

Needs Analysis for Vacant and New Positions

Position: *Recreation Specialist vacated April 1st, 2021*

Requesting to recruit for a: *Recreation Specialist*

1. Is the position essential?

Essential positions are those that provide core public health and safety services; emergency and disaster assistance; and preservation of the essential elements of the City's financial activities.

The position would not be considered essential, as defined above.

2. Is the position critical?

Critical positions are positions that are, for example, one-position job classes or positions with duties that cannot be modified, reassigned or eliminated. Detailed responses to the following questions will be required in determining whether or not a position is "critical" to providing high-quality services to residents, business owners and/or employees:

a. Explain how this position is key to achieving the strategic goals identified by the City Council.

The provision of recreation services was established as an outcome of City Council's strategic planning around 2016-17. One of the priority activities of the Recreation Specialist, in addition to those listed in the Job Description, is to solidify a recreation programming policy that addresses the Strategic Plan Strategy to *"Connect the community both physically and socially to destinations, services, and activities."* and more specifically, the Action item *"Update the Recreation Programming Work Plan—Deliver a diversity of programs that finds a balance of revenue and access,"* in addition to evaluating programs for the greatest return on investment for Ramsey residents.

b. Can the duties be re-engineered or automated? Please explain.

Almost all tasks relating to this position are people-powered, and not conducive for automation.

c. Can the duties be reassigned temporarily or permanently? Please explain.

There is not sufficient capacity in the organization to reassign the day-to-day activity of the Recreation Specialist—temporarily or permanently.

d. Can the position remain unfilled temporarily or permanently? Please explain.

If the position were to remain unfilled, the immediate recruitment of an intern(s)* would be necessary to support the existing recreation program(s) that are already in place for 2021. Any potential recreation programs contemplated would not be able to be developed, except for limited programming through Rumriver Arts, an already established contracted service.

*Note: The Recreation Specialist position was established after an analysis of recreation related programming utilizing interns – finding that both effectiveness and continuity was improved with a regular staff assignment (versus repeating training of interns), and also the annual operating costs in providing recreation services to residents was less with a dedicated Recreation Specialist, in comparison to years when two interns attempted to fulfill the same job duties.

e. Can the position be filled internally

An internal recruitment can be performed to advertise the position, but the 20 hour per week job duties cannot be added to an existing staff position – unless there would be a part time employee qualified, and Council authorized a new full-time job category. (The Recreation Specialist is a part-time, 20 hour per week position.)

f. What is the impact (i.e., to residents, business owners, employees, and/or operations) if the position is not filled?

Certain businesses benefit from recreation programming like Adrenaline Sports which rents facility space to the city. Some recreation programs like Wine and Canvas are at no net cost to the city, with a local restaurant (Kitchen Table) and another small business directly benefiting from patron expenditures back into their community.

Residents appreciate recreation programming, and indeed may have come to expect this from their local government as a symbol of a maturing full-service city. If the position is not filled, and programs are eliminated and limited, there may be a diminution in that ‘sense of community’ that is viewed by many as a measure of the Quality of Life in the city – the drive-in movie last Summer during the Pandemic as example, was viewed as a favorable government sponsored activity. Health and Wellness programs are valued by residents, and would be missed by many, including retired individuals with time for leisure activities. The Recreation Specialist also facilitated volunteering in the community, like the ‘Hike with a Naturalist’ in parks that was a reoccurring program at no net cost to the city.

In terms of internal operations, staff relies on one-another to assist with for many day-to-day tasks across departments (see also letter **g.** below). The reduction of 20 hours of competent professional staffing will likely be manifest in less effectiveness in certain areas of customer service (timeliness and depth of responsiveness), and there would be less ability to 'pick up the slack' for special projects like the re-dedication event to unveil the sign at Loral I Armstrong Delaney Central Park in April, as one example.

g. Can the service provided be reduced, eliminated, or contracted out?

Recreation programming can be reduced, but practically not eliminated unless the community no longer desires events like the Summer Concert Series, Holiday Tree Lighting, and Annual Art Fair etc. The Recreation Specialist also contributes to most other city programs like EDA's golf event, Happy Day's etc., (and was the primary staff organizer for the Pandemic era 'Happy Daze' in 2020 due to temporary staffing shortages in Administrative Services). In addition, the position provides back-up to the Public Works Administrative Assistant, including in aiding the public in park and facility reservations.

h. What is the budgetary impact if the position is not filled (e.g., additional overtime/compensatory time off costs)

The primary budgetary impact if this position is not filled, but rather an attempt (once again) to fill a portion of the job duties with Interns—is the significant inefficiencies with the continual on-boarding and retraining Interns in a rotation of one to three individuals each year. This is an unnecessary drain on other staff's time that does not come with a regular part-time Recreation Specialist (versus an Intern). Recruitment by HR involves many hours of advertising, organizing applications, and setting up interviews---most of which involve young adults who reside outside of the area. Other staff's time is then impacted by a half day of interviews, and then second interviews (for some candidates who decline the position when offered). And then there is more time and expense setting up drug screening and other time investments.

Other departments like Police and IT are impacted (background checks, adding Interns to various electronic networks), and Finance has to set up temporary employees in the payroll systems. However the greatest deleterious impact is the training period for new Interns. Very little productive work emanates from these inexperienced temporary employees in the first week or two (within a typical 12 to 14 week stint). The biggest unproductive time involved is the training period required of supervisors and FT staff on all the aspects and dimensions of the

organization, protocols and details of programming, and the associated procedures and tasks to be carried out. Each new Intern requires a similar time demand of existing employees away from other core duties.

The above recruitment, on-boarding and training of Interns can easily be 40 to 100 hours of staff time per individual hired. The table below may help to illustrate the time outlay for existing staff in various departments related to recreation programming utilizing Interns (E.g. 80 hours times 12 individuals equals 960 hours over recent years).

	<u>Position</u>	<u>Employee</u>	<u>Begin</u>	<u>End</u>	<u>Wage</u>	
2020-2021	Recreation Specialist	Abby Proulx	9/11/2019	Present	\$23.08	
2019	Recreation Specialist	Heather Mohr	1/8/2019	9/30/2019	\$21.34	
2018	P&R Intern	Mitchell Koester	8/27/2018	11/27/2018	\$13.00	
	P&R Intern	Kiana Packer	6/7/2018	9/8/2018	\$13.00	
	P&R Intern	Cecilia Schmit	5/30/2018	9/8/2018	\$13.00	
	P&R Intern	Sophia Thompson	N/A	N/A	N/A	Accepted, but withdrew before she started
	P&R Intern	Eric Chuba	4/16/2018	4/19/2018	\$13.00	**Quit after working 4 days
2016-2018	P&R Intern	Tillery Bailey	12/15/2016	4/27/2018	\$14.00	
2016	P&R Intern	Nathaniel Greenwald	5/16/2016	8/26/2016	\$13.00	
2015	P&R Intern	Zach Ellsworth	5/12/2015	11/9/2015	\$12.00	
	P&R Intern	Jay Kovack	N/A	N/A	N/A	Accepted, but withdrew before he started
2014	P&R Intern	Riley Donovan	5/12/2014	12/31/2014	\$11.00	
2013	P&R Intern	Andrew Langholz	6/3/2013	10/25/2013	\$11.00	
2012	P&R Intern	Adam Moshier	5/14/2012	1/20/2013	\$8.75	

i. What are the circumstances that warrant the creation of this new position?

This is not a new position, but an established 20 hour per week job, included within the General Fund Budget.

3. What is the total annual cost of the position (e.g., salary, taxes, benefits, equipment, etc.)?

Wages and benefits budgeted for 2021 is \$28,989.

