



CITY OF SAINT PAUL
Christopher B. Coleman, Mayor

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25 W. Fourth Street
Saint Paul, MN 55102-1660*

Fax: 651-266-6222

To: Saint Paul City Council

From: Kathy Lantry, Public Works Director

Date: September 11, 2015

Re: Street Service Workers Apprenticeship Program

I am writing to provide more clarity and detail regarding our hope to develop a Street Service Workers Apprenticeship Program. Public Works sees the development of this program as a substantial commitment in the department's racial equity plan and we would like to make this program a strategic part of our succession planning goals. We are actively seeking grant funds to support this effort.

Public Works has partnered in the past with the Department of Human Rights and Equal Economic Opportunity (HREEO) and the YWCA to support a Commercial Driver's License (CDL) education program for low income residents of Saint Paul who face multiple barriers to employment. We recommend continuing this successful partnership because it has proven successful for the City and the YWCA due in large part to the wrap-around social support services they provide and their extensive applicant screening process. Their recent experience is that 10 of the 12 graduates from a 60 day course have graduated and have been placed in full time employment. The YWCA has undertaken additional effort with multiple partners to promote the CDL effort statewide. Overall, the YWCA has trained 204 participants and placed 180 of them in stable jobs. Their training has proven to be successful and is customizable to meet our individual needs.

Although HREEO funded the majority of this program in the past with a modest contribution of \$2,000 from Public Works in 2014, HREEO has exhausted their resources allocated to this program. If Public Works steps up to replace HREEO's leadership, we can better tailor the development of the curriculum and placement of the participants. Doing so would create nearly immediate benefit with a pipeline of trained, vetted staff members that come from and benefit our community.

Public Works needs to do better hiring diverse candidates. The most recent Workforce Utilization Report shows people of color comprise only 12% of our department's fulltime workforce. By comparison, the 2010 census shows that people of color comprise 44% of St. Paul residents and 17% of Minnesota residents overall.



An Affirmative Action Equal Opportunity Employer



Mayor Coleman and Deputy Mayor Kristin Beckman have committed to three goals in the Saint Paul Racial Equity Plan.

- Goal 1: End racial disparities within the City as an organization
- Goal 2: Racial equity in City Services and Community Engagement
- Goal 3: Eliminate race-based disparities in our community

Finding funding for this program will move the needle on the first and third goals by providing a path to employment for citizens in our community who have faced many barriers to employment. A significant barrier to employment in laboring positions in the Department of Public Works is the minimum job qualification of possessing and maintaining a Commercial Driver's License (CDL). While this is a necessary requirement of the Street Services Worker position, the Class B driver's license is a two part test which includes a written and practical exam. The practical exam requires the applicant to have had access to inspect commercial vehicles and drive them on a temporary permit basis, then bring a commercial vehicle to the actual test. This poses a significant barrier to employment for many people in our community.

The model we propose includes five phases:

Phase 1: Recruitment and selection

This would be conducted by the City of Saint Paul in partnership with the YWCA. During this time a requisition would be submitted for six individuals to fill our training class as certified employees the day they begin. Normal Street Service Worker attrition averages six employees per year so we are proposing beginning this program with six trainees, who would have FTE slots open up for them from the normal attrition by the end of 2016.

Phase 2: Training

Successful applicants will receive YWCA training. During this time they will be paid for training time and will also work part time in Street or Sewer maintenance, potentially in the "Service Worker" job classification with a starting wage of \$12.98. Public Works will work with Human Resources to add this classification to the Tri-Council employee group and salary schedule as it only currently exists in the AFSCME Clerical employee group. Past experience indicates this can be accomplished.

Phase 3: Probation

Participants who successfully pass the Class B CDL exam at the conclusion of the training course will move to Step 2 in the salary schedule. This will start a 12 week probationary period where the participants will continue working as a trainee on a probationary basis.

Phase 4: Examination

Participants who successfully pass the six month probationary period will be eligible to take an internal only Street Service Worker Examination to be hired into the Street Services Worker classification if they pass the probationary period. The one year probationary period would apply. These new employees would fill positions vacated throughout the year by normal workforce attrition.

Phase 5: Program Evaluation

Evaluate, re-assess, and modify (if necessary) portions of the program. Correctly identifying staffing levels at the average attrition rate will allow this program to continue from year-to-year with minimal budget impact (detailed in next section).

A preliminary meeting has been held with Kevin Moody and Tom Fox of Laborers Local 363 labor union. Local 363 has worked with the City of Minneapolis, a partner with us in the Government Alliance on Race and Equity, to implement a similar model. Together, the City of Minneapolis and Local 363 developed a Letter of Agreement (attached). Mr. Moody has committed to work with St. Paul Labor Relations to implement a similar agreement. Some provisions will include:

- Employees not earning the requisite Class B Commercial Driver's License within the first six months of employment will be released and such release is not subject to the grievance procedure.
- Employees will continue to advance to the sixteen week step if, and only if, they are in good standing and have earned their Class B Commercial Driver's License.
- At the sole discretion of the Employer, employees released during the promotional probationary period may be released or returned to the trainee title, including wage reduction. Such release or demotion shall not be subject to the grievance procedure.

Preliminary cost estimates are detailed below.

The costs of this program are as follows:

For each trainee:

YWCA Training Costs	\$6,000
Salary/Fringe during training (8 weeks)	\$6,351
Salary/Fringe during probation (16 weeks)	\$12,702
Salary/Fringe during attrition overlap (8 weeks)	\$11,107
City overhead charges per/employee	<u>\$6,134</u>
Total per trainee	\$42,294
Total for 6 trainees	\$253,764

Public Works is committed to looking for grant funding to cover the full costs of the program.

We believe this work can make Public Works a leader in racial equity, supply us quality candidates each year for our vacancies, and put us on a path to create a workforce that more closely reflects the population we serve.

CITY OF MINNEAPOLIS

And

**CITY EMPLOYEES' UNION, LOCAL UNION
NO. 363 a/w LABORERS' INTERNATIONAL
UNION OF NORTH AMERICA, AFL-CIO
(LABORERS UNIT)**

**LETTER OF AGREEMENT
Public Works Service Worker-1 Trainee**

WHEREAS, the City of Minneapolis (hereinafter "Employer") and the City Employees' Union, Local Union No. 363 a/w Laborers' International Union Of North America, AFL-CIO (Laborers Unit), (hereinafter "Union") are parties to a Collective Bargaining Agreement (hereinafter "Agreement") that is currently in force; and

WHEREAS, the Parties desire to develop a "Public Works Service Worker-1 Trainee" title (PWSW-1 Trainee) to develop candidates for the title Public Works Service Worker - 1;

NOW, THEREFORE BE IT RESOLVED that the title "PWSW-1 Trainee" is created and is subject to the following terms and conditions of employment:

1. The pay for the title will consist of a "start" rate of \$15.01 per hour and a pay upon the completion of six months with a Class B Commercial Driver's License (without air brake restriction) rate of \$16.08 per hour. Such pay will be subject to the collective bargaining process. Employees in the title PWSW-1 Trainee will be eligible for health care, life insurance, sick leave accrual, vacation leave accrual, and long-term disability benefits as all other employees, except the option of negative vacation balances.
2. Employees in the title PWSW-1 Trainee will not be eligible for the "Job Bank" program, as defined by the Agreement.
3. PWSW-1 Trainees are on probation for the first twelve months (2080 hours) of actual work, including sick and vacation leave.
4. PWSW-1 Trainees not offered winter employment will be afforded the same conditions as seasonal employees; however, if winter employment or the "Reserve Pool" is offered and refused, the employee will be considered laid off and subject to COBRA requirements. Such employees may, at the discretion of the Employer, be released.

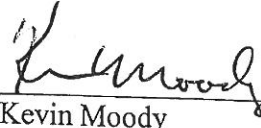
5. During the first twelve months, the Employer shall provide training in a manner determined by the Employer, and the PWSW-1 Trainee is required to complete all training as requested or directed.
6. Employees will move to the six-month rate if, and only if, they are in good standing and have earned their Commercial Driver's License (without air brake restriction).
7. Employees not earning the requisite Class B Commercial Driver's License within the first six months of employment will be released, and such release is not subject to the grievance procedure.
8. At the discretion of the Employer, and after Winter Work opportunities have been offered to Public Works Service Worker-1's, PWSW-1 Trainee's may be assigned to either Winter Work or the Reserve Pool. Such assignment will be based on skill level and will not be subject to the grievance procedure.
9. Employees earning the requisite Class B Commercial Driver's License, and completing twelve months of actual work will be promoted to the classification title of Public Works Service Worker-1.
10. Employees promoted to the classification title of Public Works Service Worker-1 will serve a three month probationary period as described by the Agreement.
11. At the sole discretion of the Employer, employees released during the promotional probationary period may be released or returned to the PWSW-1 Trainee title, including wage reduction to the after six month rate. Such release or demotion shall not be subject to the grievance procedure.
12. Terms and conditions of employment contained in the Agreement but not addressed in this Letter of Agreement shall not apply to PWSW-1 Trainee.

THE PARTIES have caused this Letter of Agreement to be executed by their duly authorized representative whose signature appears below.

FOR THE CITY OF MINNEAPOLIS: **FOR THE UNION:**

 10/2/14

Timothy O. Giles Date
Director, Employee Services

 10/1/14

Kevin Moody Date
Business Manager