

TO: Personnel Board
FROM: Victoria Larson
DATE: February 13, 2020
SUBJECT: Operations Manager (B. Cator) – Monona Terrace

At the request of Monona Terrace Director Connie Thompson, I conducted a position study for the Monona Terrace Assistant Operations Manager (#3596; CG18, Range 5) currently occupied by Mr. Bryan Cator. This reclassification request comes from significant changes in organizational structure at Monona Terrace and the subsequent responsibilities added to the position. After meeting Connie Thompson and the incumbent, and upon review of the updated position description, I recommend the following for the reasons outlined in this memo:

- Create the classification of Monona Terrace Operations Manager in Comp Group 18, Range 8; and
- Recreate position #3596 in the new classification and comp group, and reallocate the incumbent, Mr. Bryan Cator to the new position.

Mr. Cator has worked for Monona Terrace since 2001; with his most recent reclassification to Monona Terrace Assistant Operations Manager in 2014. As a result of several organizational shifts, this request to conduct a position study comes from the addition of higher level operations management responsibilities. First a review of the class specification for Monona Terrace Assistant Operations Manager indicates:

... **responsible supervisory work** in assisting in the **management and oversight of operational activities** (e.g., event set-up, custodial and security) within the Operations Section of the Monona Terrace Community and Convention Center. Work includes **scheduling, planning, coordinating, developing and overseeing daily operational services** and substantive involvement in related administrative functions (e.g., development and implementation of **building standards and policies; purchasing and inventory control**; diverse recordkeeping; payroll; and **emergency training**; administration of building keys **and security access levels; contract administration**). Under the direction of the ~~Quality Improvement and Operations Manager~~ Monona Terrace Associate Director, this position is characterized by **independent judgment and discretion** in providing for the **oversight of ongoing operational services during extended hours of operations**. [emphasis added]

In 2016, Monona Terrace restructured the senior management team responsibilities to align the building maintenance section with the operations function; and the IT function with the sales and marketing units under the respective Associate Director. In the fall 2017, Mr. Cator was assigned several new, higher level duties such as purchasing with RFP processes, developing/tracking the operations budget, and responsibility for the operational components of LEED certification. These new responsibilities make up approximately 25% of the position's time. The other position responsible for the convention center's LEED certification is the Monona Terrace Building Maintenance Supervisor in CG 18, Range 8. The Building Maintenance Supervisor is primarily focused on Monona Terrace's energy consumption/savings and the building's mechanical systems, such as HVAC and lighting systems and the existing building equipment. These two positions work together to manage Monona Terrace's sustainability efforts to maintain the building's LEED certification by overseeing the tracking and application process. In that effort, Mr. Cator is now responsible for improving the convention center's recycling standards (including Monona catering) and green cleaning procedures and purchases, such as transitioning to microfiber over paper

products. These new responsibilities have also added a higher level (over \$25K) of purchasing required, which in some cases require Mr. Cator to manage RFP processes for purchasing agreements. Additionally, the position also takes a more active role in the preparation of the annual operations budget.

The proposed new classification of Monona Terrace Operations Manager in CG 18, Range 8 would bring the position in line with the Monona Terrace Building Maintenance Supervisor. In my analysis, with shared responsibility for the LEED certification, these positions have comparable responsibilities for the successful operations of the Monona Terrace Community and Convention Center. I've determined that while the Building Maintenance Supervisor has a smaller staff, these positions are more highly technical and require specialized training. It should also be noted that when the Building Maintenance Supervisor was moved to Range 8, it was largely because of the additional LEED responsibilities. B. Cator's role has seen a slight increase in staffing levels with the addition of a permanent leadworker and an hourly guest services coordinator; but has overall responsibility for up to 50 operations and command center staff. Generally, I found the internal equity of these two positions would be preserved with both placed in CG 18, Range 8.

Another comparable position within compensation group 18, range 8 includes the Warner Park Facility Manager. A review of this classification specification indicates:

...responsible managerial and administrative work in planning, organizing, directing and controlling the overall operations, programs, service delivery, and staff of the Warner Park Community Recreation Center (WPCRC). The work involves **developing and implementing Center policies and procedures**; serving as a link to the community, the Warner Park Community Recreation Center Advisory Board, the Parks Division, and related tenant organizations. Work also involves **overseeing and performing budgeting, marketing, data collection, and reporting functions** for the Center. ...[emphasis added]

In comparison, B. Cator's role serves in a similar capacity as the Warner Park Facility Manager. The Warner Park Community and Recreation Center serves as the only city owned recreation facility within the Parks Division. This position has complete oversight of the center's operations and staff, and has the added responsibility for programming coordination and community outreach for the facility. Comparably, the while the B. Cator's role does not have programming responsibility, the position's larger staff and complex daily operations offset this factor. Both position serve as in comparable roles for budget oversight and preparation; and are key hiring authorities for their respective agencies.

Based on the findings of this position study, I am recommending that position #3596 of Monona Terrace Assistant Operations Manager be recreated to the new classification of Monona Terrace Operations Manager (CG18, Range 08) and the incumbent reallocated to the new position, in Monona Terrace's operating budget. The necessary resolution to implement these recommendations has been drafted.

Editor's Note:

Compensation Group/Range	2020 Annual Minimum (Step 1)	2020 Annual Maximum (Step 5)	2020 Annual Maximum (+12% longevity)
18/05	\$59,209.28	\$68,648.06	\$76,885.83
18/08	\$65,988.26	\$78,305.76	\$87,702.45

cc: Connie Thompson – Director, Monona Terrace
 Bryan Cator – Incumbent
 Michael Lipski – Human Resources Services Manager