

-COUNTY OF MILWAUKEE-
INTEROFFICE COMMUNICATION

DATE : July 16, 2013

TO : Members of the Committee on Finance, Personnel and Audit

FROM : Josh Fudge, Interim Fiscal and Budget Administrator, DAS-Fiscal

SUBJECT : Follow Up to DAS-Fiscal Requests for Advancement in the Pay Range in June Cycle

REQUEST

The Committee on Finance, Personnel and Audit (the Committee) requested additional information related to two requests from the Department of Administrative Services – Fiscal Division (DAS-Fiscal) to provide advancements in the pay range.

BACKGROUND/ANALYSIS

In the June cycle, DAS-Fiscal requested to advance two individuals within their existing pay ranges. One individual, presently a Fiscal and Management Analyst III, would be advanced by one step, from an annualized salary of \$60,232 to \$63,134. The other individual, presently in the position of Fiscal and Strategic Asset Coordinator, would be advanced three steps, from an annualized salary of \$82,032 to \$93,517. The committee delayed action on this request pending additional information related to these requests.

Fiscal and Management Analyst III

The individual presently in the Fiscal and Management Analyst III position has been with DAS-Fiscal since July 2008, when they were hired at an annualized salary of approximately \$34,928. In the nearly 5 years this individual has been in the office, they have added increased responsibilities commensurate with increased experience. This individual received a promotion to the Fiscal and Management Analyst II level in May 2010 and another promotion to the Fiscal and Management Analyst III level in February 2012. This individual was the analyst for the Health and Human Services functional area, including the Departments of Health and Human Services (including the Behavioral Health Division), Aging, and Family Care. This individual is now transitioning to take on departments within the Transportation functional area while mentoring a new employee who will be taking on the Health and Human Services functional area budgets.

This individual is also the administrator of the division's BRASS budget software, which is a critical function within the office. This individual performs the technical work related to allocating fringe benefit costs, crosscharges, etc., a task in which accuracy is absolutely critical. To ensure succession planning in this area, this individual is mentoring another individual on administration of the BRASS software. Therefore, this individual is now responsible for learning a new, significant functional area (transportation), while mentoring two other employees on very significant issues (health and human services and the BRASS budget software). Therefore, I respectfully request that you approve the increase from step 1 to step 2, which would represent an increase of approximately 4.8 percent.

Fiscal and Strategic Planning Coordinator

The individual presently in the Fiscal and Strategic Asset Coordinator position has been with DAS-Fiscal in two separate stints. This individual first started as a Fiscal and Management Analyst II in June 2007, and was with the office until December 2009. This individual returned to DAS-Fiscal in June 2011 as a Fiscal and Management Analyst III; until they were reclassified into their existing position in September 2012. As a result of the reclassification in September 2012, their annualized salary was set at \$82,032. As noted during the June Committee hearing, the original request was that this individual be placed at step 3 of the pay range, which would have resulted in an annualized salary of approximately \$88,000.

The goal of the reclassification was to provide additional compensation for additional duties that were being performed and that were to be expected of this individual. As suggested by the title, this individual would be tasked with primary responsibility for coordinating issues related to capital projects, maintenance and use of fixed assets (such as land and buildings), and economic development initiatives within the capital and operating budgets.

Since the reclassification took effect, the workload and expectations for this individual have greatly exceeded that in the original request. Significantly, the County adopted as part of the 2013 Budget process a new Capital Improvement Committee (CIC), which would recommend projects to the County Executive for inclusion in the 2014 Recommended Capital Budget. This action led to significant increased workload and responsibilities for this individual as follows:

- The creation of the CIC required DAS-Fiscal to perform the staff work, which this individual undertook.
- The timeframe required by the CIC-related ordinance resulted in a compressed timeframe for departments to identify and make requests for capital projects, the Architectural and Engineering Division of Facilities Management to create cost estimates. This individual coordinated these efforts and the deadlines were successfully met.
- The CIC required the creation of an evaluation committee and evaluation process. This individual helped identify the evaluation committee, coordinated their meetings with departments, and helped to develop the evaluation process.
- This individual staffed all CIC meetings, created all handouts for its members, and tracked all changes.

In addition to the CIC, this individual has the following duties:

- This individual is also mentoring a younger budget analyst who has taken over the Parks functional area, over which this individual used to have responsibility. This individual reviews and suggests changes on reports such as due diligence for parks' related contracts that are prepared by the younger analyst.

- This individual also has responsibility for coordinating the project related to a consultant's report on the future use of several County facilities, and will be tasked with ensuring the process is accounted for during the 2014 budget process, and will be assisting in coordinating with the Architecture and Engineering division and Economic Development division on future facility use.
- This individual has responsibility for creating the process to make recommendations on capital projects to the County Executive for inclusion in the 2014 Recommended Budget. Staff from the Office of the Comptroller will continue to provide excellent service and support in this area, but it will be up to this individual to ensure the process runs smoothly.
- This individual is responsible for other special projects related to capital assets, such as the water utility transfer to the City of Wauwatosa.
- This individual has responsibility as a budget analyst for the following departments: DAS-Facilities Management, Register of Deeds, Debt Service and Parks Non-Departmental Units (Museum, War Memorial, etc.)

I understand the requested increase of approximately 14 percent is significant and that many other County employees perform equally critical work. However, the issues for which this individual is responsible are very significant, affect the County as a whole, and involve hundreds of millions of dollars of current and future resources. These responsibilities require an individual who has significant experience with the County, its assets, its processes and who has the trust of senior managers and policymakers.

It should be noted that in the May cycle, reclassifications were approved for three positions in the Office of the Comptroller, which resulted in increases to individuals of \$10,314 (14 percent) and \$6,858 (9 percent); and three positions were reallocated to new pay ranges which resulted in two raises of \$7,188 (9 percent) and \$9,479 (13 percent) *without discussion of any increased duties* by the Committee. I believe these increases were well deserved, that retention of these individuals is critical. However, the increased work done by and expected of the individual in DAS-Fiscal is well documented, which justifies the original request. If the original increase is not palatable to the Committee at this time, I respectfully request that the original advancement be modified to include two steps, to step 3 of the pay range at an annualized salary of \$88,948. This would represent a \$6,917 or 8.4 percent increase over this individual's current annual salary.



Josh Fudge

Interim Fiscal and Budget Administrator

cc: Chris Abele, County Executive
Kerry Mitchell, Director, Human Resources
Steve Cady, County Board Fiscal and Budget Analyst
Don Tyler, Director, Department of Administrative Services