



Engineering

**City of Roswell Engineering Department
5 Year Plan
October 2025**



PO Box 1838
Roswell, NM 88202-1838

TEL: 575.624.6250
FAX: 575.624.6709

seeroswell.com

Engineering Department

Overview

The Engineering Department is responsible for project development, design, and construction management and oversight. Engineering supports all other City departments through the entire life cycle of capital project design and construction, from design (whether in-house design or utilizing engineering vendors) to bidding and construction.

Executive Summary

This five-year budget plan outlines a strategic investment in workforce development to ensure the Engineering Department maintains a highly skilled, adaptable, and sustainable workforce. With increasing demands in project delivery, regulatory compliance, and technology integration, the department will prioritize:

- Training and development of new and existing employees
- Establishment of a structured talent pipeline
- Succession planning for critical roles
- Retention through career advancement opportunities

This plan aligns workforce capabilities with long-term infrastructure and service delivery needs while reducing reliance on external recruitment.

Department Goals:

- Develop a Skilled Workforce
- Provide consistent technical, regulatory, and leadership training
- Ensure all staff meet evolving engineering standards and certifications
- Establish a Talent Pipeline
 - o Create entry-level pathways (internships, apprenticeships, graduate engineers)
 - o Build structured progression from technician → engineer → senior leadership
- Promote from Within
 - o Reduce external hires for mid- and senior-level roles
 - o Implement succession planning
- Improve Retention
 - o Increase employee retention through career development and mentorship
 - o Reduce turnover-related costs
- Staffing & Workforce Assumptions
 - o Department size: 10 employees (engineers, technicians, GIS, inspectors)
 - o Anticipated retirements: 2–3 employees over 5 years
 - o Annual hiring: 1–2 entry-level employees
- Program Details

1. Training & Certifications

- Focus on technical excellence and compliance:
- Professional Engineer (PE) exam preparation
- EIT certification support
- MUTCD, ADA, environmental regulations
- Project management training (PMI, scheduling, budgeting)
- GIS and engineering software training

Outcome: Improved technical competency and reduced outsourcing.

2. Support continued education

- Bachelor's and Master's degrees in engineering or related fields
- Certificate programs (transportation, water resources, GIS, etc.)

Outcome: Build internal expertise and long-term employee loyalty.

3. Internship & Entry-Level Pipeline

- Develop early-career workforce:
- Partnerships with local colleges and universities
- Paid internships and co-op programs

Outcome: Reliable pipeline of trained candidates familiar with municipal operations.

4. Recruitment & Outreach

- Strengthen hiring efforts:
- Career fairs and university partnerships
- Branding the department as an employer of choice

Outcome: Increased applicant pool and improved hiring quality.

5. Mentorship & Succession Planning

- Formalize knowledge transfer:
 - Pair junior staff with experienced personnel
 - Document key processes and institutional knowledge
 - Identify and track high-potential employees

Outcome: Reduced knowledge loss and stronger internal promotion readiness.

Implementation Timeline

- Year 1–2: Foundation Building
 - Begin structured training plans
 - Identify critical roles for succession planning
- Year 3–4: Expansion
 - Scale development program
 - Increase internal promotions
 - Strengthen university partnerships

- Year 5: Maturity
 - Fully functional talent pipeline
 - Majority of mid-level roles filled internally
 - Measurable improvements in retention and performance

Financial & Operational Benefits:

- Reduced recruitment and onboarding costs
- Increased productivity and project delivery efficiency
- Improved employee morale and retention
- Enhanced institutional knowledge continuity
- Stronger long-term organizational stability

Estimated Cost Assumptions:

- Average cost for training per year: \$10,000–\$20,000 (varies by need and desired outcome)
- 5-Year Total: \$50,00 - \$100,000

Conclusion

- Investing in workforce development is critical to maintaining a resilient and effective Municipal Engineering Department. This five-year plan ensures that the department can meet future infrastructure challenges while fostering a culture of growth, professionalism, and internal advancement.