



AGENDA ITEM #9.3

REPORT TO CITY COUNCIL

Report Prepared by: Jason Gorr – Public Works Director

Date: June 4, 2019

Subject: Staffing Needs Discussion

Report: Upon examination of needs and job responsibilities, I have identified a need for an additional Maintenance Worker. Due to extensive and steadily increasing streets, parks, building maintenance, cemetery, and snow work requirements, another maintenance worker would allow duties to be done in a safer, timelier, and appropriate fashion. The following is a listing of attached information for review and discussion.

- Breakdown of common roles
- Public Works Director's comments
- Communities comparison

Council Action Requested: Council motion to proceed with the hiring process for an additional maintenance worker for the Public Works Department.

Seasonal PW Duties/Tasks

Winter

- Streets

- Sign damage response/repair
- Snow removal event
 - Walkways to maintain:
 - City Hall – Front, Lot Entrance to Police Garage, all doors on both buildings, Oil Bin
 - Water Plant – Walkway
 - Fire Hydrants – as needed
 - Cole Memorial Building – steps, entrance walkway, elevator, side lot/back walk
 - Library – Front & Back Walks
 - Chamber – Cobblestone walkway, side walkway
 - Signal Walkways
 - Trailside Park - Main Street Sidewalk
 - Cemetery - roads & sidewalks
 - Lots to maintain:
 - Dog Park Lot & Gates
 - City Hall
 - Chamber
 - Cole 1 lot plus on-street parking
 - PW Lots
 - WW Lift stations, WWT Ponds, Tower
 - In-town Snow Pile Removal as storage sites fill up
 - average of 50-60 dump trucks full moved to other locations. *Ideally this includes full staff plus one other department staff currently. With that workload, we currently have not other staff time available during that operation either.*
 - *Currently we have 3 large plow trucks (only have staff to operate 2 at a time), two 1-ton plow trucks (only staff to operate 1), Skid Steer w/ Angle Broom & Blower Attachments (only use at end of routes or suspend routes to use). * although they are critical pieces of equipment and snow plowing requires this redundancy to accommodate repairs, another staff would really help streamline the total time and capabilities on and event and follow-up.*

- Buildings

- Monthly Building Checks (City Hall, PW, Library, Cole, Chamber)
- Weekly cleaning & inspections
- General Maintenance as needed
- Fire extinguishers/electrical/HVAC/Cleaning Team Coordination
- Shop drains maintenance & tank cleaning
- Septic checks and coordination of maintenance

- Cole Community Center Reservations and Prep (included after hour callouts)
- **Tree Removal**
 - Trees that threaten to fall (dead, damages, complaints)
 - Storm response / street blockage & ROW
- **Parks**
 - Repair snowmobile damage
 - Maintain trails
 - Dog park maintenance
- **Other**
 - 911 Signage
 - Community Message Board
 - LOTS of misc. public request responses
 - Prep/attend/respond to Council Meetings
 - Safety Meetings

Spring

- **Streets**
 - Repair Plow damage (shoulders, asphalt, grass)
 - Maintain & store plows / Clean Snow equipment
 - Clean Shop / Store Equipment
 - Sweep Streets / Lots
 - Open Storm Drains (pre-thaw) / Flood response
 - Heavy Equipment seasonal maintenance
 - Summer mode transfer on dump trucks
 - Grading of gravel roads (coordinate)
 - Pothole
 - Shouldering
 - Erosion repair
 - Coordinate contracted street maintenance needs (crack sealing, plow damage repair, etc.)
- **Parks**
 - Pickup all ditches, parks, lawns, etc.
 - Playground Inspections
 - Dog Park maintenance
 - Parks small engine prep/maintenance
 - Irrigation Prep
 - Initiate Mowing
 - Beach & access maintenance
 - Blow out needles/leaves
 - Mulch & Pick park debris
 - Woodchip and planter maintenance
 - Cole Community Center Reservations and Prep (included after hour callouts)
- **Buildings**
 - Monthly Building Checks (City Hall, PW, Library, Cole, Chamber)

- Weekly cleaning & inspections
- General Maintenance as needed
- electrical/HVAC/Cleaning Team Coordination
- Shop drains maintenance & tank cleaning
- Septic checks and coordination of maintenance
- Irrigation observations and contracted repair as needed
- Small landscaping projects
- Oil bin maintenance
- Painting and window cleaning projects
- Cole Community Center Reservations and Prep (included after hour callouts)
- **Tree Removal**
 - Trees that threaten to fall (dead, damages, complaints)
 - Storm response / street blockage & ROW
- **Other**
 - 911 Signage
 - Community Message Board
 - Water Tower (timers adjusted)
 - Attend the most of our outside training events
 - No parking Signage removed (winter)
 - LOTS of misc. public request responses
 - Prep/attend/respond to Council Meetings
 - Safety Meetings

Summer

- **Parks**
 - Routine Mow / weed whip (avg total w/ routine & periodic 50-man hours per week)
 - Garbage (2/week)
 - Plant watering in Bobber Pots (water 3/week)
 - Walking trail maintenance
 - Mow odd spots as needed (Fire tower lot, WW Treatment, outlying ditches)
 - Festival Prep and cleanup
 - Dog Park Maintenance
- **Buildings**
 - Monthly Building Checks (City Hall, PW, Library, Cole, Chamber)
 - Weekly cleaning & inspections
 - General Maintenance as needed
 - electrical/HVAC/Cleaning Team Coordination
 - Shop drains maintenance & tank cleaning
 - Septic checks and coordination of maintenance
 - Irrigation observations and contracted repair as needed
 - Small landscaping projects
 - Cole Community Center Reservations and Prep (included after hour callouts)
- **Streets**
 - Potholes

- Storm Drain maintenance
- Road Washout Repairs
- Festival Prep and cleanup (barricades, traffic signage)
- **Other**
 - 911 Signage
 - Community Message Board
 - Water Tower (timers adjusted)
 - LOTS of misc. public request responses
 - Prep/attend/respond to Council Meetings
 - Safety Meetings

Fall

- **Parks**
 - Routine Mow / weed whip as needed
 - fall prep / mulch / blow leaves
 - Garbage Can removal
 - Store Bobber Pots
 - Winterize irrigation systems, store meters
 - Dog Park Maintenance
- **Buildings**
 - Monthly Building Checks (City Hall, PW, Library, Cole, Chamber)
 - Weekly cleaning & inspections
 - General Maintenance as needed
 - electrical/HVAC/Cleaning Team Coordination
 - Shop drains maintenance & tank cleaning
 - Septic checks and coordination of maintenance
 - Cole Community Center Reservations and Prep (included after hour callouts)
- **Streets**
 - Potholes
 - Prep plows and winterize dump trucks
 - Review plowing procedure and maps
 - Heavy Equipment seasonal maintenance
 - Mark areas needed for plowing hazards
- **Other**
 - 911 Signage
 - Community Message Board
 - Water Tower (timers adjusted)
 - LOTS of misc. public request responses
 - Prep/attend/respond to Council Meetings
 - Safety Meetings

Public Works Director's Comments

- Quite often this department has had history of or felt the need to:
 - take vacations only in certain seasons
 - operate heavy machinery in adverse conditions while sick
 - have the inability to adhere to industrial standards of safe practices (many streets projects and/or confined spaces require more staff present and trained)
 - incur unnecessary risks when logistically forced to work solo on certain projects. (Employees are inherently at more risk when dealing with electricity, ladders, traffic, & certain public interactions when solo)
- When staff are out for extended or unexpected medical leave or simply leave w/o adequate notice (termination or job change). This leaves the city vulnerable to provide even basic services such as snow removal, basic maintenance, public response, etc.
- Our PW equipment as you likely know, is often very expensive and requires significant training for operation and safety, and familiarization with city policy. It is not practical to expect to find skilled and experienced staff on a short notice or PT basis. In reality, those skilled laborers are already in full-time positions and unavailable in most smaller communities.
- Many of our tasks if neglected result in public hazards and less desirable streets, parks, and neighborhoods
- Although obvious expenditures are required to support additional staff, we would like to have the capability to contract less (some streets/parks tasks)
 - *A great recent example is we currently need approximately 30-man hours of mowing to accomplish our 'standard' parks/property obligations. So, essentially at least one staff is tied up for the vast majority of the week on this one task.*
 - Many of our other tasks this time of year (pothole repair, shouldering, tree removal, large landscape/park projects, plow maintenance, just to name a few) require at least 2 staff.*
 - With all our other routine solo requirements (garbage, plant upkeep, oil bin, building checks/cleaning, public response, cemetery, dog park maintenance, fleet maintenance, Supervisory administrative requirements), it makes it very difficult to do things properly and accommodate public needs.*
 - This is how things generally operate when we are at full staff in healthy condition.*
 - Another skilled person would not only improve department capabilities, but also allow for better administrative attention, customer service, and training needs and promote department growth of capabilities, performance, and community enhancement.*

COMPARISON OF PUBLIC WORKS DEPARTMENTS

Description	Pequot Lakes	Breezy Point	Nisswa	Staples	Pine River	Crosslake
Number of employees in this Department	**3	5ttl - 1 PWD, 4 FT Parks/Streets/WW; also seeking a PT Seasonal;	1 PWD, 3 FT PW Staff, 1 FT WW Staff; Generally 1 PT Staff	3 Water Operators, 3.5 PT Parks, 3-4 PT Park Rangers/Maint. All PW employees help with parks when needed.	3 FTE	*3 FTE, 1 Public Works Director
Breakdown of employees:	3 total	6 if fully staffed	9 total if fully staffed	9-10 if fully staffed	3 total	8+ if fully staffed
Parks	**	*	Parks Department: 1 Parks & Rec Director & 1 Parks Maint Staff; generally 1 PT (Summer 40/wk help)	3.5 Seasonal Mowers, 3-4 PT Park Rangers/Maintenance	all are diverse in all areas	Separate Parks Dept: 1 director, 2 FTE, looking for 1 Seasonal. Often utilize several volunteers also.
Streets	**	3.3 FTE's	*	3	all are diverse in all areas	*
Cemetery	**	*	*	not applicable	not applicable	*
Water	*	not applicable	not applicable	*3	all are diverse in all areas	not applicable
Wastewater	*	1.7 FTE	1 FTE	*	WW Collections System	*
Miles of city roads maintained by this Department	41	65	40	unsure	Unsure; Primary Trunks are State & County	60
Number of City parks maintained by this Department	7 - including swim beach & landing	5 including swim beach and walking trail	**3 maintained by parks department	6 (2 include shelters, ball fields, and campgrounds)	3 (not likely irrigated and shaded, minimal mowing)	
Number of City Cemeteries maintained by this Department	1	1	1	0	*	1
	*Contract services with PRASD	* Contract mowing (PT?)	*Cemetery & streets under public works	*Water/wastewater operators	* Cemetery has a board and they do the majority of upkeep and maintenance	*Heavy equipment/sewer operators. All are licensed to work in wastewater treatment plant. Maintain the cemetery also.
	** Maintain Streets, Parks, Cemetery	Streets, Parks, Cemetery	** PW assist Parks when needed; All staff do snow events			