

To: Personnel Board

From: Emaan Abdel-Halim, HR Services Manager

Date: January 3, 2023

Subject: Streets Public Works Laborer Program

The approved 2023 Operating Budget included a new Public Works Laborer program within the Streets Division. This program created 10 new positions and 2 additional leadworkers within the Streets Division that need to be formally classified before posting. After reviewing the program, the position descriptions, and discussions with Streets Superintendent Charlie Romines, and for the reasons outlined in this memo, we recommend the following:

- Create a new classification of Public Works Laborer in CG15, R02.
- Create a new classification of Streets Operations Leadworker in CG15, R09
- Formally classify the 10 new positions of Public Works Laborer in the Streets Operating Budget within the new classification in CG15, R02
- Formally classify 2 of the new positions identified as Public Works Leadworker in the Streets Operating Budget as Streets Operations Leadworker in CG15, R09.

As noted above, the adopted 2023 Operating Budget includes a new program of Public Works Laborer to help address the fact that seasonal recruitment in the Streets, Parks, and Engineering Divisions has been challenging for a number of years. A tight labor market, the requirement to have a CDL in the Streets Division, and the inability to offer benefits for hourly positions has hindered recruitment. As a result, Mr. Romines, Parks Superintendent Eric Knepp, and Engineering Division Assistant City Engineer over Operations Kathy Cryan created the Public Works Laborer program to help address these challenges. The program is clearly described in the budget as follows:

Through the joint effort of Streets, Parks and Engineering, the 2023 Executive budget includes a new Public Works Laborer (PWL) program. These full-time, career-oriented positions will be housed in Streets, but will perform work for both Parks and Streets & Urban Forestry including work formerly done by Engineering, seasonal laborers, and contractors. PWL's will not only be full time but have access to full City benefits, low barrier to entry (similar to seasonal laborer requirements) and provide meaningful work to various Public Works agencies. After one year of service and optional attainment of a CDL, they will meet minimum qualifications for a number of positions in Public Works agencies. The flexibility of these staff to move from agency to agency will benefit them, as they gain valuable and varied work experience and exposure to hiring managers while benefits to the City include having full time dedicated staff who will flow where the work is regardless of agency. Unlike traditional seasonal laborers hired into agency silo's these positions are recruited, hired and trained once and perform numerous tasks across public works agencies and will grow to provide a pool of diverse and experienced staff ready to move into higher paid and more responsible positions in the City. These employees will plant trees,

landscape and mow medians, remove snow and ice from alleys, carriage lanes, sidewalks, bus stops, parking lots and bike paths. Further they can assist in maintenance of cross country ski trails and ice rinks, work the public drop off sites and have opportunities to train for higher level positions. Two Leadworkers included in the program will move with the PWL's providing consistent leadership and coaching, ensuring work standards and expectations are being met and provide on task training in use of equipment and safety procedures.

In order to fully implement the program, classifications need to be created within the City's classification plan and then placed in the salary schedule.

Regarding the Public Works Laborer positions, I recommend creating a new classification of Public Works Laborer in CG15, and placing this classification in Range 2. This is the lowest salary range in CG15 and the only range that does not require a CDL as part of the minimum requirements. In addition, step 5 of CG15, R02 is \$52,787, which compares favorably with the Parks Worker classification in CG16, R04, or \$50,210. The Parks Worker is an appropriate comparison because when that classification was created a number of years ago, it was done with a similar intent—to create a classification with no minimum qualifications to allow for the replacement of seasonal positions and offer year-round employment with benefits to help with recruitment and retention. The main difference with the Parks Worker and these new positions is that the new Public Works Laborer may be working in multiple agencies and will be expected to perform snow plowing in the public right-of way. Although the Parks Worker does some plowing, it is not in public right of way areas. This justifies the higher salary for the Public Works Laborer positions. Upon creation of the classification, the 10 new positions in the 2023 Streets Division budget should be recreated within the new classification and salary range.

Regarding the leadworker positions, I recommend creating a new classification of Streets Operations Leadworker in CG15, R09. The Leadworkers are expected to have the same qualifications as a Street Machine Operator 3 (CG15, R07), especially to operate plowing equipment and perform plowing in the winter. The Leadworkers will have the same expectation as a Street Machine Operator 3 to respond to a minimum amount of call-ins during the winter. However, the Leadworkers will also be overseeing the Public Works Laborers. One Leadworker will move with the Public Works Laborers to the Parks Division in summer and the other will provide consistent leadership to the Laborers who remain in the Streets Division. The Leadworkers will take turn moving during the summer so that both get the experience of the full range of work over time. Because the Public Works Laborers will be performing a wide variety of tasks that overlap the supervisory responsibilities of the Streets Public Works Forepersons and Supervisors, having a dedicated Leadworker will provide consistent leadership for the Laborers and make approval of timesheets and assignment of work easier. The Leadworkers will not be expected to perform disciplinary or other supervisory related tasks.

Because this classification will have more responsibility than a Street Machine Operator 3, it is appropriate that it is placed in a higher range. The Engineering Operations Leadworker 2 is also in CG15, R09 but has specific technical responsibility for overseeing projects within the Engineering Division. A more direct comparison is the Parks Operations Leadworker, in CG16, R14. Their work is described as:

...highly responsible lead work involving Parks maintenance and related activities. The work involves **overseeing the activities of employees and crews performing a variety of public works maintenance, repair and/or special event functions.** The work is characterized by **direct responsibility and accountability for planning, coordinating and completing projects and assignments** and by the frequent need to apply **independent judgment and discretion in situations where supervisory input is not readily available.** Work at this level differs from that of lower level leadworkers in that **the reporting relationship is normally to a higher level supervisor** (i.e., Parks General Supervisor or equivalent) or to a supervisor on a different shift; **the range of activities for which the position is responsible is broader; and/or the work involves additional administrative functions** such as the responsibility for the operations and maintenance of a separate facility (e.g., the Summit maintenance complex).

Similar to the Parks Operations Leadworker, the Streets Operations Leadworker will be reporting directly to a higher-level supervisor, the Streets Operations Leadworker will be overseeing a wide range of activities performed by the Public Works Laborers, and as the first line of contact, will be expected to independently respond to a wide variety of situations. Step 5 of the Parks Operations Leadworker in CG16, R14 is \$67,235, and Step 5 of the proposed CG15, R09 is \$67,249. As a result, it is appropriate to place the new classification of Streets Operations Leadworker in CG15, R09, consistent with the Parks Operations Leadworker. Two of the new positions identified as Public Works Leadworker in the Streets Operating Budget should then be recreated into the new classification and salary range.

The necessary resolutions have been prepared to implement these recommendations.

Editor's Note:

Compensation Group/Range	2023 Annual Minimum (Step 1)	2023 Annual Maximum (Step 5)	2023 Annual Maximum (+12% longevity)
15/02	\$41,939.04	\$52,787.80	\$59,122.44
16/04	\$45,399.64	\$50,210.68	\$56,235.92
15/09	\$57,544.76	\$67,249.26	\$75,319.14
16/14	\$59,732.14	\$67,235.48	\$75,303.80

cc: Charlie Romines, Streets Superintendent
 Jeff Blicharz, Local 236 Representative
 Victoria Larson, Interim Employee & Labor Relations Manager