least 30 hours a week based on industry practice, and not 20 hours under the MGO. The cost projection includes the reduced benefit rate of 26% for permanent employees. The 201 State positions are also included as positions under the non-profit, with the same 26% benefit rate. Finally, the model includes a \$45,000 annual fee for the contracting out of payroll and certain human resources functions. This total number should be closer to actual costs as the non-profit will not have to pay overtime that the Overture Center currently pays exempt employees under the MGO.

In looking at the numbers more closely, converting the custodian and box office cashier staff to hourly/part-time saves \$283,750. This also accounts for the creation of additional hourly/part-time staff to work the hours formerly worked by the permanent employees. Also, the non-profit model includes a total of 113 hourly/part-time staff (not including stagehands), well within the 100-150 range other facilities employ and 16 more than in Model #1.

Model #3—Non-Profit with Custodial/Maintenance Staff Remaining City Employees¹⁵

Under this model, the non-profit would employ most personnel at the Overture Center with the exception of custodial and maintenance personnel. The City would employ the custodial and maintenance staff, represented by Local 60, to perform custodial and maintenance work. This would continue the existing staffing pattern, with 5 permanent Custodians, 2 Facility Maintenance Workers, and 2 Maintenance Mechanics. In addition, the 2 existing maintenance supervisors would remain City employees. Although the City will perform the maintenance work, the non-profit will still need to create the 6 professional positions described earlier, and convert the 201 State positions to positions under the non-profit. The following pages outline the operating costs associated with this model.

¹⁵ This model is similar to the AMS Focus Model. However, our model is based off the 2010 staffing levels at Overture Center and converts a number of permanent positions to hourly that remain permanent in the Focus Model.

Table 5—Non-Profit with Custodial/Maintenance Staff as City Employees

Overture Center for the Arts - Model 3 (Non-Profit with Custodial and Maintenance Staff as City Employees)

REPRESENTED POSITIONS

ADMINISTRATIVE PERSONNEL AND PROFESSIONAL AIDES

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Administrative Clerk	N/A	\$42,276.00	\$10,991.76	\$53,267.76
1	Administrative Clerk	N/A	\$50,232.00	\$13,060.32	\$63,292.32
1	Administrative Clerk	N/A	\$45,006.00	\$11,701.56	\$56,707.56
1	Account Clerk	N/A	\$42,484.00	\$11,045.84	\$53,529.84
4	Hourly (24)	N/A	\$162,703.61	\$18,385.51	\$181,089.12

Total Cost					\$407,886.60
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MAINTENANCE PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Maintenance Mechanic 1	16-13	\$51,662.00	\$21,129.76	\$72,791.76
1	Maintenance Mechanic 1	16-13	\$50,165.00	\$20,517.49	\$70,682.49
1	Facility Maintenance Worker	16-09	\$50,414.00	\$20,619.33	\$71,033.33
1	Facility Maintenance Worker	16-09	\$46,358.00	\$18,960.42	\$65,318.42
4	Hourly (1)	16-00	\$4,290.16	\$484.79	\$4,774.95

Total Cost					\$284,600.94
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CUSTODIAL PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$41,288.00	\$16,886.79	\$58,174.79
5	Hourly (6)	16-00	\$33,620.02	\$3,799.06	\$37,419.08

Total Cost					\$342,946.64
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THEATER PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Theater Technician	N/A	\$53,586.00	\$13,932.36	\$67,518.36
1	Theater Technician	N/A	\$53,586.00	\$13,932.36	\$67,518.36
1	Theater Technician	N/A	\$55,146.00	\$14,337.96	\$69,483.96
1	Lead Theater Technician	N/A	\$55,172.00	\$14,344.72	\$69,516.72
1	Stage Maintenance Worker	N/A	\$47,606.00	\$12,377.56	\$59,983.56
5					

Total Cost					\$334,020.96
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TICKET OFFICE PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (20)	N/A	\$113,264.62	\$12,798.90	\$126,063.52

Total Cost					\$126,063.52
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SECURITY PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (22)	N/A	\$118,097.94	\$13,345.07	\$131,443.01

Total Cost					\$131,443.01
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STAGEHAND PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (173)	N/A	\$909,514.00	\$206,459.68	\$1,115,973.68

Total Cost					\$1,115,973.68
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Total Represented FTE					18
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Total Cost for Represented Staff					\$2,742,935.35
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NON-REPRESENTED POSITIONS

PROFESSIONAL AND SUPERVISORY PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Director	N/A	\$164,573.00	\$32,207.50	\$196,780.50
1	Development Manager	N/A	\$87,500.00	\$22,750.00	\$110,250.00
1	Maintenance Manager	18/10	\$76,440.00	\$31,263.96	\$107,703.96
1	Program Manager	N/A	\$85,436.00	\$22,213.36	\$107,649.36
1	Events Manager	N/A	\$83,928.00	\$21,821.28	\$105,749.28
1	Financial Officer	N/A	\$80,184.00	\$20,847.84	\$101,031.84
1	Marketing Manager	N/A	\$78,223.00	\$20,337.98	\$98,560.98
1	Patron Services Manager	N/A	\$71,032.00	\$18,468.32	\$89,500.32
1	Public Works General Foreperson	18-07	\$61,126.00	\$25,000.53	\$86,126.53
1	Ticket Office Manager	N/A	\$67,028.00	\$17,427.28	\$84,455.28
1	Technical Supervisor	N/A	\$65,858.00	\$17,123.08	\$82,981.08
1	Education and Outreach Supervisor	N/A	\$62,072.00	\$16,138.72	\$78,210.72
1	Volunteer Coordinator	N/A	\$60,109.00	\$15,628.34	\$75,737.34
1	Advertising Specialist	N/A	\$60,109.00	\$15,628.34	\$75,737.34
1	Development Associate	N/A	\$60,000.00	\$15,600.00	\$75,600.00
1	Planning Analyst	N/A	\$59,500.00	\$15,470.00	\$74,970.00
1	Administrative Coordinator	N/A	\$57,694.00	\$15,000.44	\$72,694.44
1	Information Technology Manager	N/A	\$55,000.00	\$14,300.00	\$69,300.00
1	Human Resources Manager	N/A	\$54,500.00	\$14,170.00	\$68,670.00
1	Assistant Patron Services Supervisor	N/A	\$53,872.00	\$14,006.72	\$67,878.72
1	Security Coordinator	N/A	\$53,352.00	\$13,871.52	\$67,223.52
1	Accountant	N/A	\$52,308.00	\$13,600.08	\$65,908.08
1	Publication Specialist	N/A	\$52,308.00	\$13,600.08	\$65,908.08
1	Advertising Specialist	N/A	\$52,130.00	\$13,553.80	\$65,683.80
1	Community Events Coordinator	N/A	\$51,012.00	\$13,263.12	\$64,275.12
1	Community Events Coordinator	N/A	\$51,012.00	\$13,263.12	\$64,275.12
1	Advertising Specialist	N/A	\$50,087.00	\$13,022.62	\$63,109.62
1	Box Office Supervisor	N/A	\$49,192.00	\$12,789.92	\$61,981.92
1	Corporate Relations Manager	N/A	\$48,228.00	\$12,539.28	\$60,767.28
1	Group Sales Coordinator	N/A	\$47,086.00	\$12,242.36	\$59,328.36
0.8	Box Office Supervisor	N/A	\$38,350.00	\$9,971.00	\$48,321.00
0.8	Information Technology Specialist	N/A	\$38,000.00	\$9,880.00	\$47,880.00
1	Development Coordinator	N/A	\$33,500.00	\$8,710.00	\$42,210.00

32.6

Total Cost	\$2,606,459.59
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USHERS

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (33)	N/A	\$97,559.00	\$11,024.17	\$108,583.17

Total Cost	\$108,583.17
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Total Non-Represented FTE	32.6
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Total Cost for Non-Represented Staff	\$2,715,042.76
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Additional Cost Associated with Contracting for Payroll and HR Services	\$45,000.00
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Total Hourly (Does not include Stagehands)	106
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Total FTE	50.6
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Total Cost for All Personnel & Contracted Services	\$5,502,978.11
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Costs

As can be seen from the preceding pages, the Model #3 cost of \$5,502,978 is \$348,834 more than Model #2 (all non-profit), and \$46,279 more than the current operating costs at the Overture Center (Model #1). The wages for the custodial/maintenance employees in this model are calculated according to the Local 60 contract (or the existing salary schedules for the 2 supervisors¹⁶), with the corresponding longevity pay, and the City's 40.9% benefit rate. These costs would also continue to vary annually as employees achieve different longevity levels, regardless of the salary schedule implemented by the non-profit. In addition, although the City would provide the custodial/maintenance work, the non-profit would still have to create the 6 new professional positions, the 201 State positions would be part of the non-profit, and the non-profit would have to spend \$45,000 on contracted services. The total permanent FTE count in this model is 50.6, almost 2 full FTE higher than Model #1. One reason it isn't higher is that in this model, the non-profit would still eliminate the permanent Box Office Cashiers and reduce the number of permanent Administrative Personnel.

Model #4—Non-Profit but all Represented Staff Remain City Employees

Under this model, the non-profit would employ the non-represented personnel at the Overture Center but current represented staff would remain employees of the City. In addition, the 2 maintenance supervisors would remain City employees. Represented employee benefits would remain the same as other City employees. The costs associated with this model are on the following pages.

¹⁶ This model assumes the 2 maintenance supervisors would remain City employees. The specific relationship between the maintenance supervisors, the non-profit, and the City would have to be worked out as part of the restructuring of Overture Center operations.

Table 6—Non-Profit with Represented Staff Remaining City Employees

Overture Center for the Arts - Model 4 (Non-Profit with Represented Staff as City Employees)

REPRESENTED POSITIONS

ADMINISTRATIVE PERSONNEL AND PROFESSIONAL AIDES

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Administrative Clerk 1	20-09	\$42,276.00	\$17,290.88	\$59,566.88
1	Account Clerk 1	20-07	\$42,484.00	\$17,375.96	\$59,859.96
0.7	Graphics Assistant	20-09	\$30,049.00	\$12,290.04	\$42,339.04
0.75	Administrative Clerk 1	20-09	\$34,996.00	\$14,313.36	\$49,309.36
1	Administrative Clerk 2	20-11	\$50,232.00	\$20,544.89	\$70,776.89
1	Administrative Clerk 1	20-09	\$45,006.00	\$18,407.45	\$63,413.45
5.45	Hourly (20)	20-00	\$128,368.61	\$14,505.65	\$142,874.26

Total Cost					\$488,139.85
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MAINTENANCE PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Maintenance Mechanic 1	16-13	\$51,662.00	\$21,129.76	\$72,791.76
1	Maintenance Mechanic 1	16-13	\$50,165.00	\$20,517.49	\$70,682.49
1	Facility Maintenance Worker	16-09	\$50,414.00	\$20,619.33	\$71,033.33
1	Facility Maintenance Worker	16-09	\$46,358.00	\$18,960.42	\$65,318.42
4	Hourly (1)	16-00	\$4,290.16	\$484.79	\$4,774.95

Total Cost					\$284,600.94
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CUSTODIAL PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$41,288.00	\$16,886.79	\$58,174.79
5	Hourly (6)	16-00	\$33,620.02	\$3,799.06	\$37,419.08

Total Cost					\$342,946.64
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THEATER PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Theater Technician 2	16-13	\$53,586.00	\$21,916.67	\$75,502.67
1	Theater Technician 2	16-13	\$53,586.00	\$21,916.67	\$75,502.67
1	Theater Technician 2	16-13	\$55,146.00	\$22,554.71	\$77,700.71
1	Theater Technician 3	16-13	\$55,172.00	\$22,565.35	\$77,737.35
1	Stage Maintenance Worker	16-09	\$47,606.00	\$19,470.85	\$67,076.85
5					

Total Cost	\$373,520.26
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TICKET OFFICE PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Box Office Cashier	20-06	\$39,910.00	\$16,323.19	\$56,233.19
1	Box Office Cashier	20-06	\$39,910.00	\$16,323.19	\$56,233.19
0.8	Box Office Cashier	20-06	\$32,864.00	\$13,441.38	\$46,305.38
2.8	Hourly (15)	16-00	\$58,842.14	\$6,649.16	\$65,491.30

Total Cost	\$224,263.06
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SECURITY PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
Hourly (22)		N/A	\$118,097.94	\$13,345.07	\$131,443.01

Total Cost	\$131,443.01
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STAGEHAND PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
Hourly (173)		N/A	\$909,514.00	\$206,459.68	\$1,115,973.68

Total Cost	\$1,115,973.68
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Total Represented FTE	22.25
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Total Cost for Represented Staff	\$2,960,887.44
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NON-REPRESENTED POSITIONS**PROFESSIONAL AND SUPERVISORY PERSONNEL**

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Director	N/A	\$164,573.00	\$32,207.50	\$196,780.50
1	Development Manager	N/A	\$87,500.00	\$22,750.00	\$110,250.00
1	Maintenance Manager	18/10	\$76,440.00	\$31,263.96	\$107,703.96
1	Program Manager	N/A	\$85,436.00	\$22,213.36	\$107,649.36
1	Events Manager	N/A	\$83,928.00	\$21,821.28	\$105,749.28
1	Financial Officer	N/A	\$80,184.00	\$20,847.84	\$101,031.84
1	Marketing Manager	N/A	\$78,223.00	\$20,337.98	\$98,560.98
1	Patron Services Manager	N/A	\$71,032.00	\$18,468.32	\$89,500.32
1	Public Works General Foreperson	18-07	\$61,126.00	\$25,000.53	\$86,126.53
1	Ticket Office Manager	N/A	\$67,028.00	\$17,427.28	\$84,455.28
1	Technical Supervisor	N/A	\$65,858.00	\$17,123.08	\$82,981.08
1	Education and Outreach Supervisor	N/A	\$62,072.00	\$16,138.72	\$78,210.72
1	Volunteer Coordinator	N/A	\$60,109.00	\$15,628.34	\$75,737.34
1	Advertising Specialist	N/A	\$60,109.00	\$15,628.34	\$75,737.34
1	Development Associate	N/A	\$60,000.00	\$15,600.00	\$75,600.00
1	Planning Analyst	N/A	\$59,500.00	\$15,470.00	\$74,970.00
1	Administrative Coordinator	N/A	\$57,694.00	\$15,000.44	\$72,694.44
1	Information Technology Manager	N/A	\$55,000.00	\$14,300.00	\$69,300.00
1	Human Resources Manager	N/A	\$54,500.00	\$14,170.00	\$68,670.00
1	Assistant Patron Services Supervisor	N/A	\$53,872.00	\$14,006.72	\$67,878.72
1	Security Coordinator	N/A	\$53,352.00	\$13,871.52	\$67,223.52
1	Accountant	N/A	\$52,308.00	\$13,600.08	\$65,908.08
1	Publication Specialist	N/A	\$52,308.00	\$13,600.08	\$65,908.08
1	Advertising Specialist	N/A	\$52,130.00	\$13,553.80	\$65,683.80
1	Community Events Coordinator	N/A	\$51,012.00	\$13,263.12	\$64,275.12
1	Community Events Coordinator	N/A	\$51,012.00	\$13,263.12	\$64,275.12
1	Advertising Specialist	N/A	\$50,087.00	\$13,022.62	\$63,109.62
1	Box Office Supervisor	N/A	\$49,192.00	\$12,789.92	\$61,981.92
1	Corporate Relations Manager	N/A	\$48,228.00	\$12,539.28	\$60,767.28
1	Group Sales Coordinator	N/A	\$47,086.00	\$12,242.36	\$59,328.36
0.8	Box Office Supervisor	N/A	\$38,350.00	\$9,971.00	\$48,321.00
0.8	Information Technology Specialist	N/A	\$38,000.00	\$9,880.00	\$47,880.00
1	Development Coordinator	N/A	\$33,500.00	\$8,710.00	\$42,210.00

32.6

Total Cost	\$2,606,459.59
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USHERS

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (33)	N/A	\$97,559.00	\$11,024.17	\$108,583.17

Total Cost	\$108,583.17
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Total Non-Represented FTE	32.6
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Total Cost for Non-Represented Staff	\$2,715,042.76
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Additional Cost Associated with Contracting for Payroll and HR Services	\$45,000.00
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Total Hourly (Does not include Stagehands)	97
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Total FTE	54.85
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Total Cost for All Personnel & Contracted Services	\$5,720,930.20
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Costs

This model has annual operating costs of \$5,720,930. This is \$566,000 more than Model #2 and \$264,231 more than the existing cost structure at the Overture Center (Model #1). The represented positions in this model continue to be paid at their contractual rate and at the City benefit rate of 40.9%. In addition, the maintenance supervisors would remain City employees, with similar pay provisions. This model also prevents the conversion of permanent box office cashiers and custodians to hourly, and elimination of extra full-time administrative positions. Keeping these positions as City employees would also limit the number of hours hourly/part-time employees are allowed to work so as to stay within the bounds of the Local 60 agreement. Finally, the non-profit would still need to create the additional professional positions and contract out for services. Because of this, the total FTE count in this model is 54.85, the highest of any of the models.¹⁷

Model #5—Non-Profit Staffing with all City Employees

Under this model, we take the non-profit staffing model and make all employees City employees, including professional employees and employees of the 201 State Foundation. Because of this relationship with the City, there is no need to create the HR and IT positions as the non-profit could use the City's Human Resources and Information Technology departments. The costs associated with this model are on the following pages.

¹⁷ While not a monetary cost, this model would also create a unique situation in that the Technical Supervisor, in charge of the theatrical areas, would be an employee of the non-profit, but the Theater Technicians and Stage Maintenance Worker would remain City employees. Currently, City employees need to be supervised by City staff, but the Technical Supervisor position is a critical position for the non-profit. Similarly, the reporting relationship for administrative and maintenance staff would need to be addressed under this model.

Table 7—Non-Profit Staffing with all City Employees

Overture Center for the Arts - Model 5 (Non-profit with all City Employees)

REPRESENTED POSITIONS					
ADMINISTRATIVE PERSONNEL AND PROFESSIONAL AIDES					
FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Administrative Clerk 1	20-09	\$42,276.00	\$17,290.88	\$59,566.88
1	Account Clerk 1	20-07	\$42,484.00	\$17,375.96	\$59,859.96
0.7	Graphics Assistant	20-09	\$30,049.00	\$12,290.04	\$42,339.04
0.75	Administrative Clerk 1	20-09	\$34,996.00	\$14,313.36	\$49,309.36
1	Administrative Clerk 2	20-11	\$50,232.00	\$20,544.89	\$70,776.89
1	Administrative Clerk 1	20-09	\$45,006.00	\$18,407.45	\$63,413.45
5.45	Hourly (20)	20-00	\$128,368.61	\$14,505.65	\$142,874.26
Total Cost					\$488,139.85
MAINTENANCE PERSONNEL					
FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Maintenance Mechanic 1	16-13	\$51,662.00	\$21,129.76	\$72,791.76
1	Maintenance Mechanic 1	16-13	\$50,165.00	\$20,517.49	\$70,682.49
1	Facility Maintenance Worker	16-09	\$50,414.00	\$20,619.33	\$71,033.33
1	Facility Maintenance Worker	16-09	\$46,358.00	\$18,960.42	\$65,318.42
4	Hourly (1)	16-00	\$4,290.16	\$484.79	\$4,774.95
Total Cost					\$284,600.94
CUSTODIAL PERSONNEL					
FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$43,888.00	\$17,950.19	\$61,838.19
1	Custodial Worker 2	16-07	\$41,288.00	\$16,886.79	\$58,174.79
5	Hourly (6)	16-00	\$33,620.02	\$3,799.06	\$37,419.08
Total Cost					\$342,946.64

THEATER PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Theater Technician 2	16-13	\$53,586.00	\$21,916.67	\$75,502.67
1	Theater Technician 2	16-13	\$53,586.00	\$21,916.67	\$75,502.67
1	Theater Technician 2	16-13	\$55,146.00	\$22,554.71	\$77,700.71
1	Theater Technician 3	16-13	\$55,172.00	\$22,565.35	\$77,737.35
1	Stage Maintenance Worker	16-09	\$47,606.00	\$19,470.85	\$67,076.85
5					

Total Cost					\$373,520.26
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TICKET OFFICE PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Box Office Cashier	20-06	\$39,910.00	\$16,323.19	\$56,233.19
1	Box Office Cashier	20-06	\$39,910.00	\$16,323.19	\$56,233.19
0.8	Box Office Cashier	20-06	\$32,864.00	\$13,441.38	\$46,305.38
2.8					
	Hourly (15)	16-00	\$58,842.14	\$6,649.16	\$65,491.30

Total Cost					\$224,263.06
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SECURITY PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (22)	16-00	\$118,097.94	\$13,345.07	\$131,443.01

Total Cost					\$131,443.01
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STAGEHAND PERSONNEL

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (173)	28-00	\$909,514.00	\$206,459.68	\$1,115,973.68

Total Cost					\$1,115,973.68
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Total Represented FTE					22.25
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Total Cost for Represented Staff					\$2,960,887.44
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NON-REPRESENTED POSITIONS**PROFESSIONAL AND SUPERVISORY PERSONNEL**

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
1	Director	21-21	\$164,573.00	\$50,664.88	\$215,237.88
1	Program Manager	18-13	\$85,436.00	\$34,943.32	\$120,379.32
1	Events Manager	18-12	\$83,928.00	\$34,326.55	\$118,254.55
1	Development Manager	18-14	\$82,152.00	\$33,600.17	\$115,752.17
1	Financial Officer	18-12	\$80,184.00	\$32,795.26	\$112,979.26
1	Maintenance Manager	18-10	\$76,440.00	\$31,263.96	\$107,703.96
1	Marketing Manager	18-12	\$74,938.00	\$30,649.64	\$105,587.64
1	Patron Services Manager	18-09	\$71,032.00	\$29,052.09	\$100,084.09
1	Corporate Relations Manager	18-10	\$68,241.00	\$27,910.57	\$96,151.57
1	Ticket Office Manager	18-08	\$67,028.00	\$27,414.45	\$94,442.45
1	Technical Supervisor	18-07	\$65,858.00	\$26,935.92	\$92,793.92
1	Development Associate	18-08	\$62,073.00	\$25,387.86	\$87,460.86
1	Education and Outreach Supervisor	18-08	\$62,072.00	\$25,387.45	\$87,459.45
1	Public Works General Foreperson	18-07	\$61,126.00	\$25,000.53	\$86,126.53
1	Volunteer Coordinator	18-06	\$60,109.00	\$24,584.58	\$84,693.58
1	Advertising Specialist 2	18-06	\$60,109.00	\$24,584.58	\$84,693.58
1	Planning Analyst	18-07	\$59,500.00	\$24,335.50	\$83,835.50
1	Administrative Coordinator	18-05	\$57,694.00	\$23,596.85	\$81,290.85
1	Community Events Coordinator	18-06	\$56,781.00	\$23,223.43	\$80,004.43
1	Community Events Coordinator	18-06	\$56,781.00	\$23,223.43	\$80,004.43
1	Assistant Patron Services Supervisor	18-04	\$53,872.00	\$22,033.65	\$75,905.65
1	Security Coordinator	18-04	\$53,352.00	\$21,820.97	\$75,172.97
1	Development Coordinator	18-04	\$52,309.00	\$21,394.38	\$73,703.38
1	Accountant 1	18-06	\$52,308.00	\$21,393.97	\$73,701.97
1	Publication Specialist	18-06	\$52,308.00	\$21,393.97	\$73,701.97
1	Advertising Specialist 2	18-06	\$52,130.00	\$21,321.17	\$73,451.17
1	Advertising Specialist 1	18-04	\$50,087.00	\$20,485.58	\$70,572.58
1	Box Office Supervisor	18-02	\$49,492.00	\$20,242.23	\$69,734.23
1	Group Sales Coordinator	19-07	\$47,086.00	\$19,258.17	\$66,344.17
0.8	Box Office Supervisor	18-02	\$38,580.00	\$15,779.22	\$54,359.22
29.8					

Total Cost	\$2,741,583.33
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USHERS

FTE	CLASSIFICATION	CG/RANGE	WAGE	BENEFITS	WAGE + BENEFITS
	Hourly (33)	N/A	\$97,559.00	\$11,024.17	\$108,583.17

Total Cost	\$108,583.17
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Total Non-Represented FTE	29.8
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Total Cost for Non-Represented Staff	\$2,850,166.50
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Total Hourly (Does not include Stagehands)	97
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Total FTE	52.05
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Total Cost for All Personnel	\$5,811,053.93
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Costs

This model is the most costly, with annual operating costs of \$5,811,053. This is \$656,909 more than the non-profit Model #2, and \$354,354 more than the Current Overture Structure shown in Model #1. This is partly explained by the fact that when the 201 State positions, and the new non-profit positions of Marketing Manager, Corporate Relations Manager, and Community Events Coordinator, are placed in the City's classification structure, it results in higher wages. In addition, all the non-represented positions have the City's 40.9% benefits rate applied to them, resulting in greater costs. While the model has 2.8 less FTE than Model #4, the model actually costs more when the City's classification rates and benefit rate is applied. Again, under this model, the non-profit is unable to eliminate permanent box office cashiers, custodians, and extra full-time administrative positions. Keeping these positions continues to limit the amount of hours hourly/part-time employees are allowed to work to stay within the bounds of the Local 60 agreement. In addition, similar to Model #1, it is assumed the City will continue to provide Human Resources and Information Technology support without cost to the non-profit.

CONCLUSION

Our mission in this report was to develop several potential models and associated costs of the models for the future of the Overture Center. This report has outlined 5 different operating models, incorporating assumptions and information determined to be industry practice, developed from a variety of sources. We hope that this report is informative and helpful in evaluating the future of the Overture Center.