



2019 Salary Change Approval Process - DAS

2/4/2019 Cabinet

Jane



Nick



Stacey



Option 1: Regular DOSAA

- Step increase of \$5,000
- Effective October 1
- Impact on DOSAA: \$5,000

Option 2: Non-DOSAA

- Job duties have changed
- Reclass requires \$5,000 increase
- Effective **April 1**
- Impact on DOSAA: \$0

Option 3: Early-Use DOSAA

- Job offer in hand, needs \$5,000 salary increase to stay
- Effective **April 1**
- Impact on DOSAA: \$15,000

Background

- ▶ County compensation issues are ongoing
- ▶ CEX and County Board have long-term differences on how to address issues
- ▶ Salary change process is confusing and changing
- ▶ DAS was directed to approve salary change requests based on funding. A few informal processes were tried in 2018 with varied success.
- ▶ The proposed process for 2019 is a draft AMOP. This process is currently being used on a test basis.

2019 DAS Goals - Compensation Changes

- ▶ DAS will follow a written process so departments know expectations and requirements of salary changes
- ▶ Balance fiscal sustainability/planning with meeting department needs and addressing compensation issues

Context: Five Strategies related to Compensation

- ▶ Across the Board increases
- ▶ Addressing Large Groups
- ▶ Addressing Individual Equity Issues
- ▶ Fixing the Rules
- ▶ Career Ladders / Promotional Opportunities



Across the Board increases

<u>YEAR</u>	<u>CPI</u>	<u>MC Wages</u>
2012	1.9%	1%
2013	1.8%	1.50%
2014	1.2%	1.00%
2015	-0.5%	1.50%
2016	0.6%	1.00%
2017	2.0%	1%
2018	1.3%	1%
2019	1.3%	2%
2012-2018 Total	8.3%	8.0%
2012-2019 Total	9.6%	10.0%



Addressing Large Groups

2014 - 2016 JEQs for All Positions

2017 Dozens of positions where top of old range was below new range were moved to minimum (e.g. Victim's Advocates)

2018 Transportation Workers

2019 Corrections Officers

2020 TBD

Addressing Individual issues

Departmental Other Salary Adjustment Allocation (DOSAA) has now been approved two years in a row. Countywide, here is how it was used in 2018.



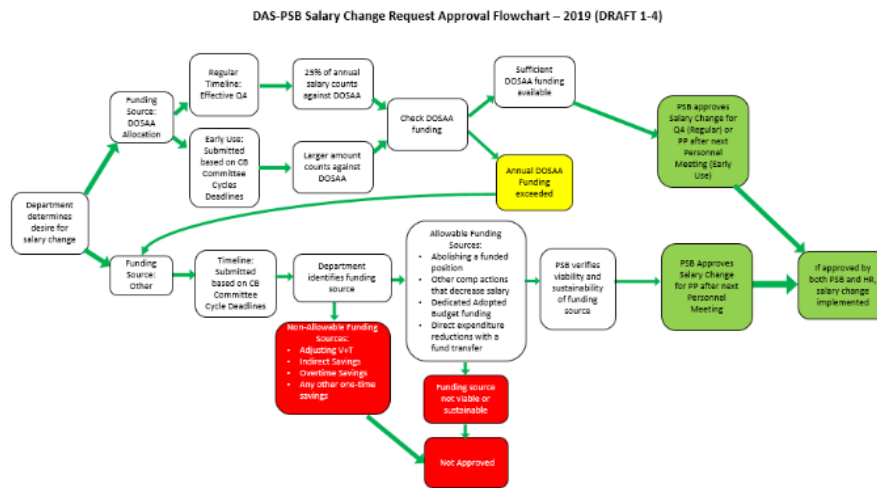
2019 Adopted DOSAA

High Org	Department	19 DOSAA	High Org	Department	19 DOSAA	High Org	Department	19 DOSAA
1011	CEX	\$ 7,160	2900	Pre-Trial	\$ 1,700	3700	Comptroller	\$ 45,892
1021	CEX-Vets	\$ 1,364	2430	Child Support	\$ 83,992	5040	Airport	\$ 150,080
1020	Intergov	\$ 1,900	4000	Sheriff	\$ 218,300	5100	Highway	\$ 86,004
1090	OAAA	\$ 3,428	4300	HOC	\$ 194,048	5300	Fleet	\$ 20,628
1120	PRB	\$ 2,204	4500	DA	\$ 92,440	5800	MCDOT	\$ 8,764
1130	Corp Counsel	\$ 20,196	4800	OEM	\$ 37,240	7900	Aging	\$ 50,848
1140	HR	\$ 43,824	4900	ME	\$ 30,352	8000	DHHS	\$ 87,412
1150	DAS-Risk	\$ 6,156	3010	Elections	\$ 2,316	9000	Parks	\$ 143,904
1151	DAS-Gen	\$ 152,476	3090	Treasurer	\$ 4,292	9500	Zoo	\$ 76,792
1160	DAS-IMSD	\$ 43,064	3270	Clerk	\$ 7,176	9910	UW-EXT	\$ 1,524
2000	Courts	\$ 183,336	3400	ROD	\$ 13,768			

Total DOSAA: \$1,822,580

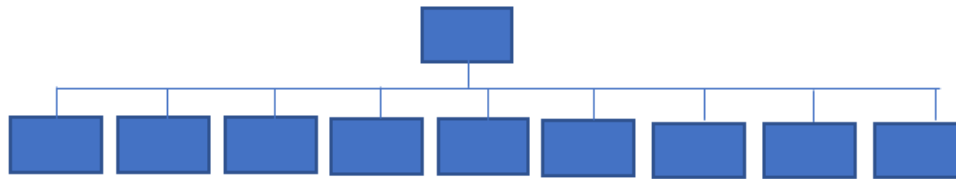
Fixing the rules

- ▶ Discussions between Administration and County Board
- ▶ Some progress has been made

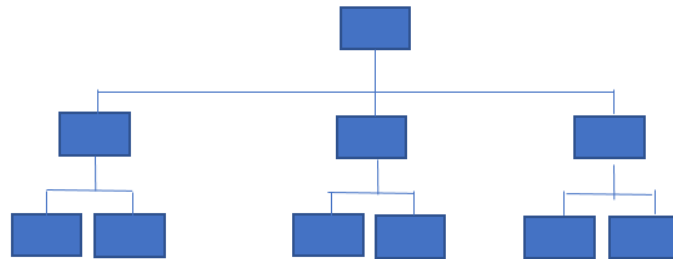


Career Ladder / Promotion Opportunities

We had a lot of divisions that looked like this:



We need more that look like this:



2019 (and future) Budget Challenges

- ▶ 2019 Budget: DOSAA funds are not currently accessible. CB has asked for a report and Fund Transfer to unlock them. We will be presenting in March 2019 cycle.
 - ▶ County Board asked us to present a 2019 process before unlocking funds
- ▶ Future Budgets: County has structural deficit of \$20M-\$30M.
 - ▶ Draft Levy targets for 2020 show that CEX and CB are expected to ask departments to reduce their tax levy by 1.6% of expenditures.

2019 Process

- ▶ DAS has been directed to approve all salary changes based on available funding.
- ▶ DAS requests departments to propose a funding source with each salary change request in 2019.
- ▶ Three options:
 - 1) Regular DOSAA*
 - 2) Non-DOSAA funding
 - 3) Early-Use DOSAA*

*Currently unavailable

1) Regular DOSAA

- ▶ Request Deadline: July 2019 - submitted with REQ Budget
- ▶ Implementation: October 2019
- ▶ DAS Review: Is there enough DOSAA funding?

- ▶ PROS: Simple approval process, departments can submit all DOSAA changes at once
- ▶ CONS: Funds not currently available, implementation date is several months away

1) Regular DOSAA Example

- ▶ Program Manager in County Clerk current salary is \$50k
- ▶ Department desires to change salary to \$55k
- ▶ Department submits salary change with Budget Request
- ▶ DAS verifies that DOSAA funding is available
 - ▶ \$7,176 is available in County Clerk DOSAA
- ▶ Salary for Program Manager increases to \$55k in October 2019
- ▶ \$5,000 reduced from DOSAA, \$2,176 now available

2) Non-DOSSA Funding

- ▶ Request Deadline: DAS monthly cycles (same as Fund Transfers, etc)
- ▶ Implementation: Next pay period after DAS approval
- ▶ DAS Review: Is funding source viable and sustainable?

- ▶ PROS: Flexible timeline, fast turnaround, can be used if DOSAA funding is limited
- ▶ CONS: Requires dedicated revenue increase or expenditure decrease. DAS must verify funding source prior to implementation

2) Allowable Funding Sources

- ▶ Abolish a funded position
- ▶ Reclassify a vacant position to a lower range
- ▶ Dedicated funding in the adopted budget
- ▶ Direct budgetary expenditure reductions or revenue increases after a fund transfer has been submitted



2) Unallowable Funding sources

- ▶ Adjusting current year V+T
- ▶ Contract savings without an approved fund transfer
- ▶ Indirect savings
- ▶ Overtime savings
- ▶ Any one-time expenditure reduction or revenue increase



2) Non-DOSAA Example

- ▶ Program Manager current salary is \$50k
- ▶ Department desires to change salary to \$55k
- ▶ County Clerk identifies \$5k in contractual services that will be eliminated.
- ▶ Department submits a fund transfer to move \$5k from contractual services to personnel on March 8.
- ▶ DAS verifies funding source
- ▶ Salary for Program Manager increases to \$55k on April 1.
- ▶ No impact on available DOSAA.

3) Early Use DOSAA

- ▶ Request Deadline: DAS monthly cycles (same as Fund Transfers, etc)
- ▶ Implementation: Next pay period after DAS approval
- ▶ DAS Review: Does salary change fit into available DOSAA funding?

- ▶ PROS: Easy approval process
- ▶ CONS: Decreases the total amount of salary increases a department may issue in 2019.

3) Early Use DOSAA Example

- ▶ Program Manager current salary is \$50k
- ▶ Department desires to change salary to \$55k
- ▶ Department submits salary change request by DAS deadline.
- ▶ DAS verifies that DOSAA funding is available
- ▶ Salary for Program Manager increases to \$55k as of April 1 (Quarter 2).
- ▶ DOSAA is reduced by \$15,000 (\$5,000 x 3 quarters)
 - ▶ This additional cost accounts for using DOSAA early to make sure salary changes can be absorbed in 2020 Budget.

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