



# Bulloch County Workforce Development Study

**Phase I Report**



# Agenda

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1. Overall purpose and structure (Phase 1, 2, and 3)
2. Study methods
3. Findings and Recommendations
4. Phase II
5. Questions



# 1. Overall Purpose and Structure



Commercial construction on Highway 80 near Harbor Freight and Lowe's on Wednesday, Dec. 13. Credit: Scott Bryant, Statesboro Herald.

## Overall Purpose:

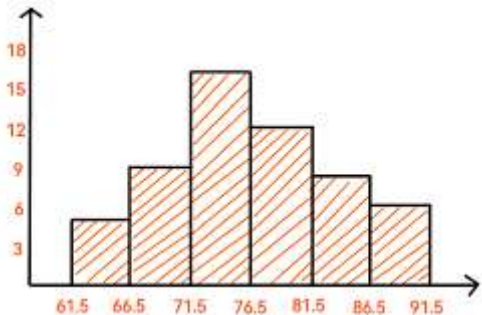
With significant growth on the horizon, are current and future staffing levels sufficient to provide appropriate services and is the organizational structure optimal for providing efficient services?

## Phases:

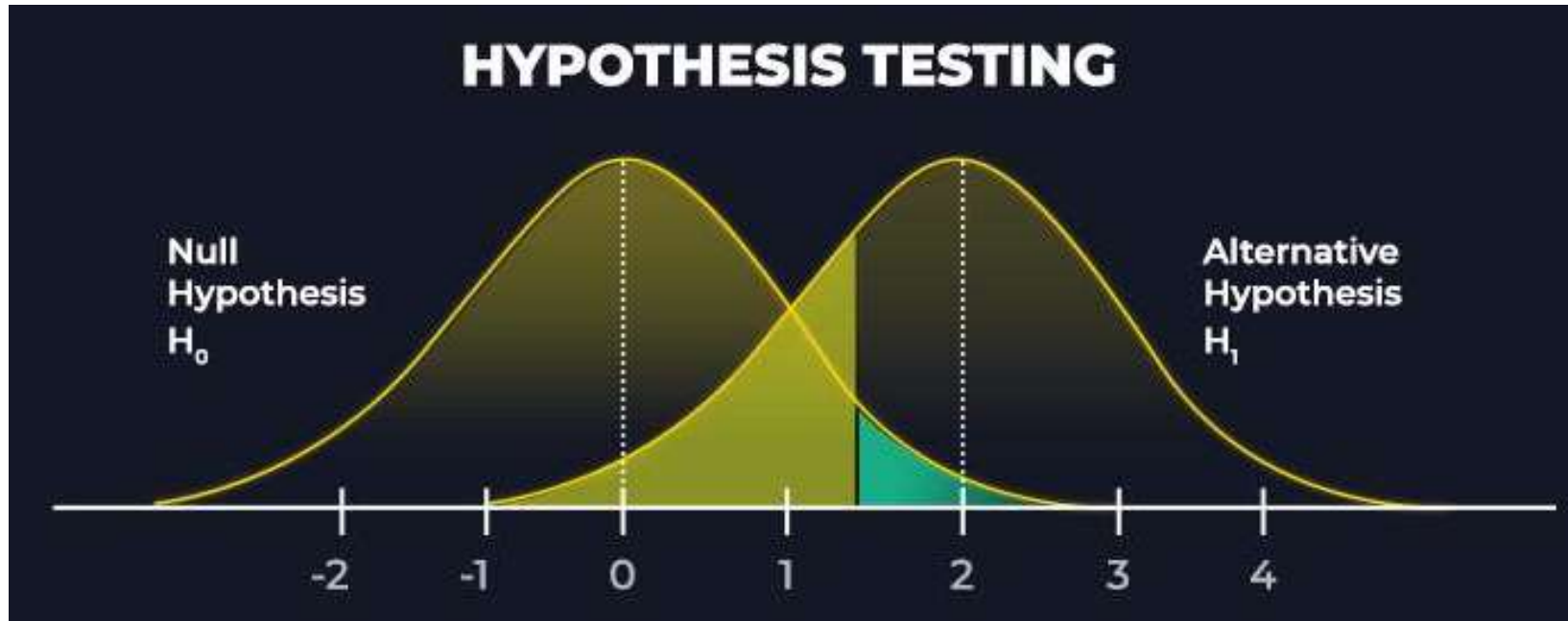
1. Current Workforce Analysis
2. Future Workforce Analysis
3. Establish Workforce Performance Metrics

# Phase I: Current Workforce Analysis

1. Current staffing levels.
2. Organizational structure.
3. Training, education, experience, and engagement.



## 2. Study Methods



# Study Methods

1. Reviewed background documents
2. Interviewed Bulloch County and peer staff
3. Performed peer comparison and workload measure analysis
4. Evaluated organizational structure
5. Completed skills/engagement survey

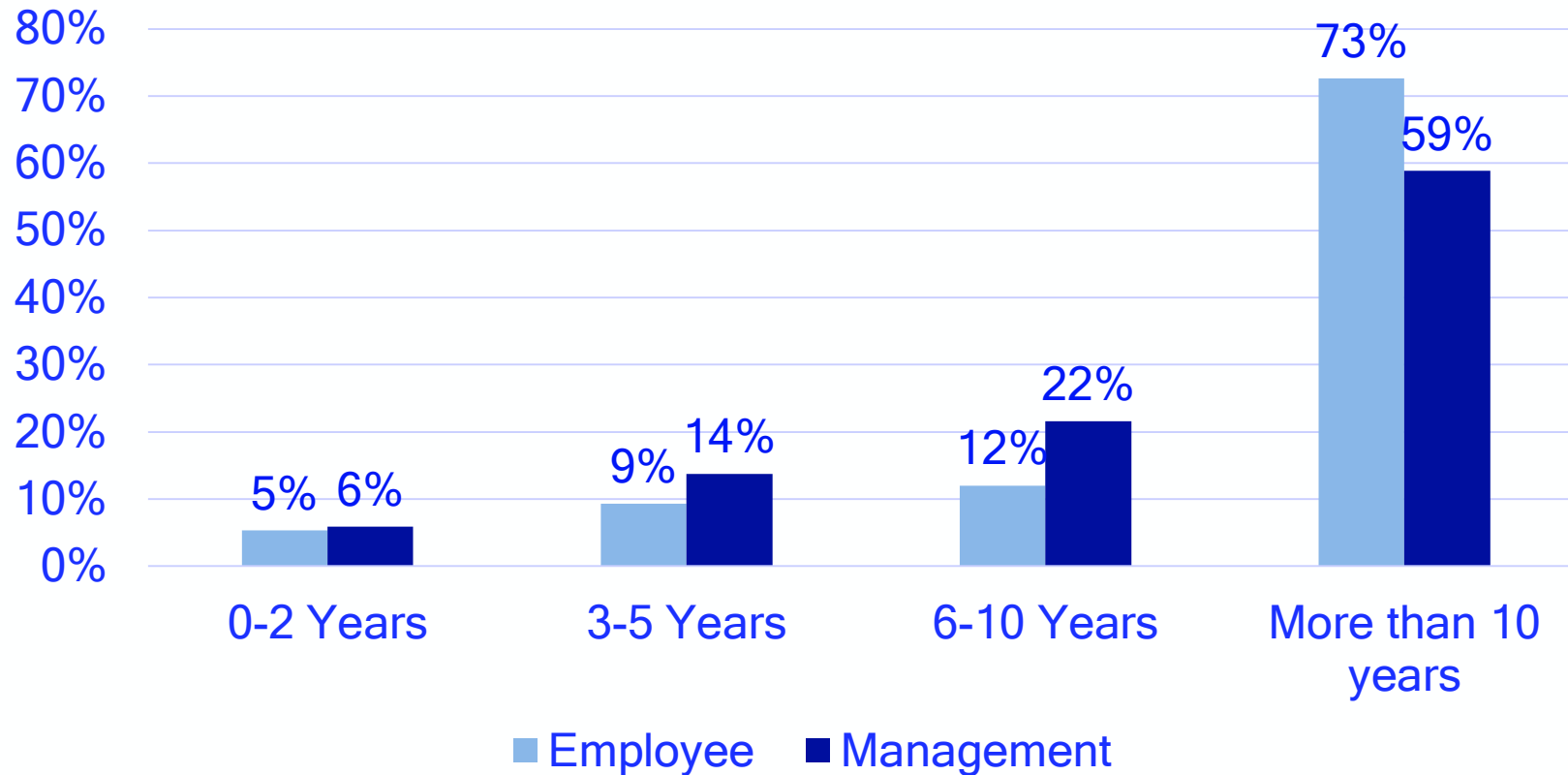
# 3. Findings & Recommendations





# Survey Findings

## Years Until Retirement



Note. Does not add up to 100% because it does not include “no response.”

# Survey Findings

## *Suggestions for Enhancement to Training for Current Positions*

#	Employee	Management
1	Hands-On Training	Budget Training
2	Consistent and Structured Training	Basic Management Training
3	Specialized Training Programs for Specific Job	
4	Advanced Education and Tuition Reimbursement	

*Note: Items are listed in order of descending frequency. (i.e., #1 was mentioned most often).*

# Survey Findings

## *Suggestions to Enhance Training for Promotional Opportunities*

#	Employee	Management
1	Leadership Development / Management Training	Budget Training
2	Technical Training	Mentorship/Shadowing
3	Any Training	
4	Training on Responsibilities for the New Position	
5	Hands on Training / Practice	

*Note: Items are listed in order of descending frequency. (i.e., #1 was mentioned most often).*

# Survey Findings

## *Top 5 Reasons Team Members Applied to Other Positions*

Number	Employee & Management
1	Low pay
2	Lack of advancement opportunities
3	Negative workplace environment
4	Desire to move to part-time positions
5	Childcare issues

# Recommendations From Survey

1. Increase availability of budget theory and practice training for managers.
2. Enhance leadership training to include time management, leadership skills, and job shadowing.
3. Periodically perform comp and class studies to ensure pay equity.

# Organizational Structure

## Recommendations

1. Overall span of control is optimal, especially given the combination of leadership roles (i.e., Public Safety).
2. Consolidate Recreation and Parks Structure for easier management and alignment with best practices.

# Position and Workload Findings

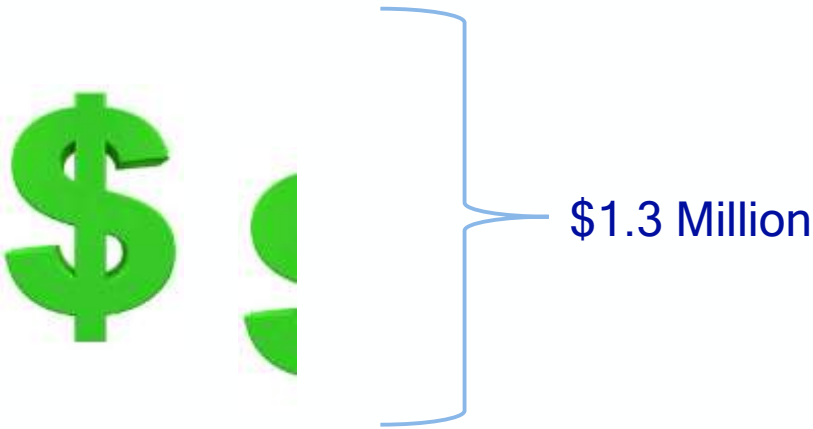
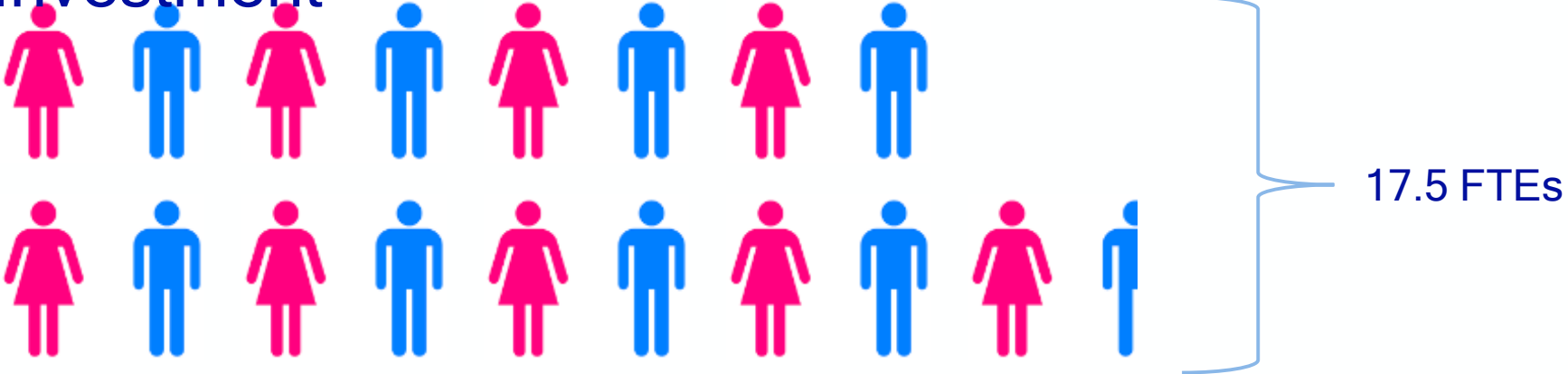
## 1. Public Safety

- a. Movement towards a professional fire department should enhance services.
- b. Each Sheriff's Road Deputy covers 338 square miles per shift.
- c. E-911 senior staff are acting as dispatchers due to call volume.

2. Roads and Bridges: Bulloch has more unpaved road miles than any peer (657 vs. 59 [avg]).

# Position Recommendations

## Recommended Investment\*



\*Not including positions already added in FY 25. Based on funding availability and leadership/community support. To reach average efficiency.



# Other Recommendations

1. Clerk of Board:
  - a. Centralize public records requests.
2. Elections:
  - a. SOPs
  - b. Process studies
  - c. Communication Strategy
3. Government Buildings
  - a. Obtain gross Sq. Ft. Maintained

# Other Recommendations

## 1. Courts

- a. Discuss appropriate judgeships with state as needed (when space allows).

## 2. Development Services

- a. Phase out paper applications

## 3. Fire

- a. Complete a Standards of Cover Study
- b. Start a vehicle replacement program

# Other Recommendations

## 1. Airport

- a. Complete a strategic plan

## 2. All Departments

- a. Consider creating more outcome and efficiency measures to better understand how well the county is operating (i.e., Customer Service, time to completion, etc.)

# 4. Phase II & III



## Purpose of Phase II:

- Determine future staffing needs given population changes.
- Consider how changes in technology and the availability of qualified personnel might affect hiring.
- Provide a succession plan relative to each division.

Estimated Time Frame for Phase II - Jan 2025.

# Purpose of Phase III:

- Provide performance measures by which future success can be measured.
- Things to be measured:
  - Do we have enough resources?
  - Are we providing expected levels of service?
  - How efficient are we?

Estimated Time Frame for Phase III - Feb. - Mar.  
2025

# 5. Questions

