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CASS COUNTY COMMISSION

DEC 23 2016

MEMORANDUM

**Highway  
Department**

Jason Benson, P.E.  
County Engineer

Richard S. Sieg  
Superintendent

Thomas B. Soucy, P.E.  
Assistant County Engineer

TO: Cass County Commission

FROM: Jason Benson, County Engineer *JPB*

DATE: December 23, 2016

SUBJECT: Agenda topic for January 3, 2017 Commission Meeting:  
Reorganization of the Highway Department Staff

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In an effort to increase efficiency and maintain a high level service to the public, the Highway Department proposes a staff reorganization.

As the FM Diversion gets closer to starting significant construction activities, the amount of time the County Engineer needs to dedicate to this project has increased and will stay significant throughout the project. This leaves less time left to attend to the Highway, Planning, and Vector Department needs.

In addition, our staff has had considerable overtime throughout the May-September construction season for our exempt employees. Our Highway Superintendent and Asst. County Engineer have nearly 300 hours of overtime each and our Design/Construction Engineers each with nearly 250 overtime hours. The overtime is required to ensure ongoing construction projects are being completed on time and to standard, as well as to meet NDDOT and Federal requirements. This excessive amount of overtime over a five month period makes it difficult to delegate other routine tasks or weekly meetings as there just isn't time during the construction season to handle these other tasks.

The attachment shows the proposed reorganization of the department. Two addition staff members are proposed. The first is a Deputy County Engineer to oversee the department under the direction of the County Engineer. The second is an Assistant County Engineer (FM Diversion) to assist the County Engineer with upcoming meetings and construction site inspections during the FM Diversion construction phase.

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The Deputy County Engineer and Assistant County Engineer (FM Diversion) are designed to effectively manage the requirements of the FM Diversion project and Highway, Planning, and Vector Control Departments.

The Highway Superintendent, Assistant County Engineer (Design & Construction), Deputy County Engineer, and Assist County Engineer (FM Diversion) PAQ's were all submitted to Fox Lawson for recommended position classification. The Highway Superintendent, Assistant County Engineer (Design & Construction), and Assist County Engineer (FM Diversion) PAQ's came back graded as C52 and the Deputy County Engineer was graded at D63.

When looking at these positions compared to the City of Fargo engineering staff, the County positions are significantly under graded. While we are requiring a C52 position to have 4 years' experience with a PE license, the same starting salary at the City of Fargo is graded for an Engineer I with no experience, straight out of college. This leads to an interesting dilemma as the City of Fargo Division Engineer for the FM Diversion is currently making \$115,898 and our Assistant County Engineer for the FM Diversion at C52 would make \$62,724.

Based on these salary challenges, I recommend the Highway Superintendent and Assistant County Engineer (Design & Construction), graded at C52 be hired at Step 5 at \$72,521. I also recommend the Assistant County Engineer (FM Diversion) be graded as D63 at a Step 5 at \$80,989 and the Deputy County Engineer be graded at D63 Step 19.

The total increase to the Highway Department salary budget will be \$117,760, with a benefit increase of \$47,062, for a total increase of \$164,822.

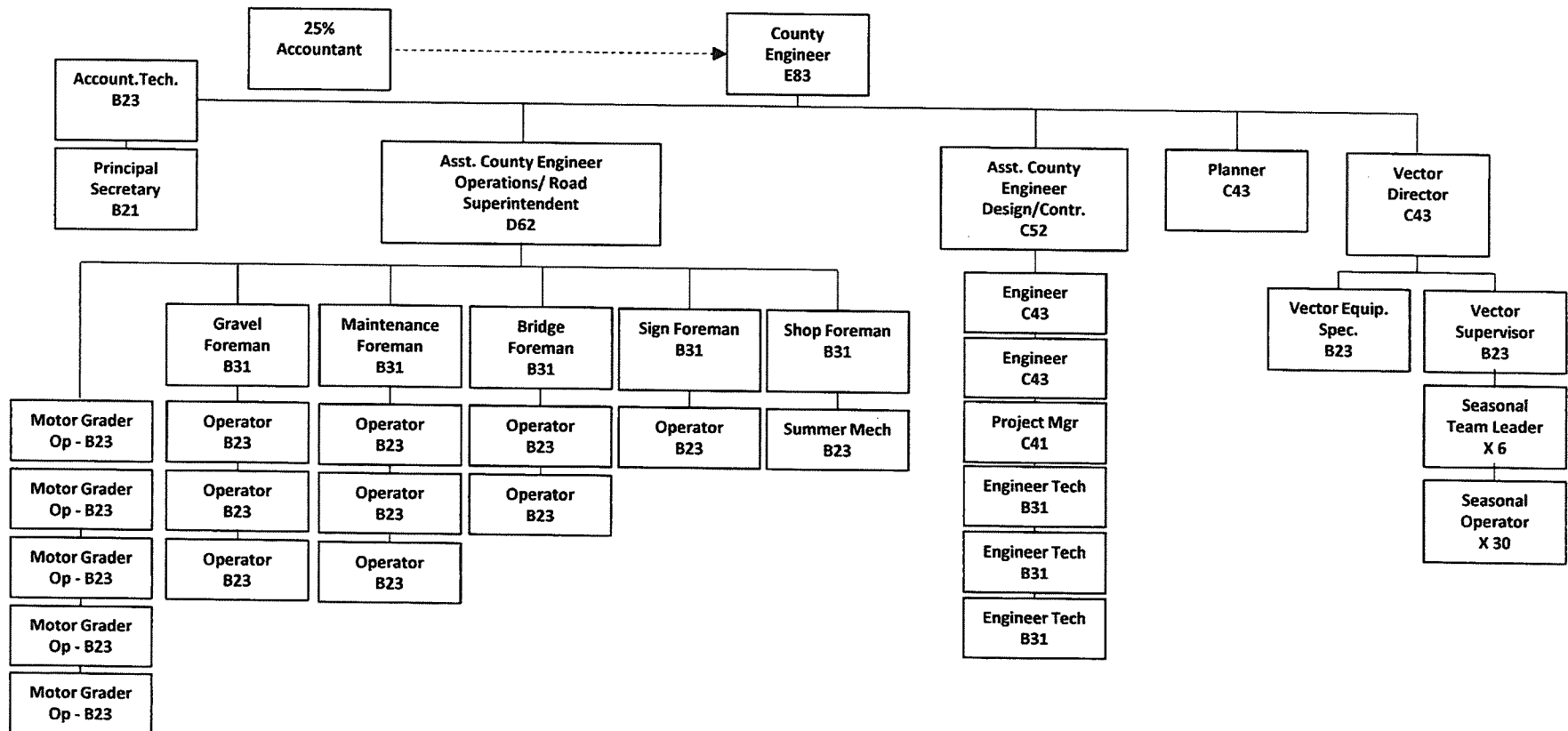
When including our engineering staff, computers, vehicles, and consulting engineering budget, our total engineering costs are still only 7.4% of our total highway/bridge construction budget and only 5% of our total budget. This is well below the standard 10% consultant engineering costs.

#### **SUGGESTED MOTION:**

Authorize the proposed Highway Staff reorganization and approve the grade and step recommendation of the Superintendent and Assistant County Engineer (Design & Construction), graded at C52 be hired at Step 5, the Assist County Engineer (FM Diversion) be graded as D63 at a Step 5 at \$80,989, and the Deputy County Engineer be graded at D63 Step 19 at 102,513.

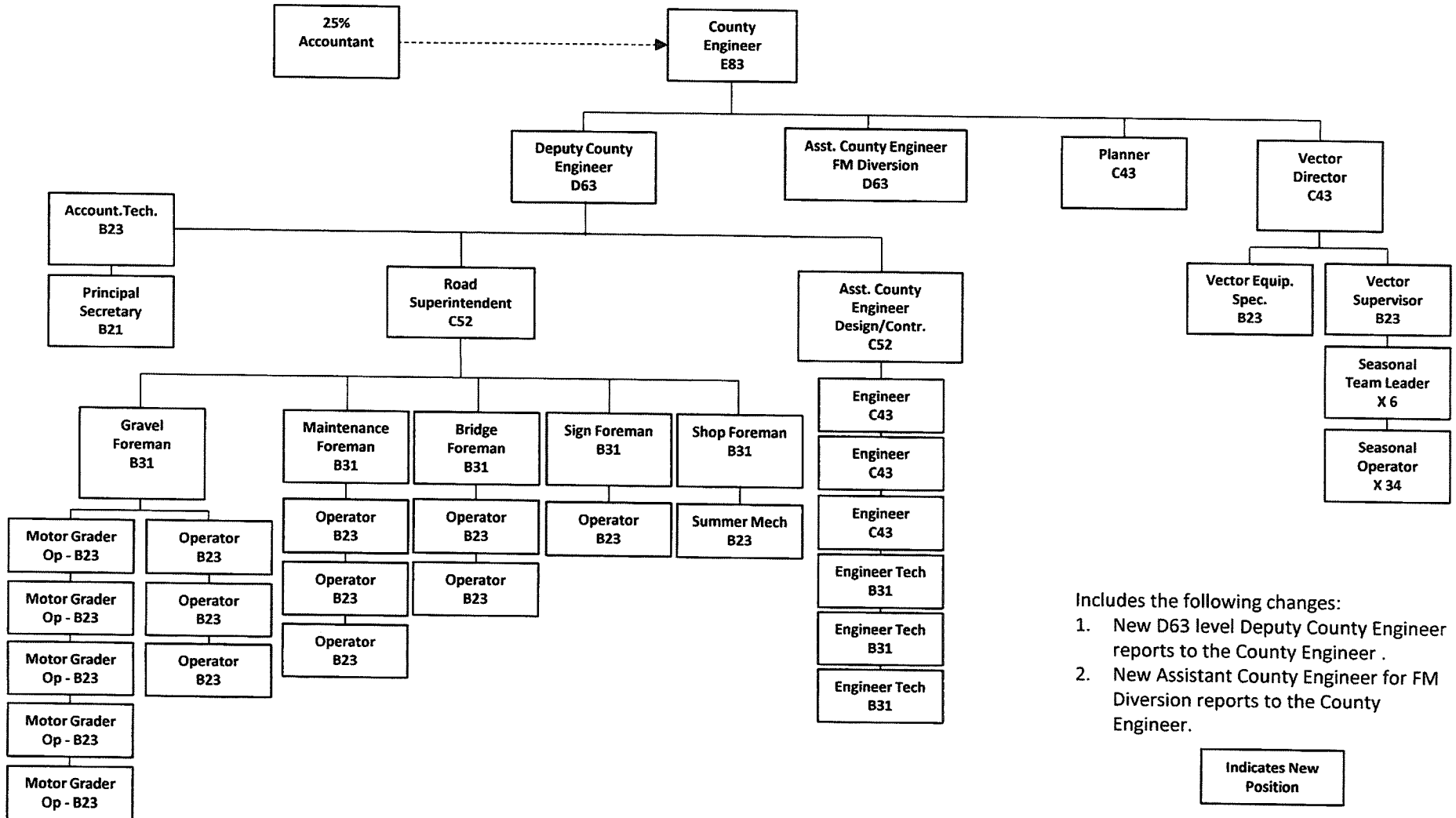
# Cass County Highway Department Organizational Chart

Current as of December 2016



# Cass County Highway Department Organizational Chart

Proposed Organization with New Positions

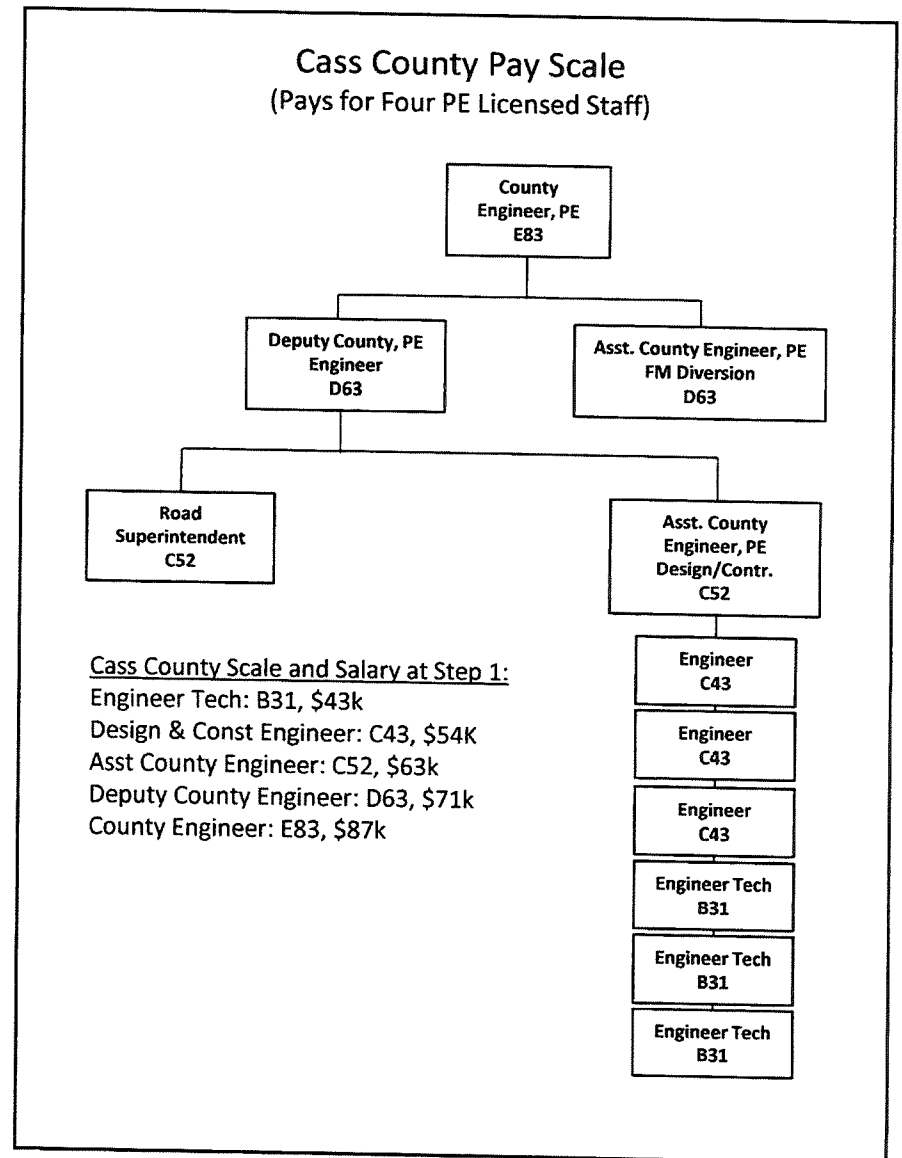
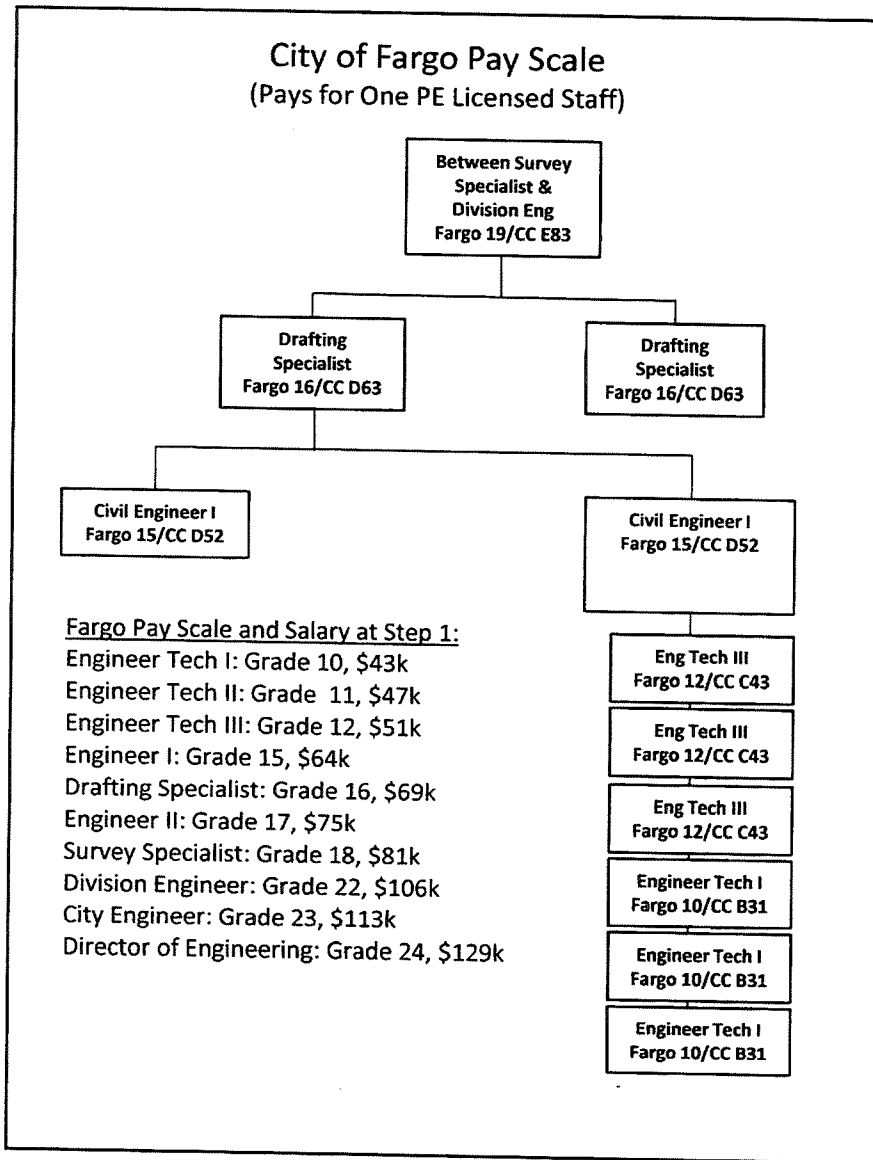


- Includes the following changes:
1. New D63 level Deputy County Engineer reports to the County Engineer .
  2. New Assistant County Engineer for FM Diversion reports to the County Engineer.

Indicates New Position

# Cass County Highway Department Organizational Chart

If we used Fargo's Pay Scale, this is what the Highway Department Engineering Staff would look like:



## Proposed additional Highway Department Staff

(promotion of current employees is for illustrative purposes only to show potential salary impacts)

Current Position	2017 Engineering Staff Budget			Proposed Position	2017 Engineering Staff Proposed Budget		
	Current Grade JAN17	Current Step JAN17	Annual Salary at Current Grade & Step		Proposed Grade JAN17	Proposed Step JAN17	Annual Salary at Proposed Grade & Step
Engineering Technician	B31	4	\$47,276	Engineering Technician	B31	4	\$47,276
				Engineering Technician	B31	1	\$42,890
Engineering Technician	B31	15	\$57,524	Highway Superintendent	C52	5	\$72,521
Engineering Technician	B31	18	\$59,725	Engineering Technician	B31	18	\$59,725
Design/Constr Engineer	C43	3	\$59,914	Design/Constr Engineer	C43	3	\$59,914
				Design/Constr Engineer	C43	1	\$53,984
Design/Constr Engineer	C43	5	\$61,892	Asst County Eng - Design/Constr	C52	5	\$72,521
Design/Constr Engineer	C43	20	\$77,682	Design/Constr Engineer	C43	20	\$77,682
Highway Superintendent	D62	17	\$96,104				
				Asst County Eng - FM Diversion	D63	5	\$80,989
Asst County Eng - Design/Constr	C52	19	\$92,138	Deputy County Engineer	D63	19	\$102,513
County Engineer	E83	19	\$126,354	County Engineer	E83	19	\$126,354
<b>Total Engineering Salary Costs:</b>			<b>\$678,609</b>	<b>Total Engineering Salary Costs:</b>			<b>\$796,369</b>

Additional Salary Costs with two new positions:	\$117,760
Additional Benefit Costs for Two Positions:	\$47,062
<b>Total Costs for Two Positions:</b>	<b>\$164,822</b>

### Engineering Costs:

- Asst. County Engineer (FM Diversion): \$104,520
- All other Engineering Staff: \$691,849
- 2017 Budget for Engineer computers, vehicles, equipment: \$76,310
- Budgeted Consultant Engineering Costs: \$200,000
- Total 2017 Engineering Costs (not including the Asst. County Engineer FM Diversion): \$968,159
- Total 2017 Road/Bridge Construction and Maintenance Costs: \$12,977,844
- **2017 Percent Engineering Costs vs Road/Bridges Costs: 7.4% (well below the 10% average engineering cost on projects)**
- **In 2017 total engineering costs will be 5% of the total Highway Department budget**



December 16, 2016

Ms. Cindy Stoick  
HR Director  
Cass County  
211 Ninth Street South  
Box 2806  
Fargo, ND 58108

Dear Ms. Cindy Stoick:

We received the PAQs for four positions to determine the appropriate evaluation. We reviewed the included PAQ as well as the County's overall DBM hierarchy to ensure equity was maintained among all jobs. Our recommendation for the evaluation of this classification can be found on the following pages.

Position Title	Current Grade	Recommend Grade
Assistant County Engineer (Design & Construction)	C52	C52
Assistant County Engineer (FM Diversion)	New	C52(C45)
Assistant County Engineer (Highway Superintendent)	D62	C52
Deputy County Engineer	New	D63

We look forward to assisting your organization with any job evaluation or compensation needs it may have in the future. If you have any questions, or wish to see additional documentation, please do not hesitate to contact me at (651) 234-0844.

Sincerely,

August Zhu  
Consulting Associate  
Arthur J. Gallagher & Co.  
Human Resources & Compensation Consulting

**Position: Assistant County Engineer (Design & Construction)**

**COMMENTS:**

The position is currently rated C52.

The Assistant County Engineer (Design & Construction) is responsible for leading and executing engineering and administrative activities associated with the design and construction of highway and bridge projects, and the day to day operation of the engineering department.

We have examined the essential duties and have classified the position using the Decision Band Method (DBM). The job evaluation shows the following:

Highest Banded Task: C5  
Number of Highest Banded Tasks: 3/6  
Percent of Time on High Banded Tasks: 70%  
Degree of Difficulty/Diversity: High

The classification performs tasks that require “process” decision making, such as: planning and directing activities of subordinates, performing duties associated with construction projects, delegating work to engineering staff members by project requirements, assisting the County Engineer and Deputy County Engineer with annual budgeting for the Highway and Bridge Projects by providing cost estimation, and making replacement recommendations to the County Engineer for budgeting purposes.

Overall, this position has responsibilities that allow for the incumbent to determine the processes or methodologies used to achieve assigned responsibilities.

The number of subordinates for this position has been increased by the three engineering staff, and the road and bridge budget, as well as number of construction projects have increased since the last evaluation, while the type of highest banded decision to make remains the same.

The classification receives a subgrade of two (2), because of the high diversity of the C5 tasks in relation to other jobs in the same band. We recommend this position remains at C52 as the highest level in C band.



**Position: Assistant County Engineer (FM Diversion)**

**COMMENTS:**

This is a new position.

The Assistant County Engineer (FM Diversion) is responsible for leading and executing engineering and technical activities associated with the design and construction of the FM Diversion flood control project.

We have examined the essential duties and have classified the position using the Decision Band Method (DBM). The job evaluation shows the following:

Highest Banded Task: C4  
Number of Highest Banded Tasks: 9/9  
Percent of Time on High Banded Tasks: 100%  
Degree of Difficulty/Diversity: High

The classification performs tasks that require “process” decision making, such as: designing and providing guidance for Diversion related technical/design/construction activities, participating in the procurement process, assisting the County Engineer and Deputy County Engineer with annual budgeting for the Highway and Bridge Projects by providing cost estimation, and working with agencies on mitigation plans to include wetlands, riverine/forested wetlands, agricultural, property, and other mitigation.

Overall, this position has responsibilities that allow for the incumbent to determine the processes or methodologies used to achieve assigned responsibilities.

The classification receives a subgrade of five (5), because of the high diversity of the C4 tasks in relation to other jobs in the same band. We recommend evaluating this position at C52 (C45).

**Position: Assistant County Engineer (Highway Superintendent)**

**COMMENTS:**

The position is currently rated D62.

The Highway Superintendent is responsible for the administration and operation of maintenance activities of the County Highway Department.

We have examined the essential duties and have classified the position using the Decision Band Method (DBM). The job evaluation shows the following:

Highest Banded Task: C4  
Number of Highest Banded Tasks: 12/15  
Percent of Time on High Banded Tasks: 90%  
Degree of Difficulty/Diversity: High

The classification performs tasks that require "process" decision making, such as: providing direct leadership, guidance, and management of Highway department, managing the annual maintenance of gravel roads, conducting highway and bridge project review and construction oversight, assisting the County Engineer and Deputy County Engineer with annual budgeting for the Highway and Bridge Projects by providing cost estimation, and assisting in developing long range planning and goals for the department with County Engineer.

Overall, this position has responsibilities that allow for the incumbent to determine the processes or methodologies used to achieve assigned responsibilities.

As a result of department re-organization, resources allocation and permitting duties of this job are shifted to the new position of Deputy County Engineer.

The classification receives a subgrade of five (5), because of the high complexity and diversity of the C4 tasks in relation to other jobs in the same band. We recommend re-evaluating this position at C52 (C45) as the highest level in C band.

**Position: Deputy County Engineer**

**COMMENTS:**

This is a new position.

The Deputy County Engineer is responsible for the policy, administration, and operation of the County Highway Department, leading both the engineering and operations staff to design, construct, and maintain the County's highway and bridge infrastructure.

We have examined the essential duties and have classified the position using the Decision Band Method (DBM). The job evaluation shows the following:

Highest Banded Task: D6  
Number of Highest Banded Tasks: 5/7  
Percent of Time on High Banded Tasks: 75%  
Degree of Difficulty/Diversity: Moderate/High

The classification performs tasks that require "interpretive" decision making, such as: developing plans to transfer County highways and bridges over to the cities as appropriate, providing direct leadership, guidance, and management of all three Assistant County Engineers, review and permit all designs of projects prior to bidding, and conducting budget planning with County Engineer for County Highway Department.

Overall, this classification has the responsibility to interpret the needs of the department into plans and implement the plans, determine resources available, and deploy resources as necessary to achieve goals and plans.

The classification receives a subgrade of moderate/high (3), because of the high complexity and diversity of the D6 tasks in relation to other jobs in the same band. We recommend evaluating this position at D63.