

Agenda Summary Report (ASR)

Franklin County Board of Commissioners

DATE SUBMITTED: September 6, 2022	PREPARED BY: Laura B Stark, PW Administration & Finance																																																								
Meeting Date Requested: September 13, 2022	PRESENTED BY: Craig Erdman, Public Works Director/County Engineer																																																								
ITEM: (Select One) <input type="checkbox"/> Consent Agenda <input checked="" type="checkbox"/> Brought Before the Board <div style="text-align: right;">Time needed: 15 minutes</div>																																																									
SUBJECT: Approve Assistant Public Works Director/County Surveyor Job Description and Promotion of County Surveyor, Grade 20 to Assistant Public Works Director/County Surveyor Grade 22.																																																									
FISCAL IMPACT: The fiscal impact of the restructuring of the Public Works Director/County Engineer and the Assistant Public Works Director/County Surveyor compared to the former structure of Public Works Director and County Engineer/Assistant Public Works Director, County Surveyor is outlined in the chart below. <div style="text-align: center;">Annual Salary (Based on 2022 Step Matrix)</div> <table border="1" style="width: 100%; border-collapse: collapse; text-align: right;"> <thead> <tr> <th style="width: 20%;"></th> <th style="width: 12.5%;">1</th> <th style="width: 12.5%;">2</th> <th style="width: 12.5%;">3</th> <th style="width: 12.5%;">4</th> <th style="width: 12.5%;">5</th> <th style="width: 12.5%;">6</th> <th style="width: 12.5%;">7+</th> </tr> </thead> <tbody> <tr> <td>Public Works Director(vacated) Grade 22</td> <td>\$100,068.80</td> <td>\$105,081.60</td> <td>\$110,364.80</td> <td>\$115,939.20</td> <td>\$121,763.20</td> <td>\$127,878.40</td> <td>\$134,284.80</td> </tr> <tr> <td>County Engineer/Assistant PWD (not filled) Grade 22</td> <td>\$100,068.80</td> <td>\$105,081.60</td> <td>\$110,364.80</td> <td>\$115,939.20</td> <td>\$121,763.20</td> <td>\$127,878.40</td> <td>\$134,284.80</td> </tr> <tr> <td>County Surveyor Position, Grade 20</td> <td>\$82,680.00</td> <td>\$86,819.20</td> <td>\$91,187.20</td> <td>\$95,804.80</td> <td>\$100,609.60</td> <td>\$105,643.20</td> <td>\$110,968.00</td> </tr> <tr> <td>Public Works Director/County Engineer (current) Grade 23</td> <td>\$110,094.40</td> <td>\$115,606.40</td> <td>\$121,409.60</td> <td>\$127,545.60</td> <td>\$133,952.00</td> <td>\$140,670.40</td> <td>\$147,721.60</td> </tr> <tr> <td>Assistant PW Director/County Surveyor (proposed), Grade 22</td> <td>\$100,068.80</td> <td>\$105,081.60</td> <td>\$110,364.80</td> <td>\$115,939.20</td> <td>\$121,763.20</td> <td>\$127,878.40</td> <td>\$134,284.80</td> </tr> <tr> <td>Savings to County</td> <td>\$72,654.40</td> <td>\$76,294.40</td> <td>\$80,142.40</td> <td>\$84,198.40</td> <td>\$88,420.80</td> <td>\$92,851.20</td> <td>\$97,531.20</td> </tr> </tbody> </table>			1	2	3	4	5	6	7+	Public Works Director(vacated) Grade 22	\$100,068.80	\$105,081.60	\$110,364.80	\$115,939.20	\$121,763.20	\$127,878.40	\$134,284.80	County Engineer/Assistant PWD (not filled) Grade 22	\$100,068.80	\$105,081.60	\$110,364.80	\$115,939.20	\$121,763.20	\$127,878.40	\$134,284.80	County Surveyor Position, Grade 20	\$82,680.00	\$86,819.20	\$91,187.20	\$95,804.80	\$100,609.60	\$105,643.20	\$110,968.00	Public Works Director/County Engineer (current) Grade 23	\$110,094.40	\$115,606.40	\$121,409.60	\$127,545.60	\$133,952.00	\$140,670.40	\$147,721.60	Assistant PW Director/County Surveyor (proposed), Grade 22	\$100,068.80	\$105,081.60	\$110,364.80	\$115,939.20	\$121,763.20	\$127,878.40	\$134,284.80	Savings to County	\$72,654.40	\$76,294.40	\$80,142.40	\$84,198.40	\$88,420.80	\$92,851.20	\$97,531.20
	1	2	3	4	5	6	7+																																																		
Public Works Director(vacated) Grade 22	\$100,068.80	\$105,081.60	\$110,364.80	\$115,939.20	\$121,763.20	\$127,878.40	\$134,284.80																																																		
County Engineer/Assistant PWD (not filled) Grade 22	\$100,068.80	\$105,081.60	\$110,364.80	\$115,939.20	\$121,763.20	\$127,878.40	\$134,284.80																																																		
County Surveyor Position, Grade 20	\$82,680.00	\$86,819.20	\$91,187.20	\$95,804.80	\$100,609.60	\$105,643.20	\$110,968.00																																																		
Public Works Director/County Engineer (current) Grade 23	\$110,094.40	\$115,606.40	\$121,409.60	\$127,545.60	\$133,952.00	\$140,670.40	\$147,721.60																																																		
Assistant PW Director/County Surveyor (proposed), Grade 22	\$100,068.80	\$105,081.60	\$110,364.80	\$115,939.20	\$121,763.20	\$127,878.40	\$134,284.80																																																		
Savings to County	\$72,654.40	\$76,294.40	\$80,142.40	\$84,198.40	\$88,420.80	\$92,851.20	\$97,531.20																																																		
BACKGROUND: The promotion of Craig Erdman, County Engineer/Assistant Public Works Director to Public Works Director/County Engineer in the Public Works Department in January of 2022 created an opening for the Assistant Public Works Director. John Christensen, County Surveyor, has been with the Public Works Department since 2008 and has done exemplary work for our Department. Since January 2022 John has assumed many of the duties of the Assistant Public Works Director in addition to his regular duties as County Surveyor. The promotion of the County Surveyor to Assistant Public Works Director/County Surveyor provides continuity and progression of the goals set for the Department. Laura Stark, Public Works Administration & Finance conducted a market analysis and research to create an updated job description and compensation rate. This matter was discussed with the Human Resources Director prior to his departure from Franklin County and the updated job description and compensation rate created by Public Works is in alignment with the HR Directors recommendation at that time. A Personnel Action Form has been prepared with a placement of Grade 22, step 4 pursuant to the Franklin County Personnel Policy, Section IV. Salary Administration and Compensation Review, item E. Promotions																																																									

RECOMMENDATION: Staff recommends that the Board approve the Assistant Public Works Director/County Surveyor Job Description and that the current County Surveyor, Grade 20, be promoted to Assistant Public Works Director/County Surveyor, Grade 22, and that the current County Surveyor be promoted to this new position, effective September 13, 2022.

SUGGESTED MOTION: I hereby move that the Board of Franklin County Commissioners, approve the proposed Assistant Public Works Director/County Surveyor job description; and

I further move to promote the current County Surveyor, Grade 20 to the Assistant Public Works Director/County Surveyor position at Grade 22, Step 4 effective September 13, 2022, and that the Chairman of the Board of Franklin County Commissioners be authorized to sign the attached Personnel Action Form.

COORDINATION: This matter has been discussed with and is supported by Craig Erdman, Public Works Director/County Engineer, John Christensen, County Surveyor, Keith Johnson, County Administrator.

ATTACHMENTS:

- Proposed Job Description: Assistant Public Works Director/County Surveyor
- Proposed Resolution
- Proposed Personnel Action Form
- Public Works Department Organization and Staffing Needs

HANDLING / ROUTING:

- Clerk of the Board – Original Resolution
- Human Resources Department – Copy of Resolution – Copy of Job Description – Original Personnel Action Form
- Public Works Department, Laura Stark – Copy of Resolution – Copy of Personnel Action Form

I certify the above information is accurate and complete.



Craig Erdman, Public Works Director/County Engineer

FRANKLIN COUNTY RESOLUTION _____

BEFORE THE BOARD OF COMMISSIONERS OF
FRANKLIN COUNTY WASHINGTON

***PROMOTING JOHN CHRISTENSEN AS
ASSISTANT PUBLIC WORKS DIRECTOR/COUNTY SURVEYOR***

WHEREAS, the promotion of Craig Erdman P.E., County Engineer/Assistant Public Works Director to Public Works Director/County Engineer by the Board of Franklin County Commissioners in January of 2022 created a vacancy in the Public Works Department for the Assistant Public Works Director; and

WHEREAS, due to the reorganization of the Public Works Director/County Engineer/Assistant Public Works Director position, a job description for Assistant Public Works Director/County Surveyor has been created; and

WHEREAS, the Public Works Director/County Engineer believes that the Assistant Public Works Director/County Surveyor job description reflects the duties, responsibilities, and level of expertise required of the position; and

WHEREAS, John Christensen, County Surveyor, has assumed many of the Assistant Public Works Director duties since January 2022; and

WHEREAS, the Public Works Director/County Engineer recommends that John Christensen be promoted to the Assistant Public Works Director/County Surveyor position; and

WHEREAS, the Board of Franklin County Commissioners constitutes the legislative authority of Franklin County and finds the Assistant Public Works Director/County Surveyor job description as being in the best interest of Franklin County;

NOW, THEREFORE, BE IT RESOLVED that the Board of Franklin County Commissioners approve the job description for Assistant Public Works Director/County Surveyor; and

BE IT FURTHER RESOLVED that John Christensen, County Surveyor be promoted to Assistant Public Works Director/County Surveyor at a Grade 22, effective September 13, 2022; and

BE IT FURTHER RESOLVED that the Chairman of the Board of Franklin County Commissioners be, and hereby is, authorized to sign the attached Personnel Action Form.

APPROVED this _13th day of September 2022.

**BOARD OF COUNTY COMMISSIONERS
FRANKLIN COUNTY, WASHINGTON**

Chair

Chair Pro Tem

Attest: _____
Clerk of the Board

Member



Franklin County Personnel Action Form

(Check personnel action below, then fill out corresponding section)

☐ New Hire ☐ Re-Hire ☒ Position Change ☐ Pay Change ☐ Employment Separation ☐ Leave

Employee Name: CHRISTENSEN, JOHN Effective Date of Change: SEPTEMBER 13, 2022

Department: PUBLIC WORKS-COUNTY ROAD Submitted Date: _____

☐ New Hire ☒ Position Change* ☒ *Action Type: Promotion
☐ Re-Hire ☐ Pay Change* ☐ Performance Evaluation: Select one

For position changes/new hire/re-hire
Please select at least one from each column below

Job Title: ASSISTANT PUBLIC WORKS DIRECTOR/COUNTY SURVEYOR
Department Title: COUNTY ROAD
Department ID #: 150-000-001
Grade/Step: 22-4
(if N/A, enter Salary or Hourly rate)
Resolution #: _____
(If Applicable)

Employment Type
☒ Full-Time
☐ Part-Time
☐ Seasonal/ Temporary
of Months: _____
(Maximum 120 Working Days)
☐ Variable/ On-call
☐ Provisional

Schedule
☐ 7.5 Hours/Day
☒ 8 Hours/Day
☐ Public Safety
☐ Flex
☐ Hourly
Hours/Day: _____
Days/Week: _____

Comments:

Employee Separation:

Separation Type:

(Select one, please submit corresponding notice with PAF)

Last Date Physically Worked: _____

Leave hours to Pay Out:

☐ Yes* ☐ No

☐ Voluntary Termination
☐ Involuntary Termination

* Please submit payout form to HR
following employee's last date physically worked

Leave:

Last Date Physically Worked: _____

Leave Begin Date: _____

Leave End Date: _____

☐ Family and Medical Leave (Report hours used to HR for tracking) ☐ Paid
☐ Military (Report hours used to HR for tracking) ☐ Unpaid
☐ Administrative
☐ Other (Please Specify): _____

Authorization/Approval Signatures

Commissioner (If Applicable)	X	_____/_____/20__
Elected Official/Department Head	X <i>Craig Erdman</i>	09/07/2022
Supervisor (If Applicable)	X	_____/_____/20__
Human Resources	X	_____/_____/20__

For Human Resources Use Only:

☐ Original Document- HR ☐ Electronic Copy- Payroll ☐ Electronic Copy- EO/Dept. Head ☐ Salary Matrix Wage Verification - Matrix Resolution #: _____
☐ Entered into One Solution - PCN #: _____ Term Cd 2: _____ ☐ Entered into Benefits Admin System
☐ HR Audit _____

Revised 12/2021



FRANKLIN COUNTY JOB DESCRIPTION

Assistant Public Works Director/County Surveyor

Effective Date: September 2022	Bargaining Unit: N/A
Department: Public Works	FLSA Status: Exempt
Reports to: Public Works Director	PCN:
Grade/Salary Schedule: Grade 22 / NB80	

SUMMARY

The Assistant Public Works Director/County Surveyor plans, organizes, directs, evaluates, and continuously improves operations in the County Roads Engineering, Operations, and Land Surveying divisions of the Public Works Department in order to achieve goals aligned with department and County strategic objectives. This position performs associated professional tasks and oversees the design, construction, operation, maintenance, and repair of county roads and bridges, as well as the related facilities, equipment, materials, tools, budget, contractors, and employees, according to County and department standard practices, and in compliance with statutory requirements and under the direction of the County Engineer in order to provide safe, economical, and environmentally sound public road facilities and services.

ESSENTIAL FUNCTIONS OF THE JOB

- Collaborates and provides technical advice to the Public Works Director on proposals and problems in the Public Works operations and to the County Commissioners, Administrator, Prosecuting Attorney, and Sheriff's Deputies regarding laws and regulations pertaining to County Road operations.
- Performs professional research, review, analysis, and represents the County in communicating any interpretations, recommendations, advice, guidance, and/or results, including the provision of the PLS seal, to the public, property owners, County Engineer, other departments and colleagues, the Board of County Commissioners, and professional organizations.
- Identifies and directs the correction of traffic hazards on road systems, ensuring compliance with all applicable laws, regulations, and legal requirements under the direction of the County Engineer.
- Plans, organizes, and directs Geographic Information System (GIS) projects and programs.
- Plans, organizes, directs, monitors, and reports on three to six major road construction or maintenance projects including specifications, construction schedules, environmental impact studies, and designs under the direction of the County Engineer.
- Evaluates the need for contractor services or agreements with other municipalities and manages the process according to department and County standard practices.
- Develops concepts and studies to support long-range plans of public facilities expansion and improvement of Roads division services to the County.
- Coordinates development, application, implementation, and recordkeeping of grants and oversees the development of complex rate and cost-of-service analysis.
- Pursues self-development and continuing personal development of skills and knowledge by attending ongoing educational workshops, reviewing professional publications, and establishing personal networks.
- Plans, organizes, directs work assignments/schedules, evaluates progress, and shifts priorities for the programs, plans, requirements, and administration of services for the Roads and Engineering divisions in accordance with related codes, ordinances, regulations, laws, and County guidelines, ensuring work is completed in a safe, efficient, and timely manner.
- Develops, implements, interprets, monitors, evaluates, and makes improvements of the Roads and Engineering

FRANKLIN COUNTY JOB DESCRIPTION

Assistant Public Works Director/County Surveyor

divisions operational standards, processes, policies, procedures, work rules, and guidelines to ensure efficiency and effectiveness.

- Leads the Roads and Engineering divisions and participates in the Public Works staff selection activities and provides recommendations in candidate selection, promotion, and discipline. Provides or coordinates Roads and Engineering divisions new employee orientation, including County, department, and division policies and/or employee handbooks, and initial position task training.
- Evaluates and communicates consistent and timely performance feedback, coaching, performance evaluations, and improvement plans to employees in the Roads and Engineering divisions. Identifies, coordinates, or provides training or development activities as needed to enhance employee's effectiveness.
- Assists in the development, administration, and monitoring of an accurate, complex, realistic, and fiscally sound budget and fiscal operations, including processing payroll for the Roads and Engineering divisions, and collaborates on Public Works Department fiscal operations, including cash flow needs, investment decisions, and approving expenditures, ensuring alignment with department goals and objectives and in compliance with Franklin County standard practice and statutory requirements.
- Communicates information, collaborates on projects, and makes recommendations representing the Roads and Engineering divisions and/or the Public Works Department services and budget in Franklin County Board of Commissioners meetings and meetings with individuals, other directors, elected officials, and/or the general public, according to division, department, and County standard practices.
- In the absence of the Public Works Director, or at their request, serves as staff representative and represents the Public Works Department, approves decisions, requests, expenditure, and recommendations according to department guidelines and policies.
- Monitors, reports, interprets, communicates, and recommends, makes, and/or leads changes to policy, procedures, or programs due to new trends, innovations, federal, state and local rules, laws, regulations, legislation, codes, and ordinances as they relate to Public Works Department operations.
- Oversees the creation, development, and maintenance of systems and records including files, lists, logs, and other recordkeeping systems utilizing computerized and manual systems that provide for proper evaluation, control, and documentation of assigned operations according to department and County standard practices. Ensures records are accurate and available for annual audit.

KNOWLEDGE, SKILLS, AND ABILITIES

- Expert knowledge of modern principles, methods, and practices in transportation services, road and drainage systems, public contract administration, funding application, contract negotiation, engineering, and development of infrastructure facilities and capital projects.
- Expert knowledge of Franklin County business and financial acumen and the application and interpretation of Franklin County policies and procedures and federal, state, and local rules, laws, regulations, legislation, codes, and ordinances as they relate to area(s) of assignment according to division, department, and County standard practices.
- Expert knowledge of principles, practices, and techniques and related tools, equipment, and technology as they relate to area(s) of assignment.
- Expert knowledge of modern principles, methods, and practices in Surveying, GIS, and the FRIS agreement.
- Proficient knowledge of principles and practices of management as applied to supervision, training, performance evaluations, program planning, staffing, budgeting, coordination, analysis, and evaluation of programs, policies, operational needs, and staff development.
- Proficient knowledge of principles and practices of governmental fiscal management including budget preparation, expenditure control, and sound recordkeeping.
- Expert project management skills including creating scope and sequence, communication, leadership (providing direction, vision, coaching team, sound judgment, issue and conflict resolution, effective decision making), negotiation, team building, use of project management tools and techniques, organizational savvy, personal

FRANKLIN COUNTY JOB DESCRIPTION

Assistant Public Works Director/County Surveyor

organization, risk management, and breadth in administrative services and judicial processes.

- Expert skills in proactive troubleshooting, decision making, and resolving issues or problems by analyzing problems, identifying alternative solutions, interpreting compliance documentation, projecting consequences of proposed actions, and implementing recommendations in support of goals.
- Proficient time management and mental and physical organization skills that support the ability to focus, have clarity, and use strategy to fulfill a variety of tasks successfully.
- Proficient computer skills in Word, Outlook, and the ability to learn and develop proficient skills in the current Countywide resource planning, public works accounting and resource management software, engineering PDF, and in GIS software. Expert computer skills in Excel and the internet for research.
- Ability to exercise a high degree of independent judgment and discretion and maintain the confidentiality of sensitive and/or confidential information.
- Ability to write and speak clearly and concisely and to express ideas and recommendations effectively orally and in writing.
- Ability and willingness to establish and maintain communication and working relationships with peers, representatives from other agencies, vendors, public officials, and the general public using courtesy, tact, and good judgment.
- Ability to lead the department or division by remaining open to new ideas and approaches, managing change, solving problems and making decisions, managing politics and influencing others, taking risks and innovating, setting vision and strategy, managing the work, demonstrating commitment to staff development, communicating information and expectations often and openly, enhancing business skills and knowledge, understanding and navigating the organization, and creating a feeling of succeeding and failing together.
- Ability to effectively present information, findings, proposals, training, or other information to a variety of audiences by clearly articulating, engaging the audience, assessing the needs of the audience, and using appropriate materials to help audience understand the message.
- Ability to identify and take advantage of opportunities, organize and prioritize several ongoing and frequently changing assignments to meet deadlines, and communicate changes and progress to staff, remaining calm during emergency situations.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Work may be performed in the following environmental conditions:
 - constantly: in an office environment,
 - occasionally: outside in various weather conditions, near moving mechanical parts, around fumes or airborne particles, near grease, oil, vibration, water, dirt, dust, and shavings.
- The noise level in the work environment is usually quiet to moderate, a typical office environment and occasionally loud when on active construction project sites.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The person in this position must be able to

- spend the following amount of time in an activity:

FRANKLIN COUNTY JOB DESCRIPTION
Assistant Public Works Director/County Surveyor

- constantly: sitting for extended periods of time, talk or hear, and use hands and/or fingers to handle, feel, or operate equipment or tools.
- occasionally: stand or walk for extended periods of time and reach with hands and arms.
- carry or transport up to 25 pounds occasionally.
- have peripheral vision, depth perception, the ability to adjust focus, and have close vision (1-20 inches) and distance vision (20 feet or more).

QUALIFICATIONS

REQUIRED EDUCATION AND EXPERIENCE

- Bachelor's Degree in Surveying or Civil Engineering.
- Six years professional level experience in surveying, civil engineering, or the design and construction of roads and bridges, water and sewer, traffic engineering, and public administration.

OR

- Any combination of education and experience which would provide the applicant with the desired knowledge, skills, and abilities required to perform the job.

LICENSES, CERTIFICATES, AND OTHER QUALIFICATIONS

- Employment at Franklin County is contingent upon the results of a background check and eligibility for coverage by the County's liability insurance carrier. Depending upon the position, background checks may include personal and professional references, social security verification, education and professional licensing verification, financial history, and criminal history.
- Obtain within six months of hire and maintain a Professional Land Surveyor license (State of Washington)
- Valid driver's license if driving a vehicle for County business.

OTHER DUTIES DISCLAIMER

The statements herein describe the principal functions of this job, level of knowledge and skills typically required, scope of responsibility, work requirements and working conditions, but are not all-inclusive. Individuals may perform other duties and Franklin County, Washington reserves the right to modify, add or remove duties, and assign other duties as necessary, including work in other functional areas to cover absences or relief, to equalize peak work periods, or otherwise to balance the workload.

FRANKLIN COUNTY
PUBLIC WORKS DEPARTMENT



*Public Works Department Organization
And Staffing Needs*

26 July 2022

Prepared by:

Craig Erdman

Craig Erdman, PE

Director/County Engineer

Table of Contents

Overview3

Background3

Past Model3

Vision Moving Forward4

 1. Immediate needs of the department:.....4

 2. Restructuring and Reclassification of Management Staff:.....4

 3. Restructuring and Reclassification of Technical and Maintenance Staff:.....5

Financial Summary6

Conclusions and Recommendations6

Overview

The purpose of this document is to address the organization and staffing needs of the Public Works Department in order to better serve the citizens of Franklin County.

Background

Several changes have occurred in the Public Works Department over last year. Departure of the Connell Road Supervisor in August of 2021 and the departure of the Public Works Director in January of this year have required our department to re-organize internally on an ad-hoc basis with duties and responsibilities being redistributed to staff members in such a way that maximized the department's capabilities. This has created a situation where some staff members have had to take on duties and responsibilities that are currently outside the scope of their current positions.

The current situation has also afforded the Public Works Department the opportunity to evaluate its current and future needs in regard to staffing, organizational structure, technical capability, employee recruitment, and employee retention.

Past Model

Historically the Public Works Department has utilized a fairly traditional and reactionary approach in defining staffing needs. This has included the following:

- Staff planning as a component of the department's annual budget planning process in that it requested specific managers/supervisors to define future staffing needs for the year of the planning period (usually in terms of headcount, not required capabilities). This process was at a very low level of detail and was based on common planning parameters (e.g., Engineering & Traffic Services Division define requirements at a job-specific level for the coming year based on the Annual Construction Program).
- Creation of positions based on the current needs without any regard for the future needs of the department. This in turn has contributed to the development of limited use employees. These employees can do one thing extremely well, and no one else in the organization knows how to, or can do their job. This is not, and has not been without great risk to the department.

Unfortunately, this approach has done very little in identifying the overall of needs, and never resulted with specific staffing and development plans that were actually implemented. Instead, this approach has contributed to inefficiencies, poor usage of resources, and risk. These can be defined as follows:

- Hiring of new employees (temporary or otherwise)
- Training and/or education of temporary or short term employees
- Divisions that are over/under and/or inappropriately staffed
- Lack of necessary succession plans
- Reductions-in-force (employee lay-offs, employee resignations)
- Employees completing work outside of their capabilities and/or current classification
- Lack of necessary cross training and backup of core duties and functions

- Inability to attract and retain quality employees

Vision Moving Forward

The Public Works Department continues to evolve and a more strategic approach will provide greater benefit to the department in the short-term and long-term future. The purpose of a more strategic approach is to define and integrate short term staffing actions with the longer term context of business strategy, and to identify and develop a skilled workforce to meet the changing needs of the department. Through the utilization of a strategic approach, we will improve our ability to:

- Recruit, develop, and deploy the talent required to meet future demands.
- Adjust overall staffing to meet our changing business issues.
- Improve staff utilization.
- Retrain or redeploy employees as our organizational needs change.
- Address critical employee and organizational resource issues in an organized and integrated way.
- Identify strategic staffing succession plans and set organizational goals.
- Enhance more efficient use of resources.
- Achieve a more diverse workforce.
- Increase the capability of the department.

1. Immediate needs of the department:

- a) Appointment of Assistant Director to fill the chain of command void left by the combining of the Public Works Director and County Engineer (County Engineer formerly served as Assistant Director).
- b) Appointment of Chief of Road Maintenance Operations (formerly Road Superintendent). These duties are currently being filled by a Road Supervisor which are outside the scope of that position.

2. Restructuring and Reclassification of Management Staff:

The future of the Public Works Department depends, first and foremost, on the professional leadership of the department and its divisions with well-defined goals, responsibilities, and chain of command. Division Management is critical to the success of the department and its director. Therefore:

The Public Works Department has provided the Human Resources Department with documentation to request the reclassification of the Administrative Assistant to Financial and Administrative Services Manager, the reclassification of the Shop Supervisor to Fleet Manager, and the re-establishment of the Assistant County Engineer position(to be filled when circumstances and budget allow).

The Financial and Administrative Services Division provides the Public Works Department with professional financial analysis, budgeting, cost accounting, procurement management, and various other duties which are essential to the operation of the department. Professional management is the key to success of that division.

The Motor Vehicle Division is responsible for the acquisition and maintenance of vehicles and equipment used throughout the County. Proper fleet management is essential to efficient and effective use of these critical resources.

The Assistant County Engineer will serve either as the assistant director or the Engineering Services Manager depending on the needs of department and qualifications of potential candidates. The position is needed assist the Director/County Engineer in providing professional engineering services to the County and direct supervision of engineering staff. This position will allow the recruitment, and/or development of professional engineering staff.

The Solid Waste Division will be evaluated for updates as recent legislative changes are remanded to the County for implementation.

3. Restructuring and Reclassification of Technical and Maintenance Staff:

Retention and development of public works staff is critical for the future of the department. Employees bring with them many skills and abilities. Developing and adding to these skills and abilities strengthens the capabilities of the department to serve the citizens of Franklin County. Retaining skilled employees and their knowledge saves the citizens of Franklin County time and money. The cost in time and money to hire and train new employees is significant with it taking several months to several years to replace skills and knowledge lost.

Current structure of the Administrative, Road Maintenance, Traffic Services and Motor Vehicle divisions stymie development and retention of these employees. Incentives to further develop skills and capabilities do not currently exist in these divisions. To that end, the Public Works Department proposes the following changes to their structure:

Administrative Division: Development of the position of Chief Analyst. The department will develop a job description for this position that will reflect the need the department has for advanced analytical and financial skills. This will make available to employees in that division that pursue advanced education and skills and the ability to further their careers.

Road Maintenance Division: The conversion of Equipment Operator I, Equipment Operator II, and Road Maintenance Lead Technician to Road Maintenance Technician I, II, III to allow for further advancement of staff based on experience, skill, and leadership qualities rather than on quasi-billeted positions that currently exist.

Traffic Services: Currently, the Public Works Department has only one Traffic Technician classification. When the position was first created, the job consisted mostly of maintaining the

County's sign inventory. Over the years, this position has morphed into a highly technical position that requires advanced knowledge of traffic control procedures and laws, training of staff members to perform traffic control duties, maintenance of advanced traffic control devices, development and maintenance of striping and painted symbols, as well as inventory control. The department proposes that the Traffic Technician position be converted to Traffic Technician I, II, III consistent with the Engineering Technician I, II, III positions. This will allow for the proper classification of staff and the ability to add both temporary and permanent staff to this unit when necessary.

Motor Vehicle Division: The conversion of Lead Mechanic to Mechanic III to further advancement of staff based on experience, skill, and leadership qualities rather than on quasi-billeted positions that currently exist.

Financial Summary

The projected costs of these changes are as follows:

See Attachment A

Based on the tables reference above as Attachment A, the total financial impact for the remainder of 2022 to the Public Works Department is **\$7,792.00 (approximate)**. Future budgeting will allow for Cost of Living Allowances and Step Increases as provisioned by the Board of County Commissioners.

Conclusions and Recommendations

Implementation of this plan will give the Public Works the ability to flexibly organize, develop and retain employees and increase capability in the future.

Therefore I recommend that proposed organizational changes be approved and the Public Works Department be permit to implement these changes as need and budget allow.



Public Works Department

Board of County Commissioners
Franklin County, Washington

Approved: _____
Chair _____
Chair Pro Tem _____
Member _____
Date: _____

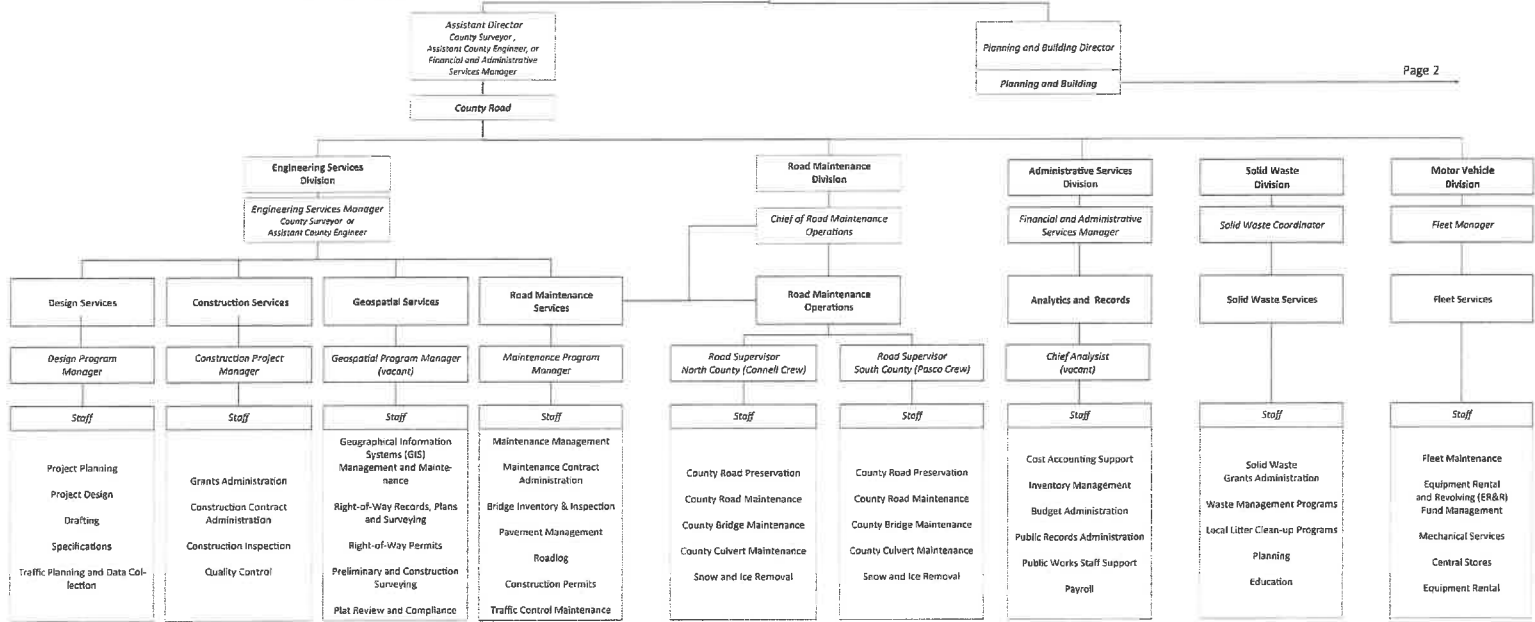
Recommended: _____
County Administrator _____
Director/County Engineer _____

Citizens of
Franklin County, Washington

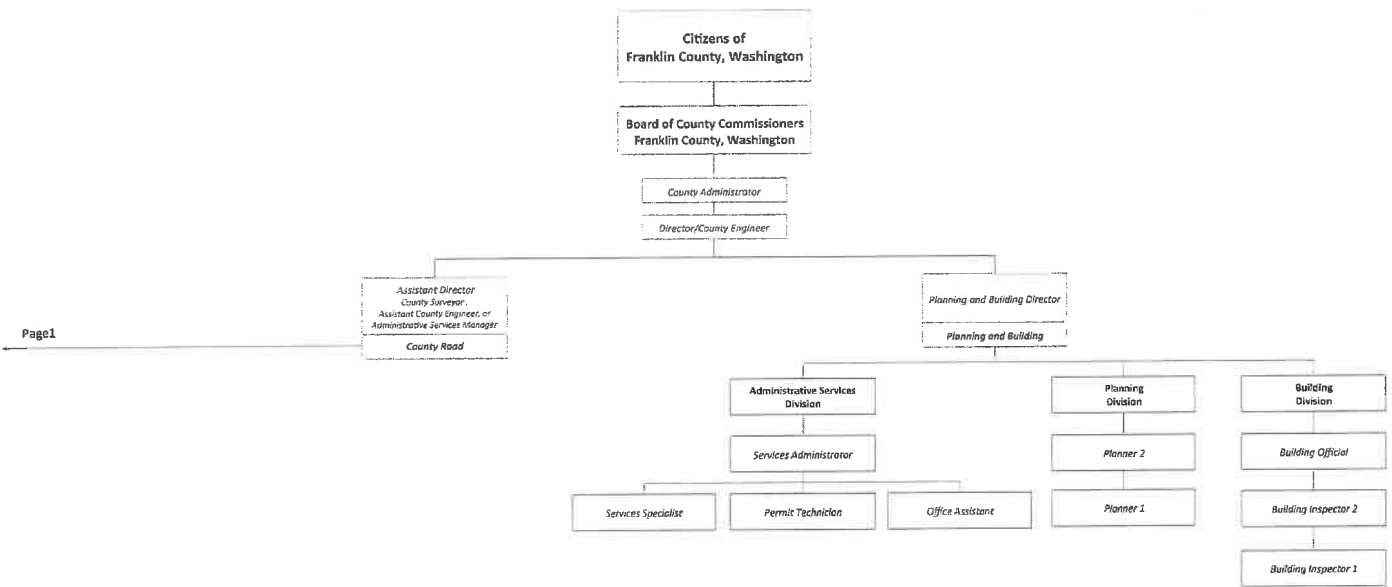
Board of County Commissioners
Franklin County, Washington

County Administrator

Director/County Engineer



Public Works Department



Franklin County Public Works Department Organization Plan

Appendix A

Annual Salary + Benefits & Taxes (Est.) - Based on 2022 Franklin County Seven Step Matrix – Grade 21

	1	2	3	4	5	6	7+
Assistant Public Works Director/County Surveyor Grade 22							
Current rate of pay (Grade 20)	(\$82,680.00)	(\$86,819.20)	(\$91,187.20)	(\$95,804.80)	(\$100,609.00)	(\$105,643.20)	(\$110,968.00)
Cost to Department	\$17,389.80	\$18,264.40	\$19,180.60	\$20,138.40	\$21,159.20	\$22,241.20	\$23,316.80

Assistant Public Works Director/County Surveyor Grade 22, step 4	\$115,939.40
Current rate of pay Grade 20, step 7	(110,968.00)
Total Financial Impact for Remainder of 2022*	\$1,529.66

Annual Salary + Benefits & Taxes (Est.) - Based on 2022 Franklin County Seven Step Matrix – Grade 19

	1	2	3	4	5	6	7+
Chief of Road Maintenance Operations Grade 19							
Current rate of pay (Grade 17)	(\$62,088.00)	(\$65,208.00)	(\$68,473.60)	(\$71,947.20)	(\$75,566.40)	(\$79,352.00)	(\$83,366.40)
Cost to Department	\$13,062.40	\$13,707.20	\$14,414.40	\$15,121.60	\$15,891.20	\$16,681.60	\$17,513.60

Chief of Road Maintenance Operations Grade 19, step 4	\$87,068.80
Road Supervisor Current Grade 17, step 7	(\$83,366.40)
Total Financial Impact for Remainder of 2022*	\$1,139.20

Annual Salary + Benefits & Taxes (Est.) - Based on 2022 Franklin County Seven Step Matrix – Grade 19

	1	2	3	4	5	6	7+
Financial & Administrative Services Manager Grade 19							
Current rate of pay (Grade 17)	(\$62,088.00)	(\$65,208.00)	(\$68,473.60)	(\$71,947.20)	(\$75,566.40)	(\$79,352.00)	(\$83,366.40)
Cost to Department	\$13,062.40	\$13,707.20	\$14,414.40	\$15,121.60	\$15,891.20	\$16,681.60	\$17,513.60

Financial & Administrative Services Manager Grade 19, step 4	\$87,068.80
Administrative Assistant Current Grade 17 step 7	(\$83,366.40)
Total Financial Impact for Remainder of 2022*	\$1,139.20

Annual Salary + Benefits & Taxes (Est.) - Based on 2022 Franklin County Seven Step Matrix – Grade 19

	1	2	3	4	5	6	7+
Fleet Manager Grade 19	\$75,150.40	\$78,915.20	\$82,888.00	\$87,068.80	\$91,457.60	\$96,033.60	\$100,880.00
Current rate of pay (Grade 18)	(\$68,307.20)	(\$71,739.20)	(\$75,337.60)	(\$79,144.00)	(\$83,137.60)	(\$87,297.60)	(\$91,707.20)
Cost Increase/Decrease	\$6,843.24	\$7,176.00	\$7,550.40	\$7,924.80	\$8,325.00	\$8,736.00	\$9,172.80

Fleet Manager Grade 19, step 6	\$96,033.60
Shop Supervisor Current Grade 18 step 7	(\$91,707.20)
Total Financial Impact for Remainder of 2022*	\$1,331.20

Hourly Wage - Based on 2022 Public Works Seven Step Matrix – Grade 14, 15, 16 (16 is not on the 2022 County Road matrix)

	1	2	3	4	5	6	7+
Traffic Technician III Grade 16	\$27.13	\$28.49	\$29.92	\$31.44	\$33.02	\$34.68	\$36.43
Traffic Technician II Grade 15 step 7 current budgeted position= Traffic Technician	\$24.66	\$25.90	\$27.20	\$28.58	\$30.01	\$31.52	\$33.11
Traffic Technician I Grade 14	\$22.41	\$23.54	\$24.72	\$25.97	\$27.28	\$28.65	\$30.09
Total Financial Impact for Remainder of 2022	\$1,004.80						

Hourly Wage - Based on 2022 Public Works Seven Step Matrix – Grade 14, 15, 16 (16 is not on the 2022 County Road matrix)

	1	2	3	4	5	6	7+
Road Maintenance Tech III Grade 16 (proposed)	\$27.13	\$28.49	\$29.92	\$31.44	\$33.02	\$34.68	\$36.43
Road Maintenance Tech II Grade 15 current budgeted position = Equipment Operator II	\$24.66	\$25.90	\$27.20	\$28.58	\$30.01	\$31.52	\$33.11
Road Maintenance Tech I Grade 14 current budgeted position = Equipment Operator I	\$22.41	\$23.54	\$24.72	\$25.97	\$27.28	\$28.65	\$30.09

Annual Salary + Benefits & Taxes (Est.) - Based on 2022 Public Works Seven Step Matrix – Grade 17

	1	2	3	4	5	6	7+
Senior Analyst (proposed) Grade 17	\$62,088.00	\$65,208.00	\$68,473.60	\$71,947.20	\$75,566.40	\$79,352.00	\$83,366.40
Budget impact	\$62,088.00	\$65,208.00	\$68,473.60	\$71,947.20	\$75,566.40	\$79,352.00	\$83,366.40

*calculated as of 9/8/22 payroll cutoff