



**Retention Strategies
Related to 5A
January 10, 2023**

Short-Term Retention Strategies

What do we mean by short-term retention strategies?

- Given the loss of 5A, we are seeking creative one-time solutions to retain our amazing staff using current-year vacancy savings.

What about long-term retention?

- Long-term strategies are under development and will be part of the annual HR Update to be presented at the February 28 meeting.
- We have some exciting programs and opportunities in the works!

Short-Term Retention Strategies Overview

Employee Compensation

- \$2,000 PERA-includable retention stipend (includes 110 employees), Sept 2023.
- Modest ongoing base pay increase with new state revenue (even for those over cell/range and 110 employees).

Employee Benefits

- Adding additional one-time monies to Tuition Reimbursement.
- Guarantee that health premiums for employees will not increase in 23-24.
- Increase employees' personal day balance by one on July 1.

Employee Health and Wellness

Short-Term Retention: Employee Compensation

Current State

- The loss of 5A continues to limit our ability to be competitive across our system.
- Current pay structures remain in place (licensed and non-licensed) and we will award steps and lanes.

Short-Term Change

- Retention Stipend of \$2,000 for regular, full-time positions with FTE of 0.75 or greater and \$1,000 for regular part-time positions with FTE less than 0.75. Paid in September 2023 (will now include 110 post-retirement employees) and is PERA-includable.
- Modest 2023-2024 pay raises based on new SFA revenue (specifics announced in spring*).
- 2023-2024 raises will increase *ongoing base pay* for 110 employees AND those above cell/range.

Impact

- Honors employees choosing to remain in DCSD and long-time employees.
- Includes a commitment that we will continue to work towards future funding for more competitive pay.

**Modest 2023-2024 pay increases with new revenue will not mitigate our need to pass 5A to be more competitive with other districts (other districts will also receive new revenue and will likely increase pay accordingly so the gap will not improve)*

Short-Term Retention: Tuition Reimbursement

Current State

- Employees can apply for up to a maximum of \$2,000 per school year with a 5 year max total of \$6,000 (178 total reimbursements provided this school year).
- Budget exhausted (October 2022).
- Growing demand for this resource than in former years.

Short-Term Change

- Add additional one-time monies to this year's budget.
- Will provide reimbursement for growing wait list (114+ employees).

Impact

- Avenue for ALL employee groups for continuing education, training, and refining their craft.
- Allows teachers to horizontally advance on the salary schedule through financial assistance.

Short-Term Retention: Employee Benefits

Current State

- Health Benefit Premiums - DCSD has historically prioritized absorbing health benefit premium increases for almost a decade to ensure little to no impact on employees.
- Annual Leave Time - Employees receive annual personal, sick, and/or PTO time (and PHEL).
- [Employee Discounts](#) - Negotiated discounts with cell phone carriers, healthy meal delivery, hotels, car rentals, movie and event tickets, gyms, restaurants, auto and home repair, mortgage fees, etc.

Short-Term Change

- Commitment to keep benefits premiums flat for the 2023-2024 school year.
- Add one additional personal day to each eligible employee on July , 2023 (this is a one-time addition).

Impact

- Shields employees from financial impact to ever increasing health benefit costs, essential goods and services, and added benefit to support personal needs.

Short-Term Retention:Employee Health and Wellness

Current State

- Promoting and supporting a focus of work-life balance for our employees, healthy habits and fun in the workplace (district-wide and building-specific).
- Difficult for employees to take time off for appointments, screenings, etc.

Short-Term Change

- Develop new partnerships with Kaiser and UHC in DCSD exclusive appointment access for wellness screenings aligned to DCSD calendar.
- Provide modest budget to promote team-building and fun in the workplace.
- Engage in conversations with leaders on the protection of teacher planning time and flexibility for designated teacher work days as appropriate.

Impact

- Improvement in ease of access to healthcare, work-life balance, and climate and culture.

Feedback Considered

Employee Council (January 9)

- The CHRO and the Superintendent gave the council an overview of the proposed short-term retention strategies and the BOE presentation.
- Employee Council fully supports the short-term retention strategies in all areas and expressed that they would likely to be appreciated and well-received by the system.

Feedback from Public Comment (December 13)

- Holiday cards provided by Douglas County Federation, requesting an additional personal day, protected planning time, flexibility for teacher work days, and committee representation.

Other Feedback Sources

- We have received considerable feedback from our employees and leaders over the last 6 months, all of which we have considered and will continue to apply moving forward.

We will continue to collect feedback as we work to finalize our long-term retention strategies.

Do We Still Need 5A?

YES!

Competitive pay continues to be a significant issue for us. While we will get additional revenue from the state to fund modest raises, so will every other district. The gap between our pay and the pay in other districts will continue to be a HUGE challenge for us. For example, starting teacher pay for many of our neighbors is now (or soon to be) \$50,000. Ours is \$43,680. We are still under market in almost every position and will continue to be without a local funding change.

An essential component of retaining our amazing employees is our continued commitment to address funding.

Next Steps

Budget Approval

- Short-term strategies are covered by first semester vacancy savings (\$3M allocated in revised budget for salaries, \$400K for tuition reimbursement).
- Any portion of the retention stipend not covered by second semester vacancy savings will come from fund balance.

Communication

- Employee communications will go out to ensure staff know what we are doing and what to expect.
- Superintendent Kane will be offering engagement opportunities to address questions and to discuss thoughts and ideas as we look at long-term strategies.

Long-term Retention Strategy Development (February 28)

- Will include Equity Advisory Council recommendations.
- Will also include feedback from the system and Employee Council.
- Examples of what we are considering...



Questions

