

**JEFFERSON COUNTY  
BOARD OF COUNTY COMMISSIONERS**

**AGENDA REQUEST**

**TO:** Board of County Commissioners

**FROM:** Philip Morley, County Administrator  
Erin Lundgren, Clerk of the Board

**DATE:** January 6, 2014

**SUBJECT:** RESOLUTION NO. \_\_\_\_ re: Documenting Guidelines for Budgeting for Replacement Positions, New Positions, Promotions and Reclassifications

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**STATEMENT OF ISSUE:**

The proposed guidelines formally document and describe current and past practice for managing replacement positions, new positions, promotions and reclassifications that have a budgetary effect. The guidelines will provide direction to County Departments and will help prevent potential misunderstandings in dealing with future additions and changes to positions.

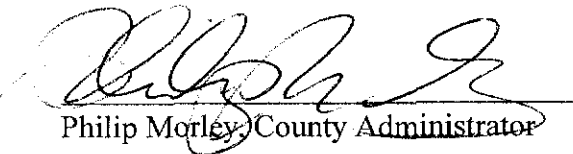
**FISCAL IMPACT:**

None.

**RECOMMENDATION:**

Approve and sign the resolution.

**REVIEWED BY:**

  
Philip Morley, County Administrator

01/02/14  
Date

COUNTY OF JEFFERSON  
State of Washington

In the Matter of Documenting Guidelines for }  
Budgeting for Replacement Positions, New }  
Positions, Promotions and Reclassifications }

RESOLUTION NO. \_\_\_\_\_

*WHEREAS*, it is in the best interest of the County for the Board of Jefferson County Commissioners to formally document guidelines which describe current and past practice for how departments are to budget for replacement positions, new positions, promotions and reclassifications; and

*WHEREAS*, it is in the best interest of the County to have written guidelines to explain the various processes in order to prevent potential misunderstandings and to insure that all County Departments know how position additions or changes affecting the budget will be managed; and

*WHEREAS*, the County Administrator, Elected Officials and Department Directors have reviewed the guidelines; and

*NOW, THEREFORE, BE IT RESOLVED*, by the Board of Jefferson County Commissioners that the guidelines for budgeting for replacement positions, new positions, promotions and reclassification is hereby adopted for use by all Jefferson County Departments.

*BE IT FURTHER RESOLVED*, that this policy is incorporated as part of the Jefferson County Personnel Administration Manual.

*APPROVED AND ADOPTED* this \_\_\_\_\_ day of \_\_\_\_\_, 2014.

SEAL:

JEFFERSON COUNTY  
BOARD OF COMMISSIONERS

Chair

Member

ATTEST:

Member

Carolyn Avery, Deputy Clerk of the Board

## Guidelines for Budgeting and Replacement of Positions

**\*\*Note:** Where "base budget" is referred to in the guidelines below, it refers to General Fund Departments only. Otherwise, these guidelines apply to all departments.

1. Budgeting for Union positions – Step increases, General Wage Adjustments (COLAs) and wage tables will be reflected in the salary schedule and budgeted as to adopted collective bargaining agreements (CBAs). If there is no CBA in place, the wage table shall be the same as the prior year's, and only step increases and longevity will be reflected as increases in the salary schedule for budgeting, unless otherwise directed by the County Commissioners.
2. Budgeting for Exempt positions – Step increases will be calculated in the salary schedule and budgeted as such, unless otherwise directed by the County Commissioners. COLA increases will be calculated in salary schedules and budgeted consistent with a budget resolution adopted by the County Commissioners each year.
3. Budgeting for Steps – Budgets will reflect step increases as per union agreements. Unfilled positions should be budgeted at Step 1 of the current grade of the position. Reductions in costs by replacing a higher step employee with a lower step employee reduces the base budget for that department. However, if a position is replaced mid-year with a lower step employee, any savings in that position, compared to the adopted budget, may be retained by the department in that year only. The following years' base budget will be calculated with the new employee at their actual step.
4. Filling vacant positions – Vacant positions are typically hired at Step 1 of the current grade of the position. If hiring at a higher step is proposed, the department should provide the funding within their existing base budget for that first year. In future years, the base budget will reflect the position's actual step including annual step advancement. If a department proposes to hire at a starting step that is more than 5% above Step 1, it has significant budget impacts, and is subject to County Administrator approval, and must be obtained prior to making an offer to the candidate. Except as previously noted, internal employee transfers or promotions, shall be handled pursuant to the policies outlined in the Jefferson County Personnel Administration Manual.
5. Promotions or Reclassifications raising the grade of a position not part of career ladder - If a higher grade is proposed for a position that is not part of a career ladder, this is considered as a request to increase the base budget, and is subject to approval through the annual budget adoption or separate County Administrator approval and availability of sustainable funding. The following backup information is requested for all proposed grade increases not part of a career ladder:
  - a. Show an on-going revenue source to fund the increase in current and future years (e.g. funding it within the existing base budget, demonstrating new revenues, or justifying an increased allocation from the General Fund or other county fund).
  - b. Attach a new organizational chart for the department highlighting the proposed change subject to approval by the County Administrator.
  - c. Provide a justification for the proposed change, and describe how it relates to equity within the department and/or the County.
  - d. For proposed promotions or reclassifications of a current employee, attach documentation showing the employee meets the minimum requirements and qualifications of the new grade per Jefferson County Personnel Policy Section 11.1, items i. through iv. below:

- i. Any documented requirement of an employee to increase their level of formal education.
- ii. The requirement to substantially increase one's level of supervision over other employees.
- iii. Any substantial change in an employee's exposure to personal liability because of actions taken in the course of their employment.
- iv. Such other criteria as is deemed in the County's interest by the Board of County Commissioners.

(Note: If grade change is part of a career ladder, only a payroll change form is required.)

6. Adding a new position – Submit Position Request Form and the following:
- a. Show an on-going revenue source to fund the increase in current and future years (e.g. funding it within the existing base budget, demonstrating new revenues, or justifying an increased allocation from the General Fund or other county fund).
  - b. Attach a new organizational chart for the department highlighting the proposed change.

The new organization chart showing the new position is subject to review and approval by the County Administrator.

7. Lowering the grade of a position - If a General Fund department reorganizes and lowers the grade of a position resulting in savings, only the difference between the old grade and the new grade - both measured at step 1 - may be retained by the department in future base budgets. (\* See also note below)

Example: A senior employee is retiring from an existing position at Grade 16, Step 11 (Salary \$30,000). The salary for the existing Grade 16 position at step 1 is \$20,000. The department lowers the grade of the position to Grade 12, Step 1 (Salary \$16,000).

**Savings Retained by Department:**

**Both positions measured at step 1**

Existing Position at:	Grade 16, Step 1, \$20,000
New Position at:	Grade 12, Step 1, \$16,000
Grade Difference:	\$4,000 (Amount retained by department in future base budgets. Step 11 – Step 1 for Grade 16 savings of \$10,000 go back to the General Fund)

8. Eliminating a position - If a General Fund department eliminates a position resulting in savings, the savings will be measured from step 1 of the position and the savings may be retained by the department in future base budgets. (\*See also note below)

Example: Department eliminates an existing position which is at Grade 16, Step 11 (Salary \$30,000). The salary for the existing Grade 16 position at step 1 is \$20,000.

**Savings Retained by Department:**

**Measured at step 1**

Existing Position at:	Grade 16, Step 1, \$20,000 (Amount retained by department in future base budgets. Step 11 – Step 1 for Grade 16 savings of \$10,000 go back to the General Fund)
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**\*Note:** For #'s 7 and 8: 1) If a position is eliminated or replaced with a lower grade position mid-year, all savings may be retained by the department within that year and future base budgets will reflect savings as noted above; and 2) If a grade of a position is lowered or a position is eliminated as a result of a required budget reduction, all savings may go to the General Fund as necessary to meet the reduction goal.