COALITION OF GREATER MN CITIES

Public Sector Labor Negotiations and Workforce Cost-Cutting in a COVID-19 Economy

June 9, 2020

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Topics

- **Updates**
  - Minnesota update
  - Federal update
  - Finances and Economy
  - COVID-19 update
- **Survey**
- **Foundation: Labor Contracts and Personnel Policies**
- **Wages**
- **Specialty or Premium Pay**
- **Fringe Benefits**
- **Furlough and Reduction of Hours**
- **Subcontracting and Hiring Freeze**
- **Layoff and Voluntary Separation Incentives**
- **Process**

Questions?

Please submit any questions via the “Chat” function

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Minnesota Update

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Governor Walz's Executive Order

- Executive Order 20-74 "Continuing to Safely Reopen Minnesota's Economy and Ensure Safe Non-Work Activities during the COVID-19 Peacetime Emergency"
  - Effective today, June 9, 2020 at 11:59 p.m.
  - "Continue to work from home whenever possible. Any worker who can work from home must do so."
  - Safe work protections noted in E.O. 20-54 remain in full force and effect
    - All work must be conducted in a manner that adheres to Minnesota OSHA Standards and MDH and CDC Guidelines
  - Non-Critical Businesses choosing to open or remain open must establish and implement a COVID-19 Preparedness Plan which must be provided in writing to all workers and posted at all locations, or posted electronically if physical posting is impracticable
    - Template plan customized for public entities available here: https://greatermncities.org/blog/returning-non-critical-workers-to-work/
    - Employee-groups, areas of employer, and/or facilities should have more specific supplementary measures

See Executive Order 20-74 (E.O. 20-74), June 5, 2020.

Governor Walz's Executive Order

- Executive Order 20-74 "Continuing to Safely Reopen Minnesota's Economy and Ensure Safe Non-Work Activities during the COVID-19 Peacetime Emergency"
  - Beginning June 29, 2020, all Critical Businesses must also have developed and implemented a COVID-19 Preparedness Plan
  - Indoor and outdoor pools, gymnasiums, recreation centers, and other venues providing indoor and outdoor events may open to the general public only in accordance with industry guidance available on the Stay Safe Minnesota website (https://staysafe.mn.gov)
  - Remote meetings strongly encouraged whenever possible as permitted by state or local authority
  - Masks and face coverings strongly encouraged
  - At-risk persons are strongly urged to stay at home or in their place of residence and follow the provisions of Executive Order 20-55

See Executive Order 20-74 (E.O. 20-74), June 5, 2020.

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State Budget Update

- Minnesota Management and Budget (MMB) released an updated budget projection for the current biennium, Fiscal Years 2020 and 2021 (July 1, 2019–June 30, 2020)
- State budget and economic outlook has significantly worsened since the coronavirus pandemic
  - Outlook will remain volatile for some time due to path of the pandemic and consumers', businesses', and governments' responses are uncertain

See May 2020 Interim Budget Projection, MMB (May 5, 2020).

State Budget Update

- Budget
  - $2.426 billion deficit projected for current biennium, which represents a change of almost $4 billion from the February 2020 forecast
    - Total general fund revenues expected to be $3.611 (7.4%) billion less than the February forecast, with spending expected to be $391 million higher
  - Not possible to accurately project state revenue and spending into the FY 2022-23 biennium
    - However, it is likely that the negative impact on the state budget in the next biennium will be significant

See May 2020 Interim Budget Projection, MMB (May 5, 2020).

State Special Session

- Special session with long agenda anticipated to begin on June 12, 2020
  - Governor Walz must convene the Legislature in order to extend his emergency powers related to the COVID-19 pandemic
  - A bonding bill and resolution of the federal CARES Act money are included in the list of issues that need to be resolved
    - The U.S. Treasury Department updated its guidance on local government distribution of CARES Act money, changing the way funding to local governments is calculated, and would allocate 45% or $841 million of Minnesota's total CARES Act funding to local governments
      - Based on previous guidance, the amount of funding for local government distribution was calculated to be $667 million

See CGMC in Brief, Coalition of Greater MN Cities (CGMC) (Jun. 4, 2020).

Labor Contract Settlements

- Last year, Governor Walz's administration and 11 labor unions representing approximately 47,000 state employees negotiated agreements providing most state employees with a 2.25% raise in July 2019, and another 2.5% raise in July 2020. However, the state legislature still needed to vote to approve the contracts, and it adjourned on Monday, May 18, 2020 without doing so.
  - The Minnesota House of Representatives voted to approve the contracts, including the 2.5% pay raise in July, while the Senate passed legislation postponing the raises until July 2021.
  - The disagreement emerged in response to the economic crisis caused by the COVID-19 pandemic, which wiped out the state's projected surplus.
- MMB Commissioner Myron Frans stated that following a legal review by the agency, it confirmed that although state law requires legislators approve the contracts, it does not give them authority to "unilaterally modify the agreements or plans." Commissioner Frans further noted that by voting to approve the contracts with raises, the Senate effectively approved them.

Torey Van Oot and Jessie Van Berkel, *Special session to pick up where the Minnesota Legislature left off*, Star Tribune (May 18, 2020); Torey Van Oot, *Minnesota Budget Agency sides with DFL in state worker raise dispute*, Star Tribune (May 21, 2020).

Federal Update

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Second Economic Stimulus Bill?

- Unemployment rate change likely determinant
- Potential items
  - Extension of some unemployment benefits
  - COVID-19 liability protection for employers
  - Aid to states and local governments
  - Payroll tax cut
  - Return to work cash bonus
  - Tax deductions
  - 2nd stimulus check uncertain
  - Hazard pay and more employee leaves unlikely

Another Stimulus Bill? Watch Unemployment, Forbes (June 8, 2020)

Federal Wage Increases

- In December of 2019, President Trump issued an Executive Order on Adjustments of Certain Rates of Pay for federal workers, including a 2.6% increase to basic pay and an average 0.5% increase in locality pay – for an average 3.1% pay increase for federal civilian employees
- Pay raises took effect the first full pay period of 2020

Pay and Benefits Watch, Government Executive (Dec. 26, 2019)

Finances and Economy

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Economic Update

- The National Bureau of Economic Research, which formally determines when a recession begins and ends, announced June 8, 2020, that a U.S. recession began in February 2020
  - Brought end to a record-long expansion lasting 128 months
- MMB Forecast Consultant
  - 5.4% decline in real GDP in 2020
  - Real GDP to reach pre-pandemic level in mid-2021
    - 6.3% real GDP growth forecasted for 2021

See Determination of the February 2020 Peak in US Economic Activity, Business Cycle Dating Committee of the National Bureau of Economic Research (Jun. 8, 2020); *see also, May 2020 Interim Budget Projection*, MMB (May 5, 2020).

Economic Update

- The U.S. Bureau of Labor Statistics reported on June 5, 2020 that U.S. unemployment rate declined by 1.4 percentage points to 13.3% and 2.5 million jobs gained in May 2020
  - Biggest one-month job gain in U.S. recorded history
  - Employers began reopening and rehiring laid off workers
  - But, 19.6 million fewer employed than last year and there was a major "error" indicating that the unemployment rate likely should be much higher
- Over 30 million people in the U.S. have applied for unemployment benefits since mid-March
  - Over 758,000 Minnesotans have applied for benefits since mid-March
- State consultant forecasts the U.S. to regain full employment at some point in 2024

Employment Situation Summary, U.S. Bureau of Labor Statistics (Jun. 5, 2020); Unemployment Insurance Statistics, MN DEED

Local Government

- Moody's Investors Service released a US local government outlook stating its outlook is changing to negative from stable as its "expectation of the duration and intensity of the coronavirus impact on the economic downturn grows in severity."
  - Actions taken by state government will likely impact the duration and severity of local governments' budget pressures

- The outlook emphasized the local government sector will face challenges for the remainder of 2020 and continuing into 2021 as the economy recovers because trends in property taxes – local governments' primary revenue source – lag changes in economic activity.
  - Sales and income tax revenue are a significant source of revenue for some local governments, and such revenue has already declined sharply due to the rise in unemployment and reduced consumer spending
  - Economic fallout related to COVID-19 is also threatening local governments' ability to afford higher pension costs in the years to come

See Moody's Investors Service, Outlook: Local Government – US (May 4, 2020).

Government Jobs

- Federal, state, and local governments have shed over 1.5 million jobs since March as they deal with the financial fallout from the COVID-19 pandemic
  - Number of government employees is at its lowest level since 2001, and most cuts are at the local level
  - Several states are projecting tax revenue will be down 20% or more for the fiscal year starting next month

See Government Job Losses Are Piling Up, and It Could Get Worse, Associated Press (June 6, 2020).

Government Jobs

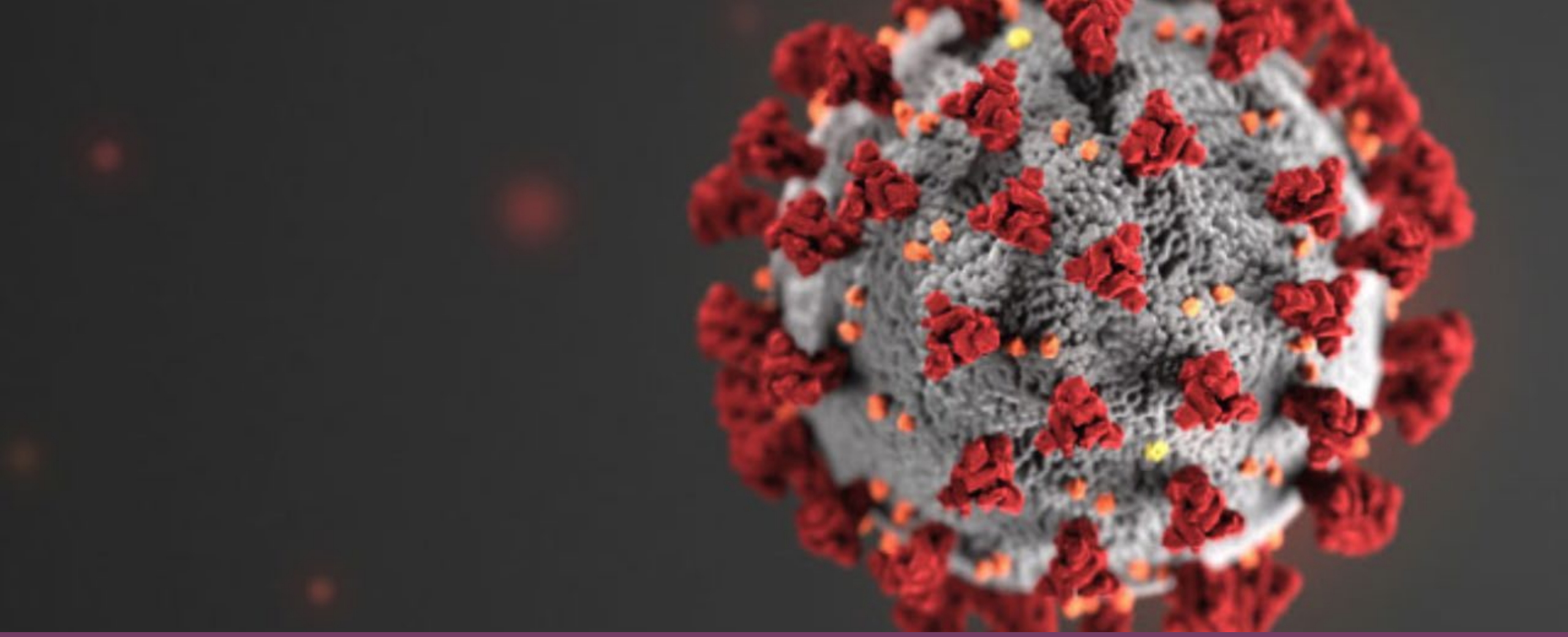
- April's state and local government job losses were larger than the entirety of cuts in the Great Recession
  - April jobs report showed that nearly 981,000 state and local public-sector jobs had already been lost
- Cautionary tale from the Great Recession
  - Slow pace of economic recovery was attributed, in part, to cuts to public spending
  - For every dollar spent by state and local governments, more than half of the resulting economic activity occurs in the private sector
  - Large cuts to the public sector went hand-in-hand with slower private-sector job growth
    - The more a state cut their state and local public-sector workforce, the fewer private-sector jobs they tended to add in the first six years of the recovery

See David Cooper, *Without federal aid, many state and local governments could make the same budget cuts that hampered the last economic recovery*, Economic Policy Institute (May 27, 2020).

Questions for Participants

What is your unit of government's projected revenue decline in calendar year 2020?

- 0% or increase
- .01% - 5%
- 5+% - 10%
- 10%+



COVID-19 Update

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State and National Overview

- As of June 8, Minnesota had 28,224 cases of COVID-19 confirmed by testing
  - Number of completed COVID-19 tests in MN exceeded 10,000 for the fifth consecutive day on Monday, June 8
  - Numbers of people hospitalized and in ICUs continued to fall
  - MDH added note regarding current week data may be incomplete "due to the need to confirm reports and reporting delays"
    - Difficult to characterize case pattern as either increasing or decreasing based on current positive case numbers
- As of June 8, total U.S. cases totaled 1,938,823 with 110,375 deaths
  - Last week's national ensemble forecast updated by the CDC suggested that the number of newly-reported COVID-19 deaths per week will continue to decline

See Situation Update for Coronavirus Disease 2019 (COVID-19), Minnesota Department of Health; see also, CDC COVID Data Tracker, Centers for Disease Control and Prevention (CDC).

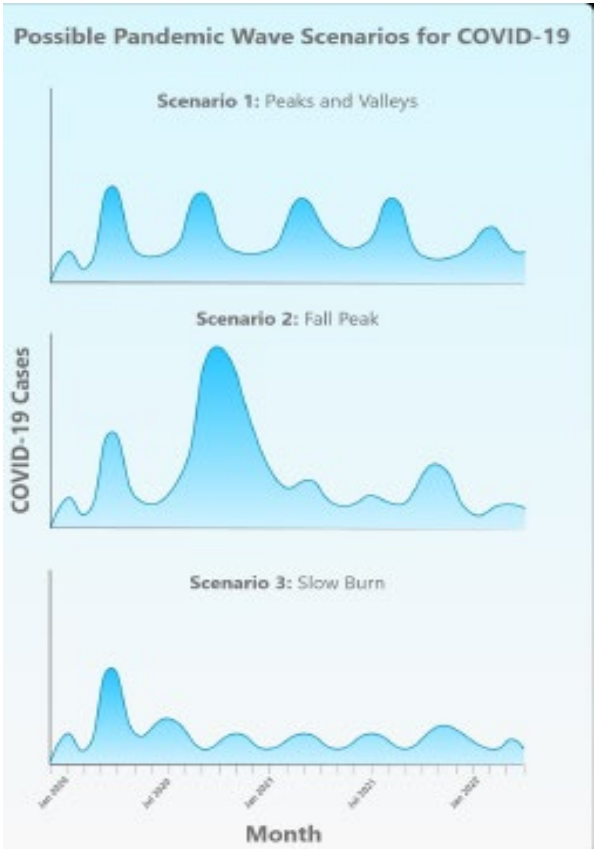
COVID-19 Projections

- Based on most recent flu pandemics, this outbreak will likely last 18 to 24 months
  - Taking into consideration the longer average incubation period and higher asymptomatic fraction for COVID-19
- Likely won't be halted until 60% to 70% of the population is immune
  - Critical threshold of herd immunity
- Depending on control measures and other factors, cases may come in waves of different heights and in different intervals

COVID-19: The CIDRAP Viewpoint, Center for Infectious Disease Research and Policy (CIDRAP)(Apr. 30, 2020).

COVID-19 Projections

- Centers for Infectious Disease Research and Policy presented three possible scenarios
  - Wave occurrences may vary geographically and depend on what mitigation measures are in place and how they are eased
- Scenario 1: Current first wave of COVID-19 is followed by a series of repetitive smaller waves that occur through the summer and then consistently over a 1-to 2-year period
- Scenario 2: First wave is followed by a larger wave in the fall or winter of 2020 and one or more smaller subsequent waves in 2021
- Scenario 3: First wave is followed by a "slow burn" of ongoing transmission and case occurrence, but without a clear wave pattern



CGMC Labor and Employment Wage and Cost-Cutting Survey

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Labor and Employment Wage and Cost-Cutting Survey

- Survey submitted state-wide asking, generally, what public employers are planning for wage settlements and benefits and other cost-cutting measures across their workforce
- Will be used in discussing specific topics, including:
  - Wages
  - Specialty or premium pay
  - Fringe benefits
  - Furlough and reduction amount of hours
  - Subcontracting and hiring freeze
  - Layoff and voluntary separation incentives

Foundation: Labor Contracts and Personnel Policies

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Contract Language

- Language examples to be used throughout presentation
  - Use for determining:
    1. Implementing changes
       - During effective dates of labor contract
         - Under PELRA, "[d]uring the period after contract expiration and prior to the date when the right to strike matures, and for additional time if the parties agree, the terms of an existing contract shall continue in effect and shall be enforceable upon both parties."
       - "Impasse" in negotiations
         - Only for nonessential employees when:
           i. Right to strike mature
           ii. Implement final offer

See Minn. Stat. §§ 179A.18 and .20.

Contract Language

- Use for determining, cont'd.
  2. Negotiating or changing
     - Language: changes for modified or new contract
       - Difficult to get: union agreement or interest arbitrator awarding
       - Need "compelling reason"
       - Clarify intent in writing if proposing language on inherent management right as can be construed as waiver of right to exercise it if language rejected
     - Economics: wage and fringe benefits
       - Interest arbitrators consider during recession:
         i. Internal pattern
         ii. Ability to pay
         iii. External standing
         iv. Economic conditions
         v. Pay equity issues
         vi. Recruitment and retention
         vii. Workload issues

Contract Language

- Use for determining, cont'd.
  3. Options to consider if other options are not practical or limited by or contrary to labor contract

- The "good," the "bad," (and the ugly)
- Arise from labor contract grievance and interest arbitration awards – many from Great Recession era
  - Most publicly accessible way to access awards is through BMS at https://mn.gov/bms/arbitration/awards/

Good (Generally)

- "Less is better"
  - Get personnel policies, compensation and benefit documents updated for employer-wide preferred components of employment
  - End "costly" past practices
- Employer authority
  - Specific subjects
  - To establish, modify, or eliminate items not addressed specifically in labor contract
  - Force majeure: unanticipated and uncontrollable circumstances
- Zipper: labor contract includes all items agreed to
- Waiver: parties waive right to meet and negotiate over items not specified in labor contract

Bad (Generally)

- “More is worse”
- Specific requirement to meet and negotiate items not specified in labor agreement
- Lack of specific timeframes (e.g., dates and years) for economic items

Questions for Participants

Do you intend to propose substantive contract language changes for 2021?

- Yes
- No

Wages

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Survey Findings

- Wage Changes
  - General, across-the-board wage increase to wage structure

Pre-Survey Data Says:
Wage Changes before March 1, 2020

Year	Greater Minnesota (GM)	7-county Twin Cities Metropolitan Area (TCMA)	GM and TCMA Total Averages	GM and TCMA Total Range
2020				
	2.87%	3.04%	3.00%	2.00%-10.00%
2021				
	2.84%	3.05%	2.99%	0.00%-5.00%
2022				
	2.70%	2.67%	2.80%	0.00%-5.00%

Survey Says: 2021 Wage Changes

Settled/agreed before March 1, 2020	Settled/agreed March 1, 2020 or later	Intend to provide, but not yet settled/agreed	Total Average	Before and Post March 1, 2020 % Diff.
2.80%	2.25%	1.30%	2.10%	-0.55%

Survey Says: 2022 Wage Changes

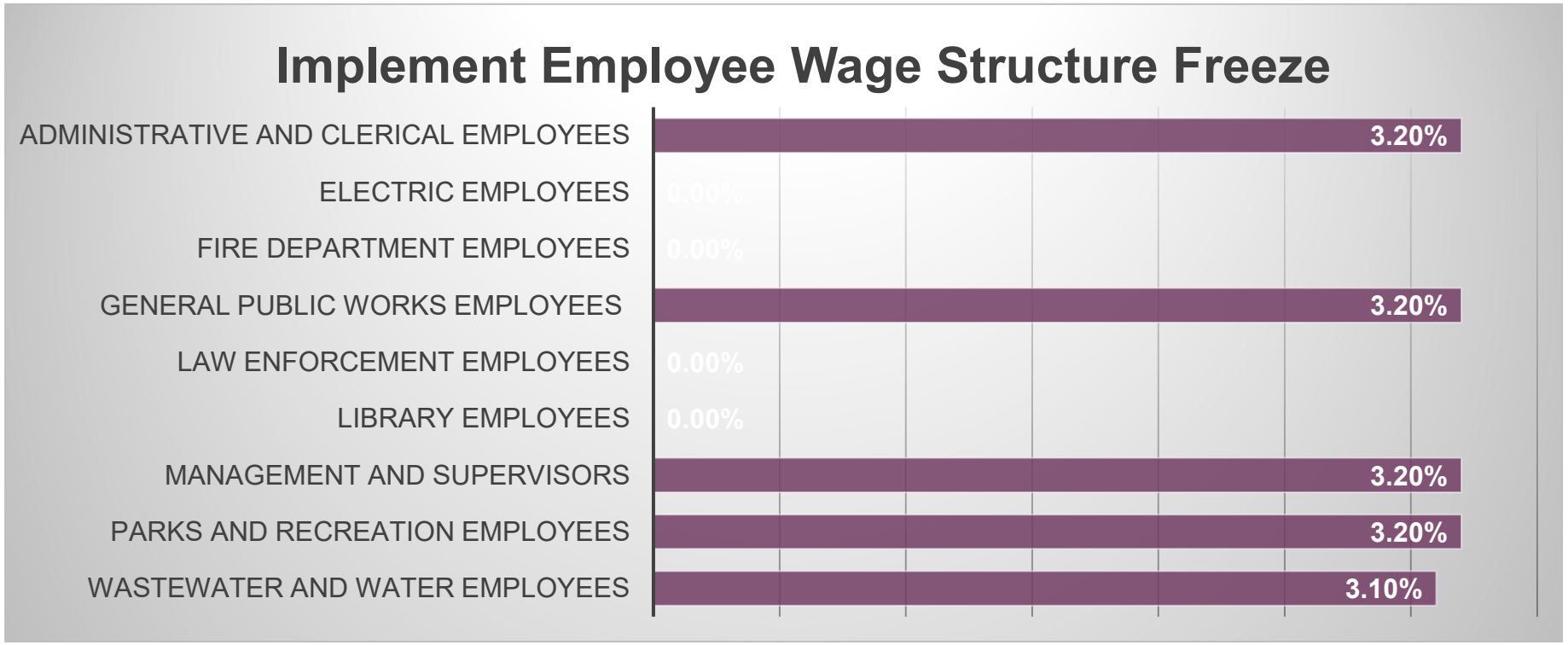
Settled/agreed before March 1, 2020	Settled/agreed March 1, 2020 or later	Intend to provide, but not yet settled/agreed	Total Average	Before and Post March 1, 2020 % Diff.
2.75%	2.25%	1.38%	1.90%	-0.50%

Survey Says: 2023 Wage Changes

Settled/agreed before March 1, 2020	Settled/agreed March 1, 2020 or later	Intend to provide, but not yet settled/agreed	Total Average	Before and Post March 1, 2020 % Diff.
-	-	1.21%	1.21%	-

Survey Findings

- Wage structure freeze 2020



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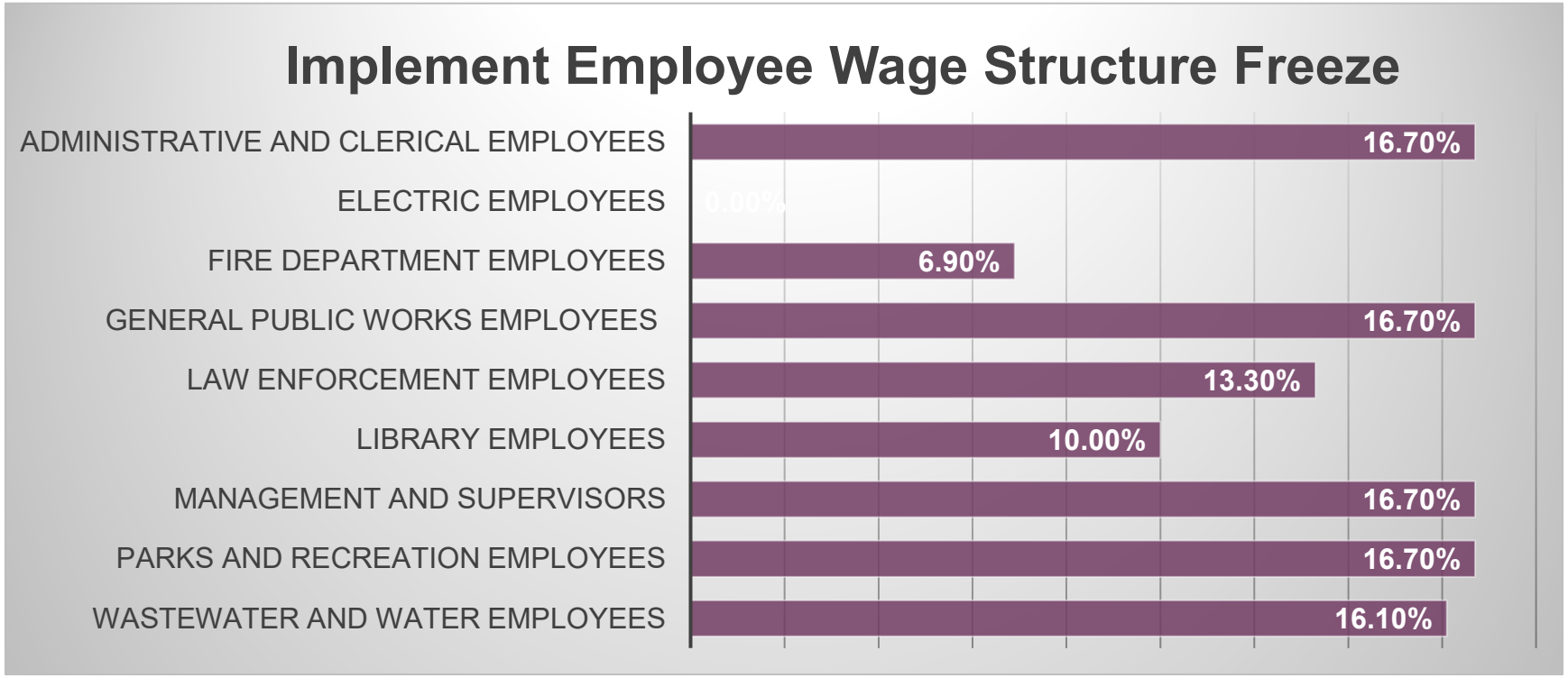
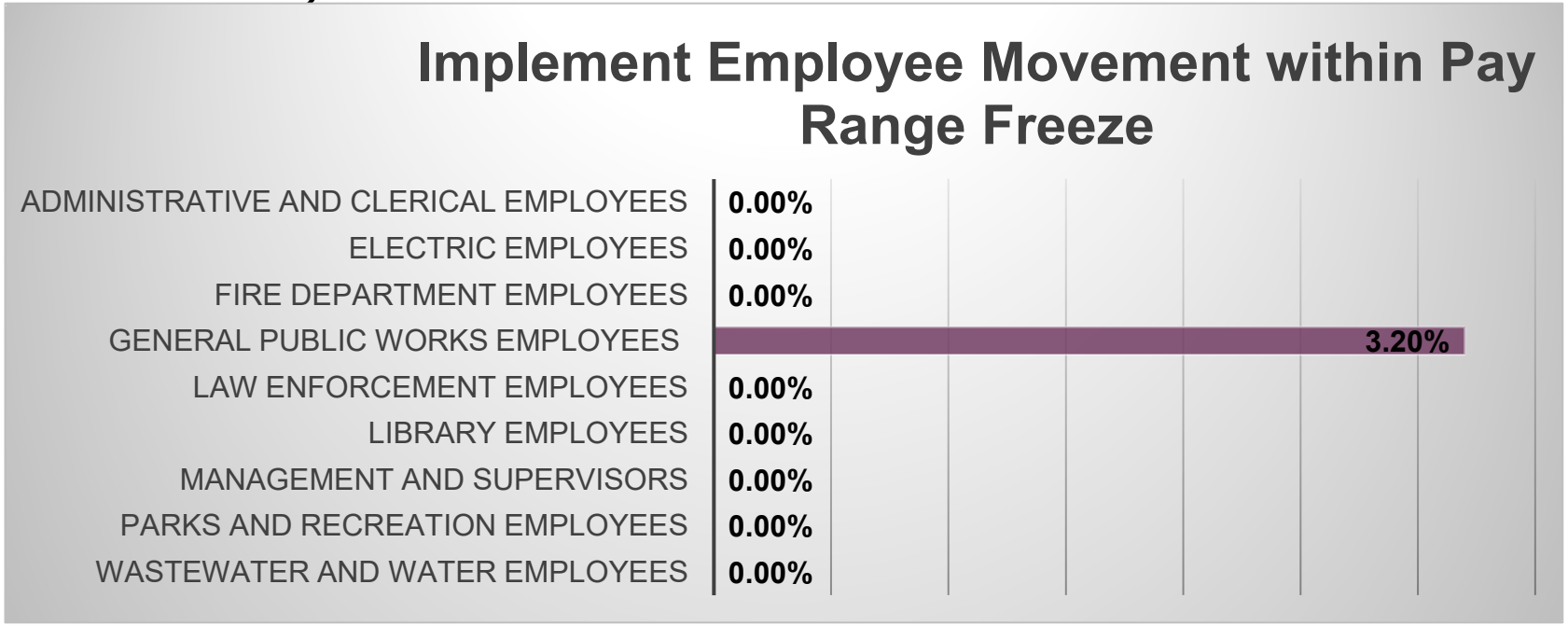
Survey Findings

- Wage structure freeze 2021



Survey Findings

- Wage movement freeze for employees within pay range (e.g., steps, length of service) in 2020



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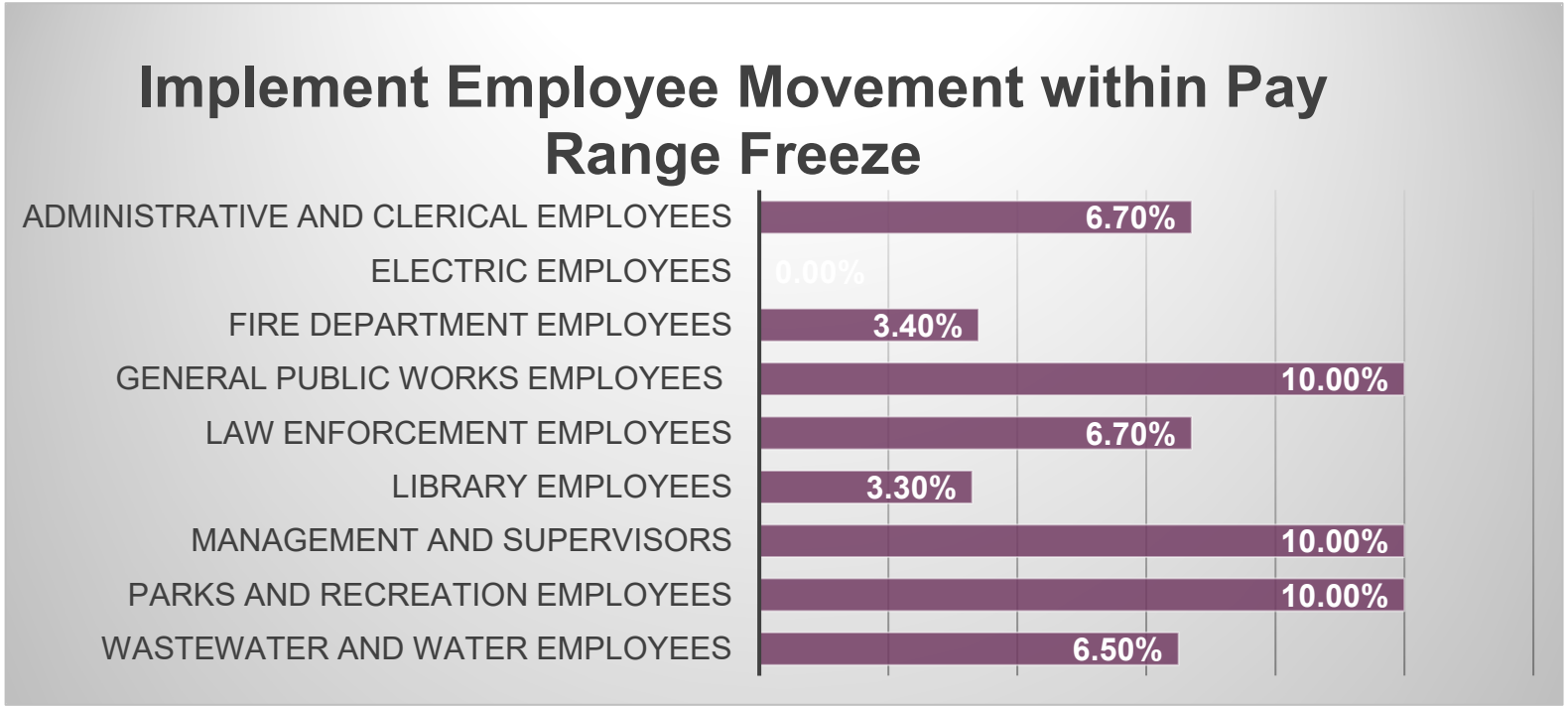
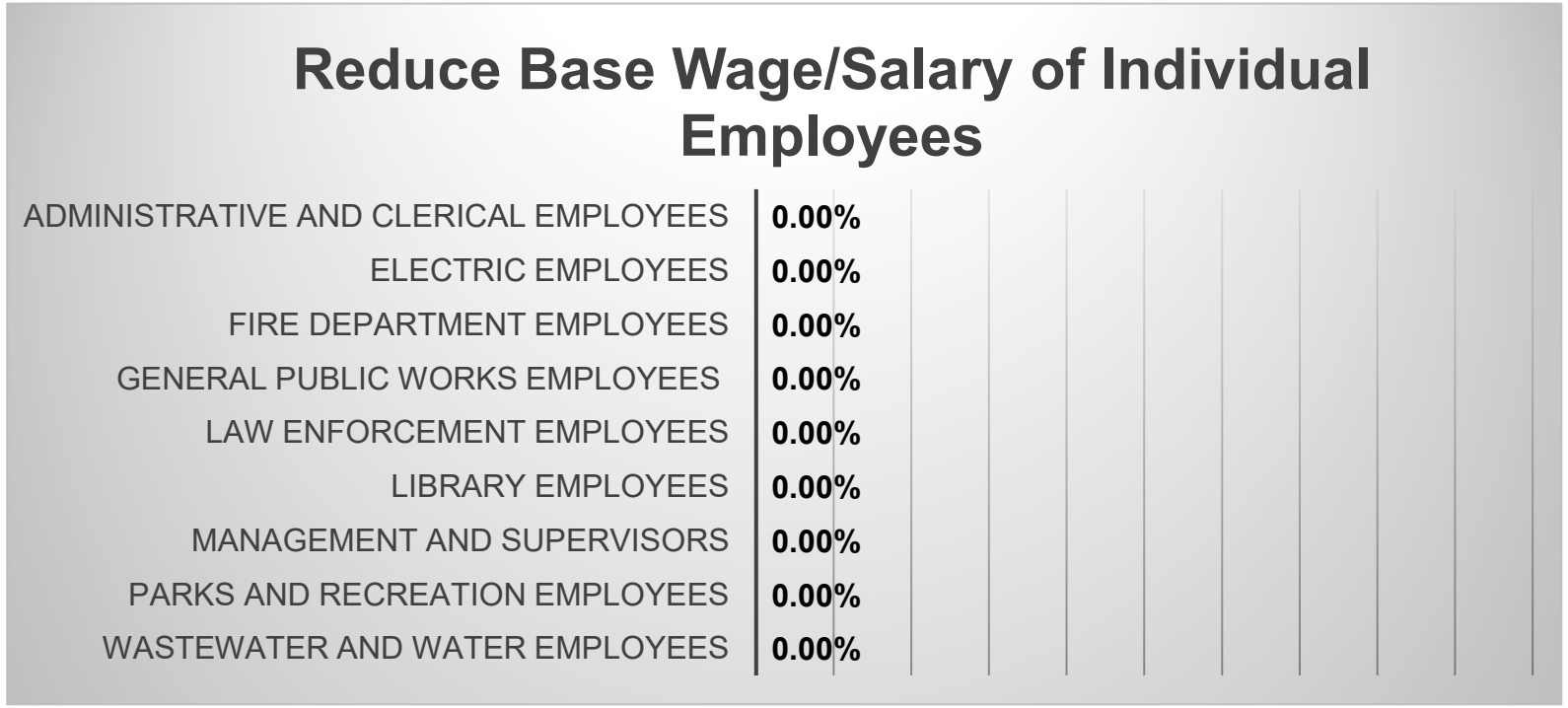


Survey Findings

- Reduce base wage/salary in 2020



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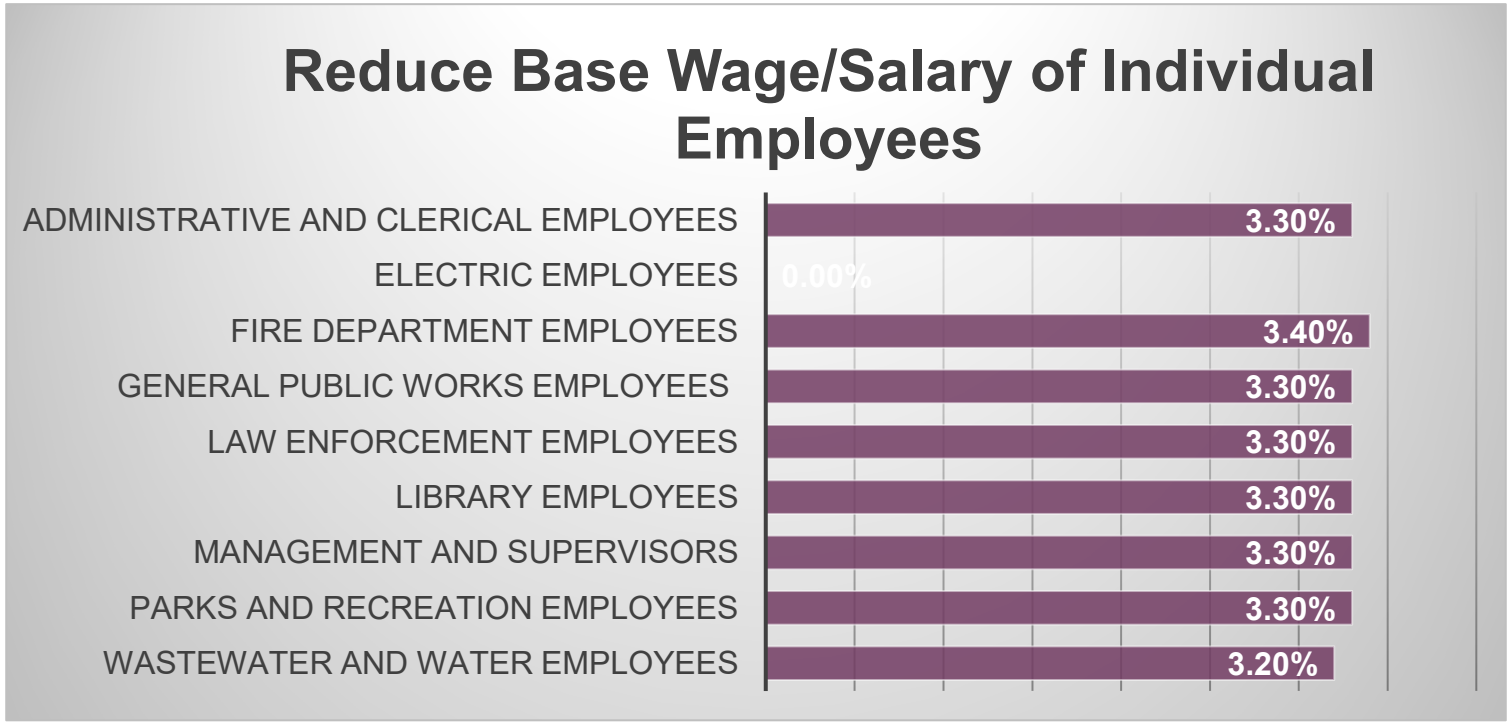

Other

- No performance, merit, or incentive pay

“Good” Contract Language

- Pay based on employer-wide base pay structure/plan/schedule
- No specific components of base pay included (e.g. amounts, % increase, step amounts or %s)
- Calendar year-specific language for pay, schedule, or movement
  - No movement after calendar year

“Bad” Contract Language

- Specify
  - Pay amounts
  - Step or other movement timeframes and amounts
  - % increases
- Lack of specific timeframes

Specialty or Premium Pay

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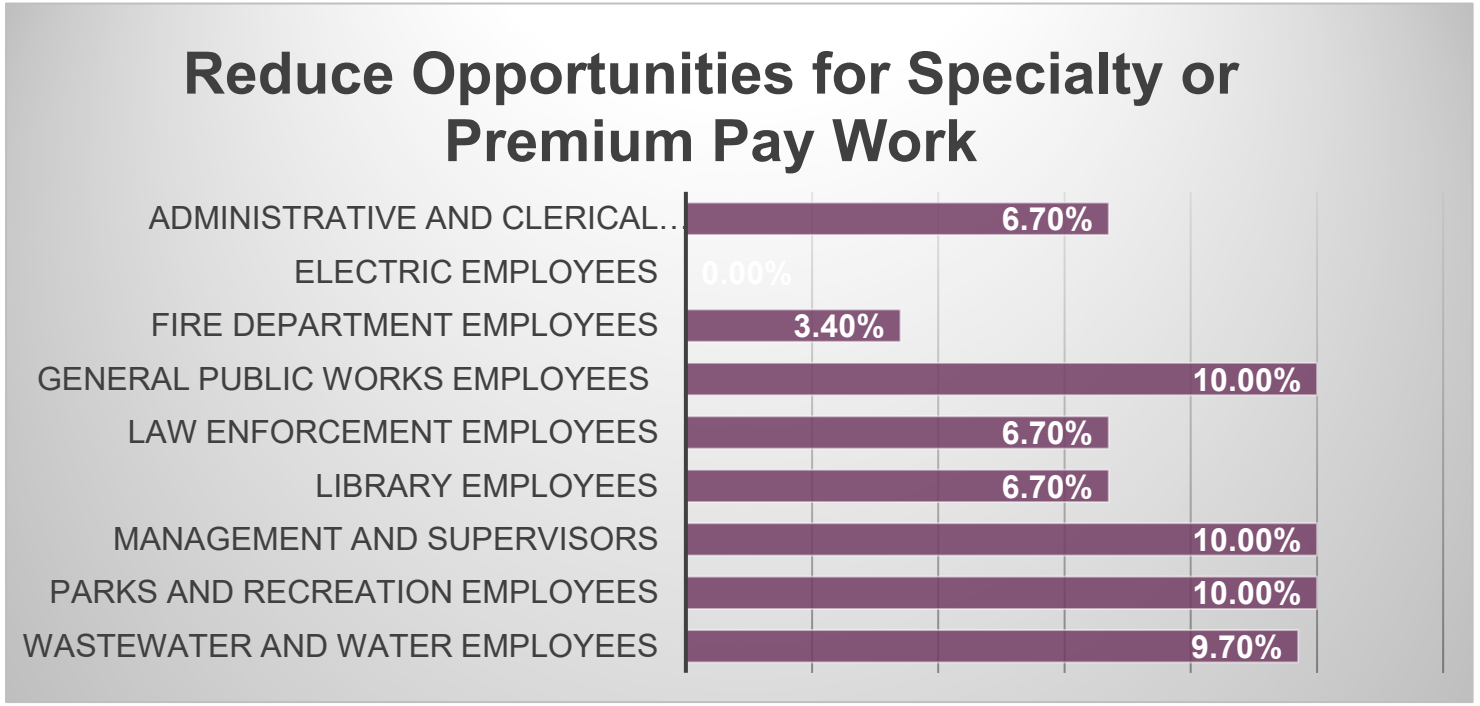
Survey Findings

- Reduce opportunities for specialty or premium pay work in 2020

COALITION OF GREATER MN CITIES

Survey Findings

- Reduce opportunities for specialty or premium pay work in 2021



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Contract Language

- "Good" contract language
  - Employer authority to schedule and assign work and hours
    - But, work with supervisor to effectively manage and administer
- "Bad" contract language
  - Any such work must be performed by bargaining unit employees

Fringe Benefits

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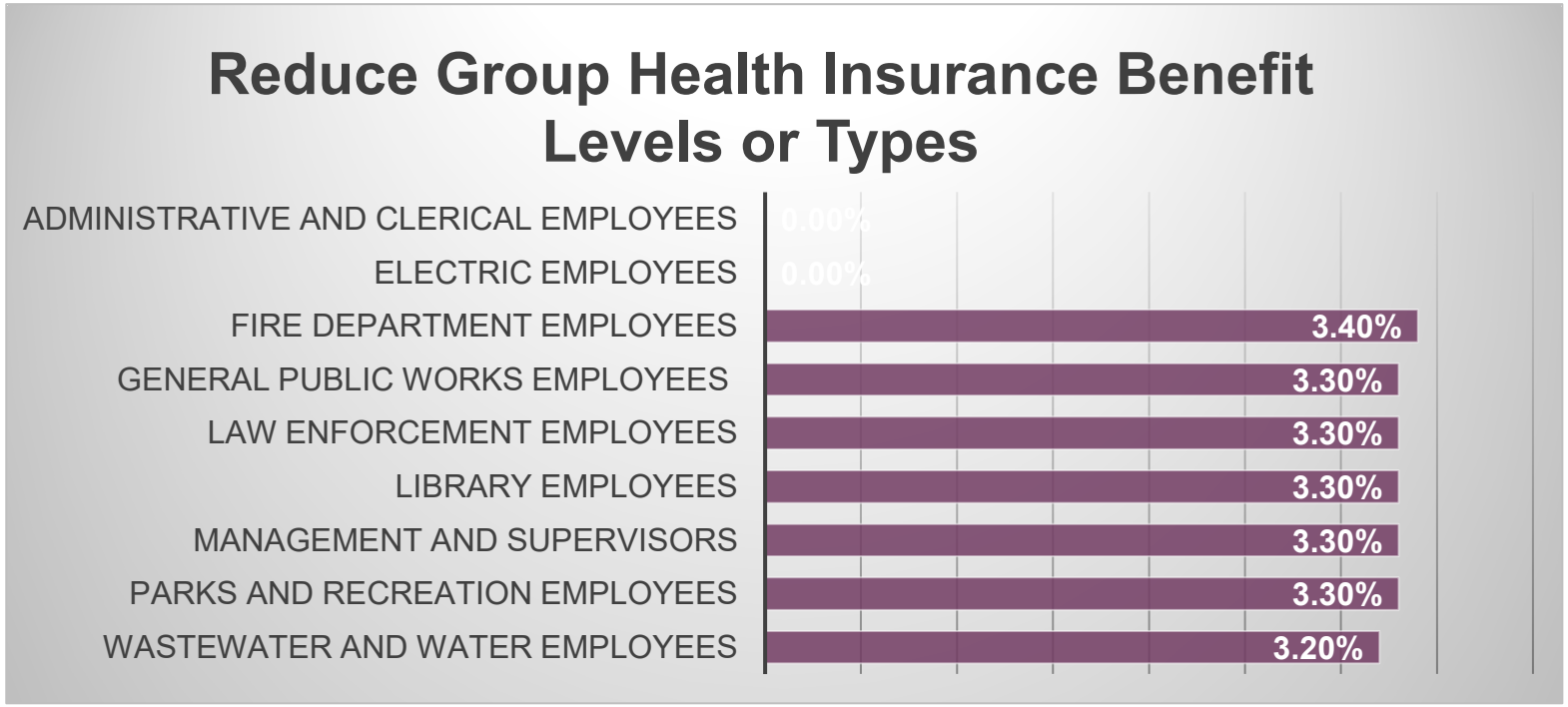
Survey Findings

- Reduce group health insurance benefit levels or types in 2020

Survey Findings

- Reduce group health insurance benefit levels or types in 2021

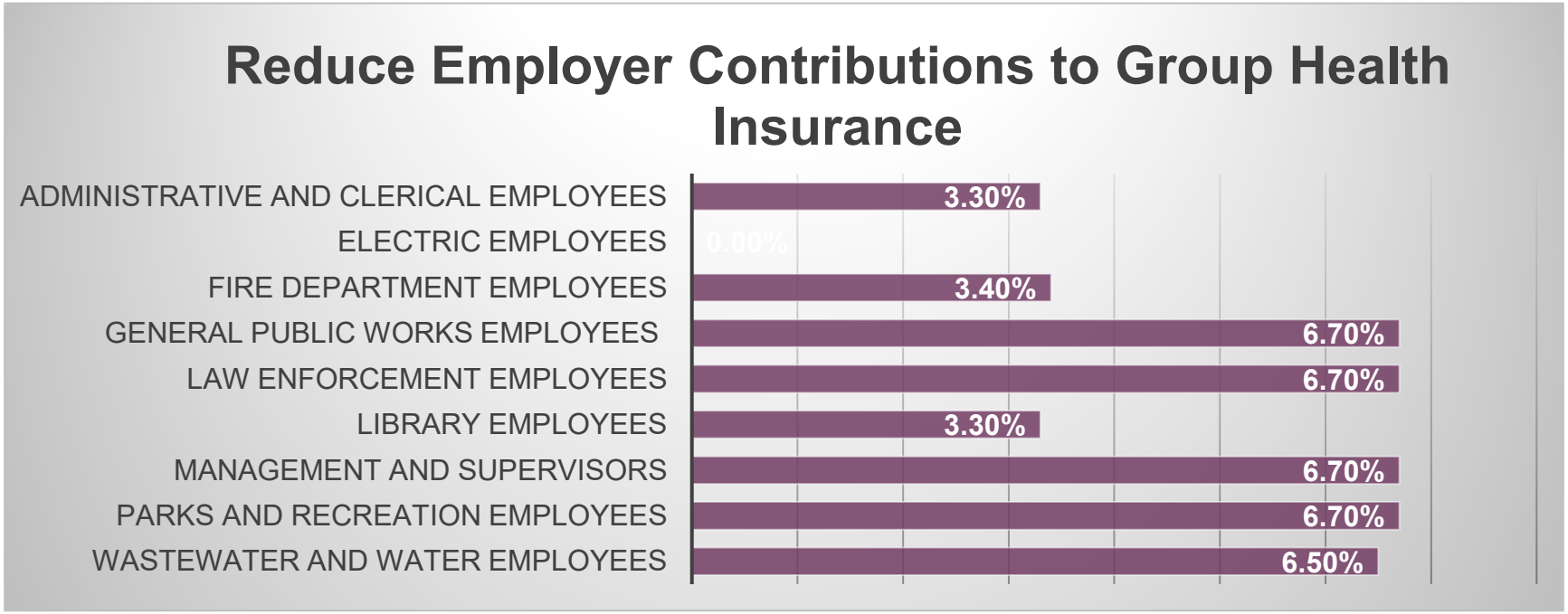


Survey Findings

- Reduce employer contributions to group health insurance in 2020

Survey Findings

- Reduce employer contributions to group health insurance in 2021



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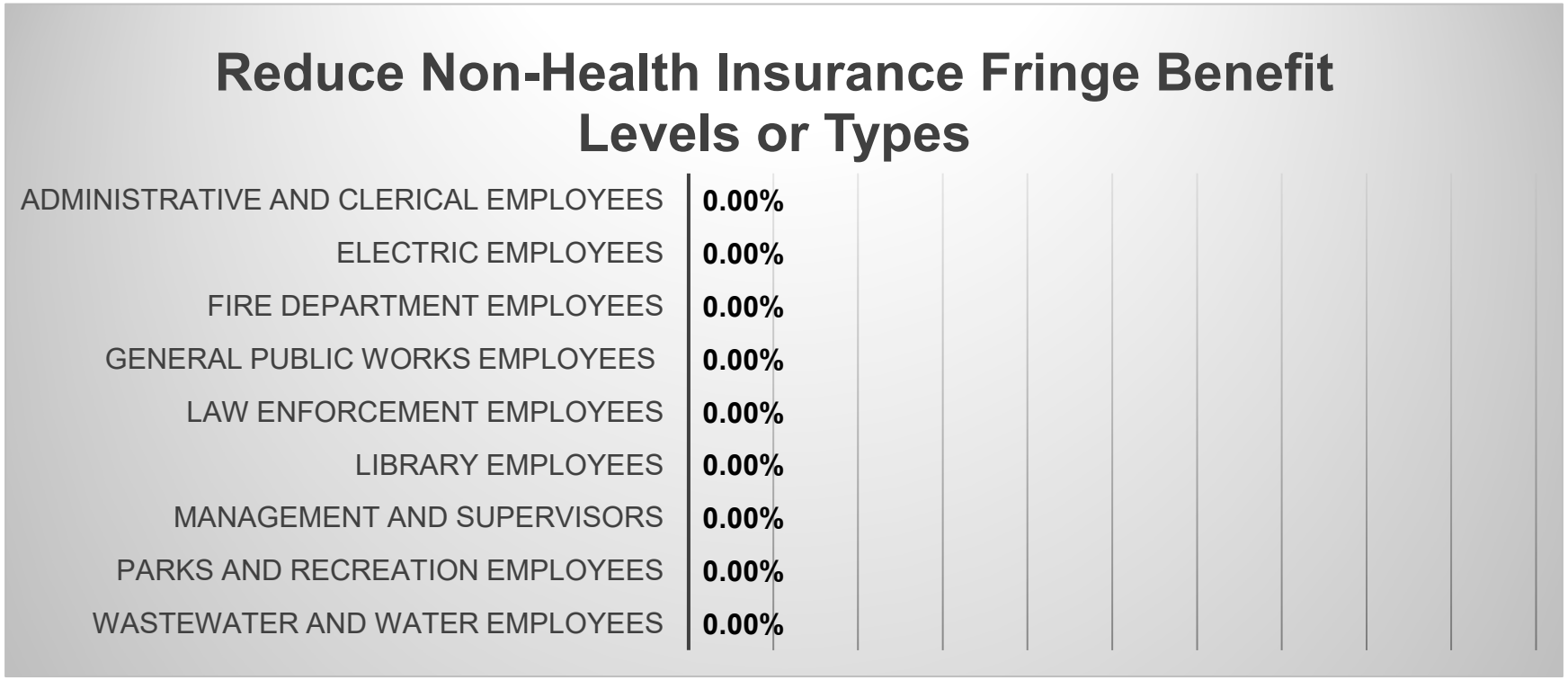
Survey Findings

- Reduce non-health insurance fringe benefit levels or types in 2020



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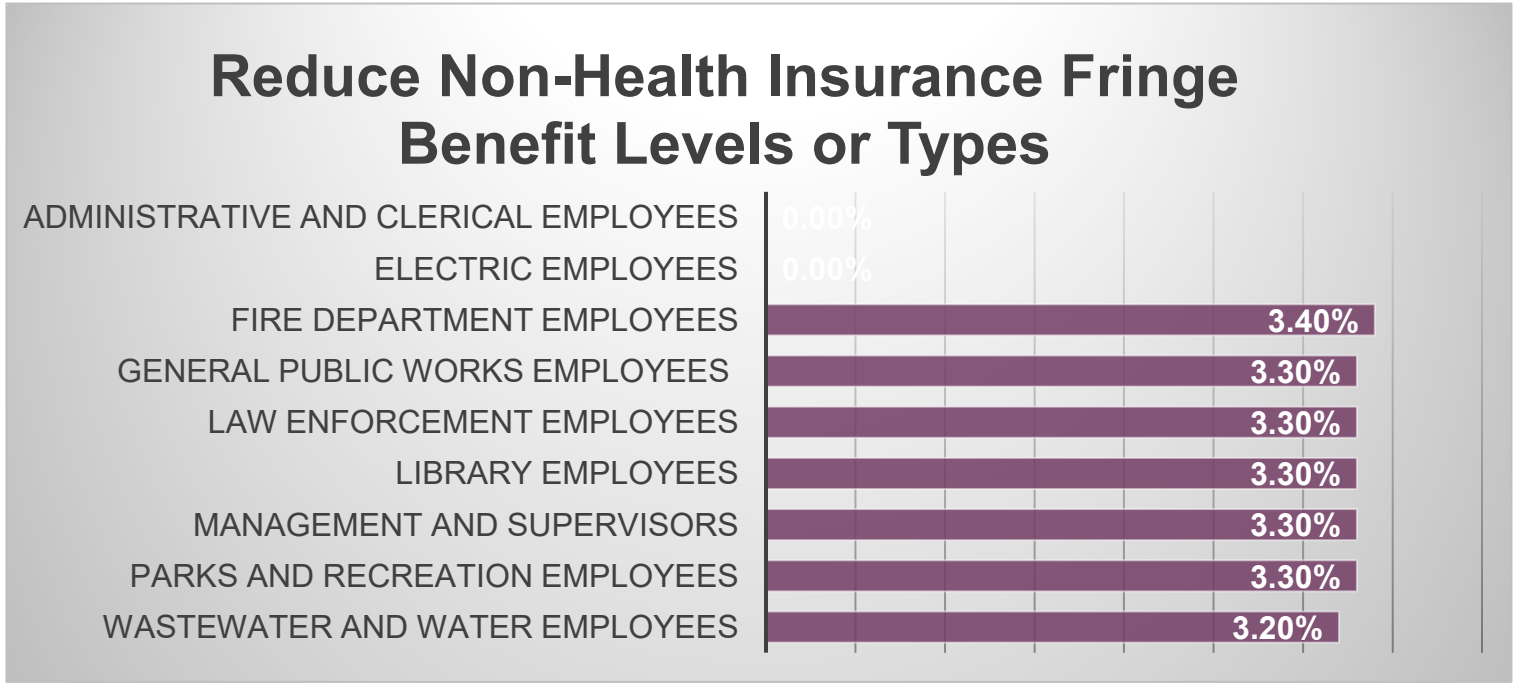
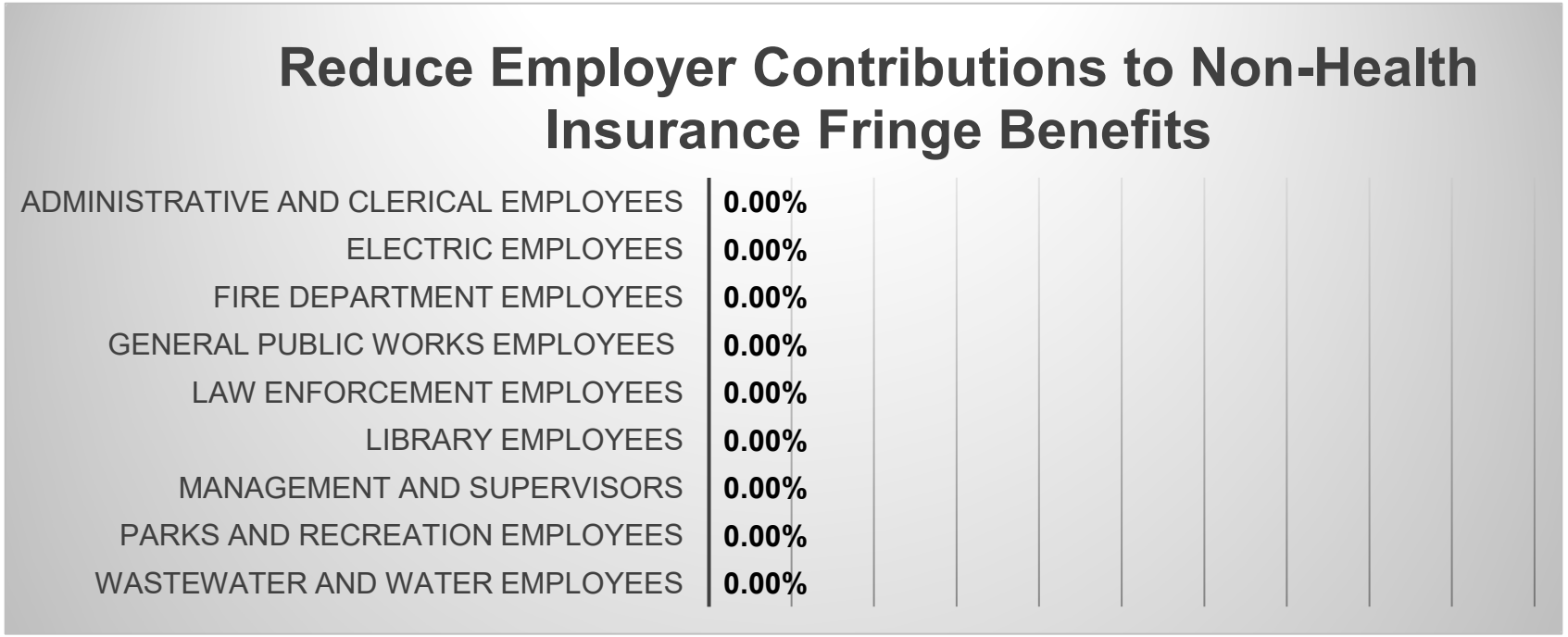


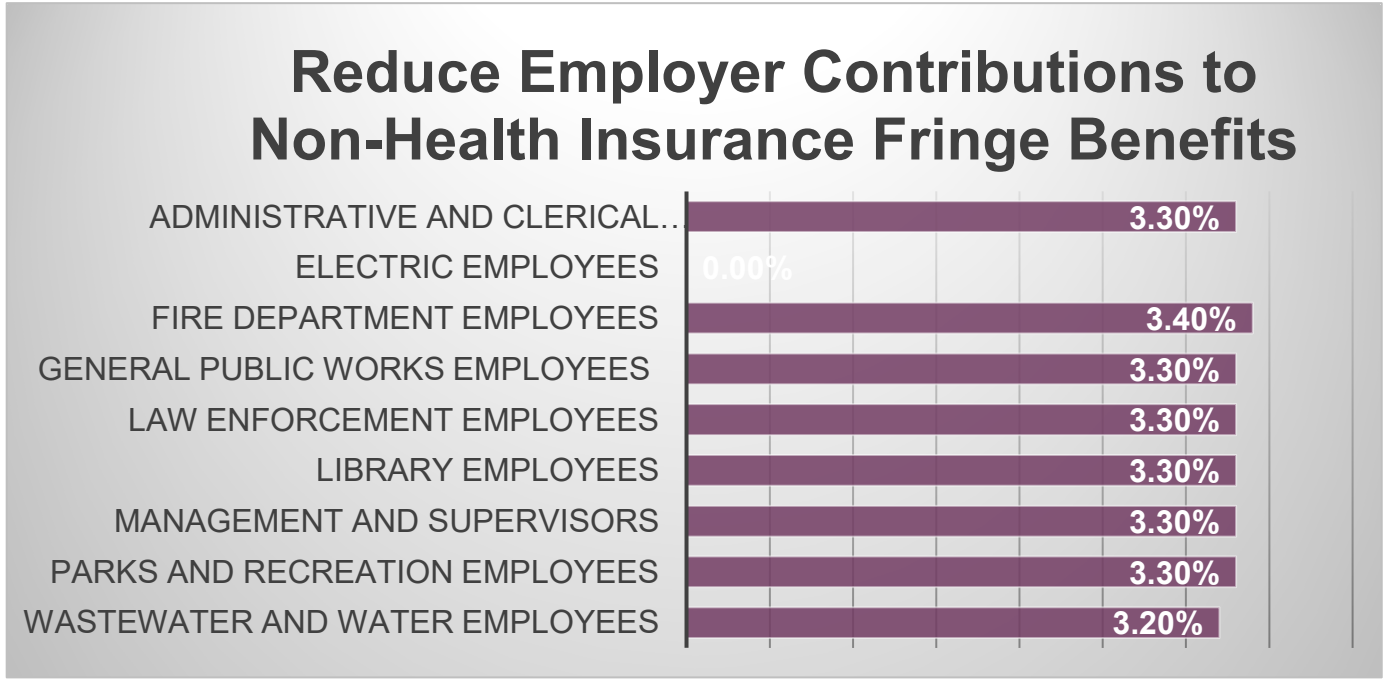
Survey Findings

- Reduce employer contributions to non-health insurance fringe benefits in 2020



Survey Findings

- Reduce employer contributions to non-health insurance fringe benefits in 2021



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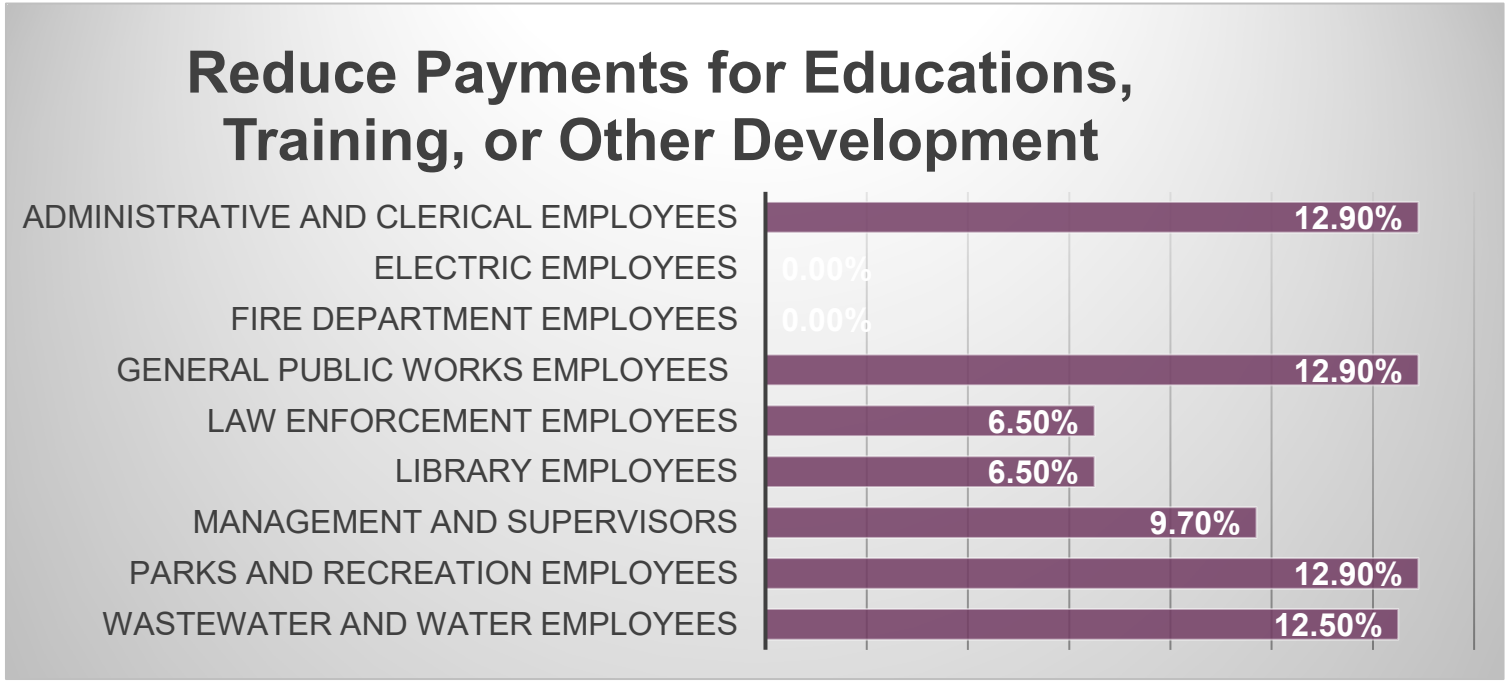
Survey Findings

- Reduce payments for education, training, or other professional development in 2020



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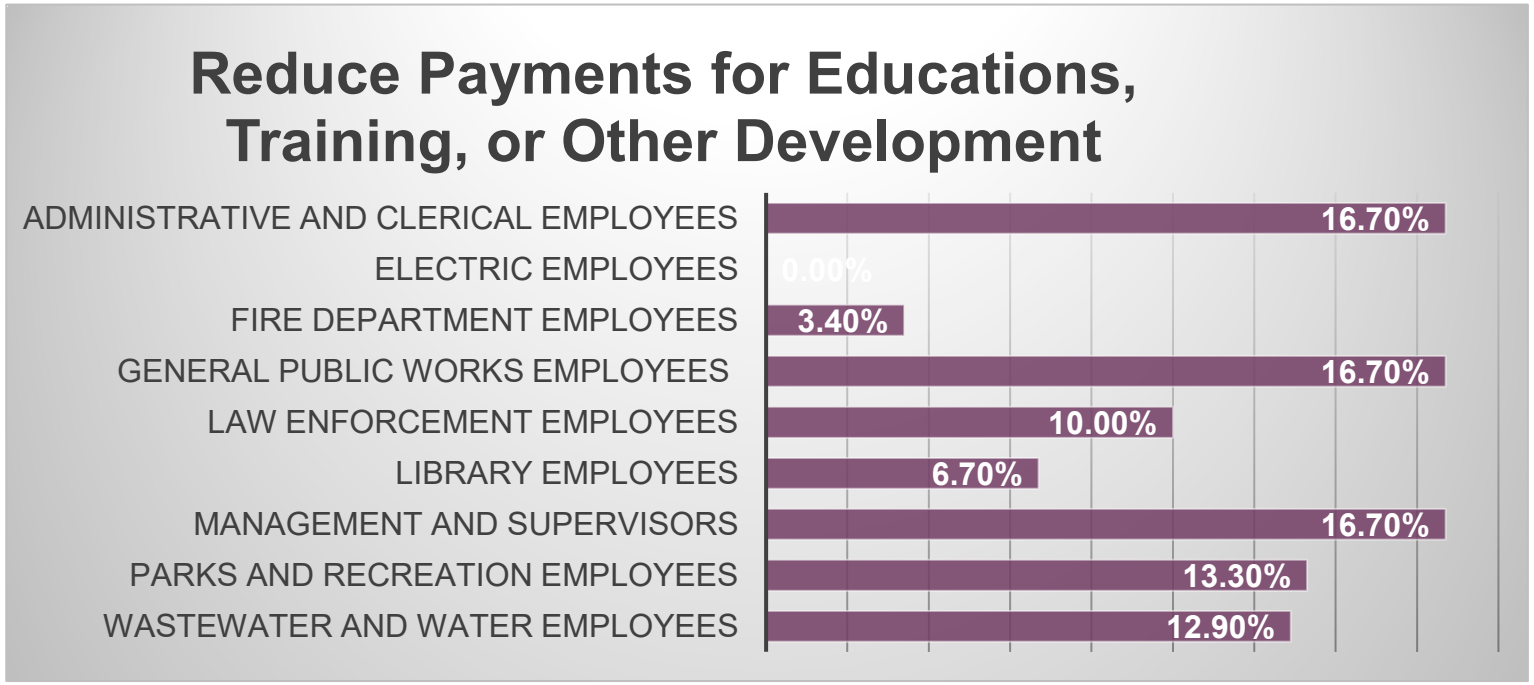

“Good” Contract Language

- “Me-too” clause (i.e., bargaining unit gets same as nonunion employees)
- Flat dollar amount contributions – not percentage-based
- Agreement to and waiver of right to consent to any benefit changes even if reduced

"Bad" Contract Language

- Details of levels of benefits
- Requirements to negotiate changes to benefits
  - But, Minnesota Statutes section 471.6161, subd. 5 applies if not clearly and unmistakably waived
    - "The **aggregate value of benefits** provided by a group insurance contract for employees covered by a collective agreement **shall not be reduced**, **unless** the public employer and exclusive representative of the employees of an appropriate bargaining unit, certified under section 179A.12, **agree** to a reduction in benefits.
- Percentage-based contributions

Furlough and Reduction Amount of Hours

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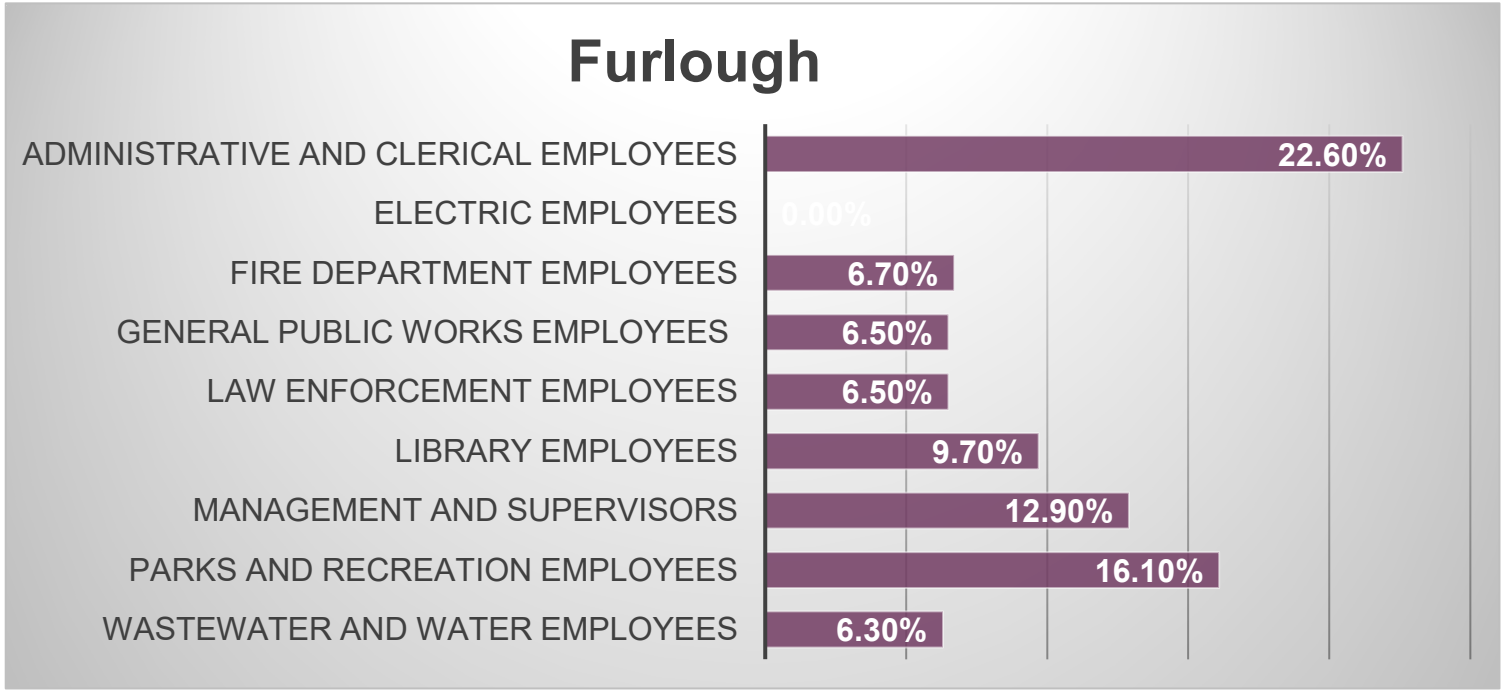
Survey Findings

- Furlough
  - Temporary unpaid leave of absence
- Reduction in amount of hours
  - Schedule less hours in normal workday, workweek, work-cycle, or year

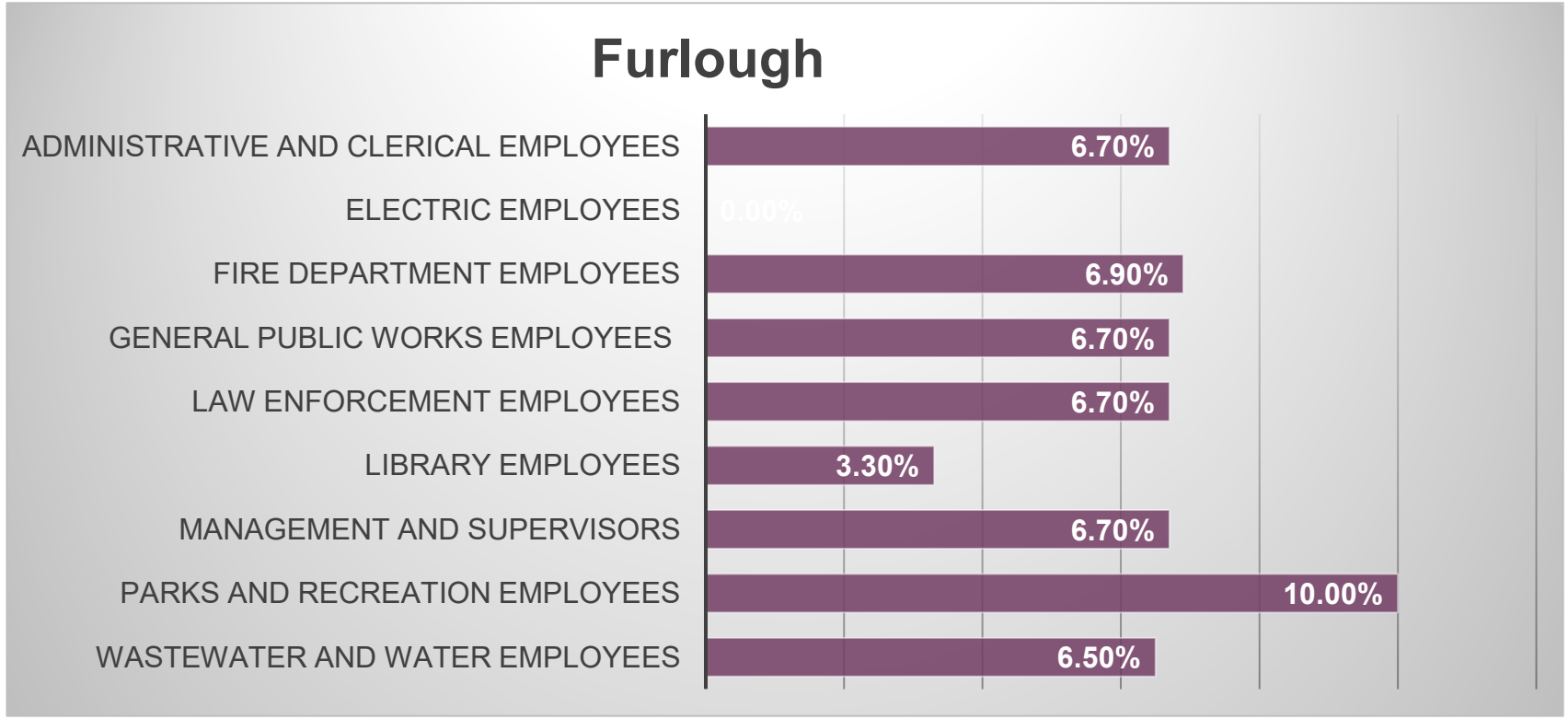
Survey Findings

- Furlough in 2020



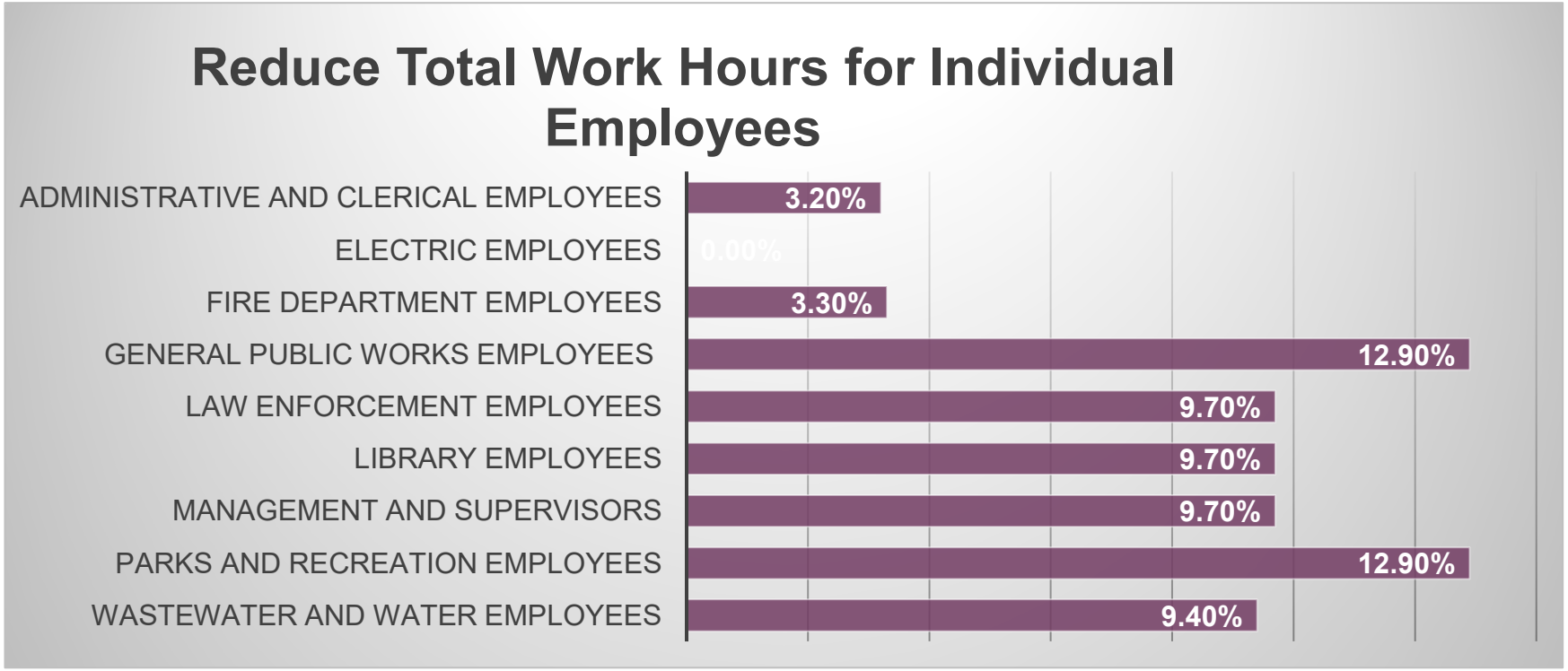
Survey Findings

- Furlough in 2021



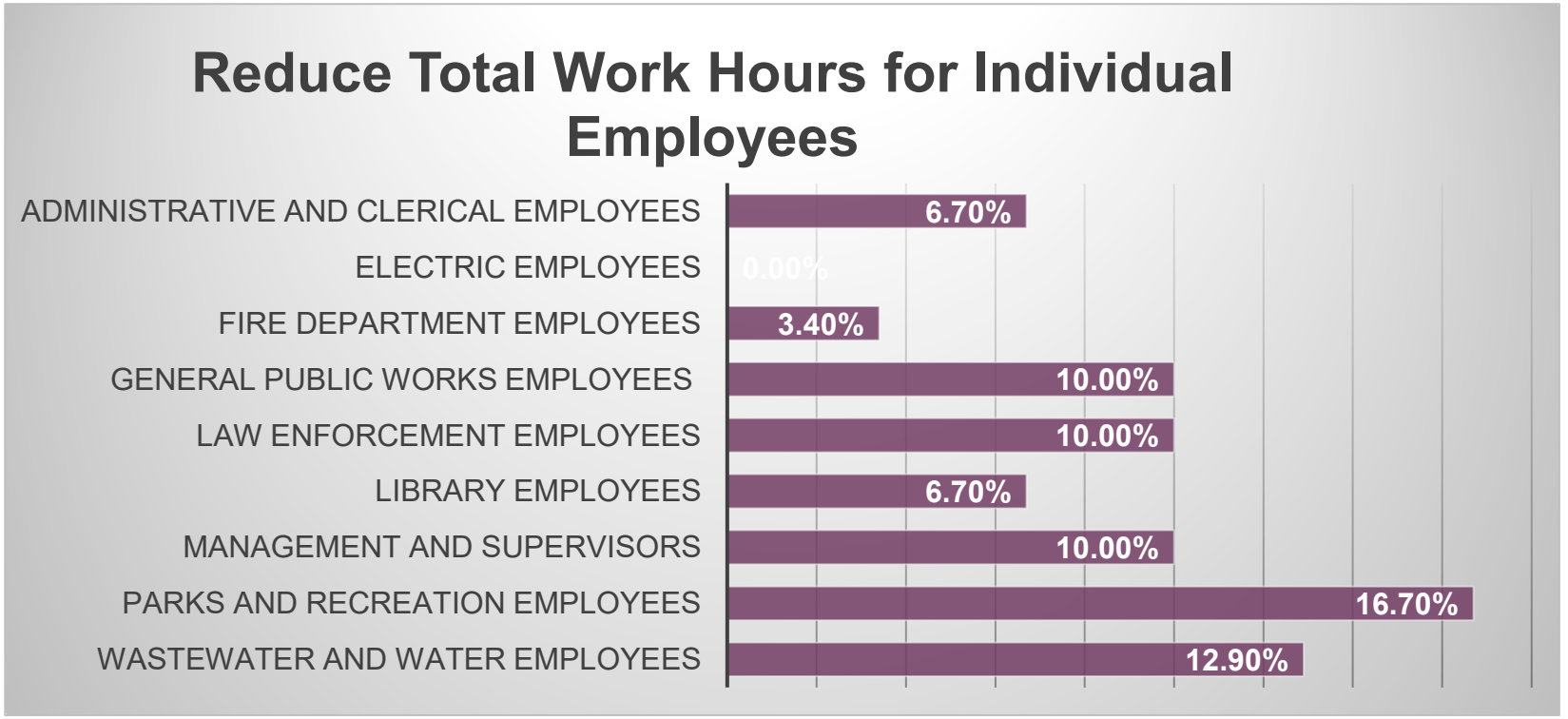
Survey Findings

- Reduction in amount of hours in 2020



Survey Findings

- Reduction in amount of hours in 2021



FLSA Exempt Employees

- Reducing the salary of FLSA exempt employees implicates FLSA issues whereby an employer cannot make deductions from an FLSA exempt employee's predetermined compensation "for absences occasioned by the employer or by the operating requirements of the business" – subject to certain exceptions
  - "An employee will be considered to be paid on a 'salary basis' . . . If the employee regularly receives each pay period, or less frequent basis, **a predetermined amount** [of at least $684 per week] constituting all or part of the employee's compensation, which amount is not subject to reduction because of variations in the quality or quantity [e.g., hours worked] of the work performed."
  - "An exempt employee **must receive the full salary** for any week in which the employee performs any work without regard to the number of days or hours worked."

29 C.F.R. § 541.602(a) – (a)(2).

FLSA Exempt Employees

- Exceptions
  - Involuntary reductions
    - Full work week absences - an exempt employee "need not be paid for any workweek in which they perform **no** work" without jeopardizing their FLSA exempt status
    - Partial workweek or workday absences – "absences due to a **budget-required furlough** shall not disqualify the employee from being paid on a salary basis except in the workweek in which the furlough occurs and for which the employee's pay is accordingly reduced."
    - Fixed, permanent, and normal reduction in salary – allowed for exempt employees due to an economic downturn or other longer-term reduction in workload, but changes need to remain in place longer than a short time as not to be viewed as a reduction due to the "operating requirements of the business" or other impermissible reductions.

29 C.F.R. § 541.602(a)(1), *See* U.S. DOL, Wage and Hour Opinion Letter FLSA 2018-7 (Jan. 5, 2018); U.S. DOL, Wage and Hour Division Fact Sheet #70 (Sept. 2019); U.S. DOL, Wage and Hour Opinion Letter FLSA 2009-14 (Jan. 15, 2009).

FLSA Exempt Employees

- Exceptions
  - Voluntary reductions
    - Full day absences – "deductions may be made when an exempt employee is absent from work for one or more full days for personal reasons, other than sickness or disability. . ."
    - Partial day absences – if "such employee is paid according to a **pay system established by statute, ordinance or regulation, or by a policy or practice established pursuant to principles of public accountability**, under which the employee accrues personal leave and sick leave and **which requires** the public agency employee's **pay to be reduced for such employee to be placed on leave without pay for absences for personal reasons** or because of illness or injury of **less than one work-day when** accrued leave is not used by an employee because: (1) permission for its use has not been sought or has been sought and denied; (2) accrued leave has been exhausted; or (3) the employee chooses to use leave without pay.
    - FMLA & EFML leave– employer may reduce the employee's salary proportionally by the FMLA leave time that is unpaid

29 C.F.R. §§ 541.602(b)(1), .602(b)(7), .710(a).

Questions for Participants

Are you reducing time worked and corresponding pay for FLSA exempt employees?

- Yes
- No

“Good” Contract Language

- Any reference to hours only for purposes of determining overtime pay
  - Following from previous slide, allows employer to better argue that the normal work day and work week hours provisions are not absolute, in addition to any express and implicit authority it has to reduce work hours through the employer authority clauses, and that it is primarily used to determine overtime pay – not to establish the hours that must be scheduled or worked
- No guarantee of any hours

“Bad” Contract Language

- Mandatory hours (e.g., shall, will be, must)
- Numerous references to specific hours in workday, workweek, work-cycle, or work year in various provisions of labor contract
- Employment status reduced if hours reduced (e.g., FT to PT)

Subcontracting and Hiring Freeze

COALITION OF GREATER MN CITIES

Survey Findings

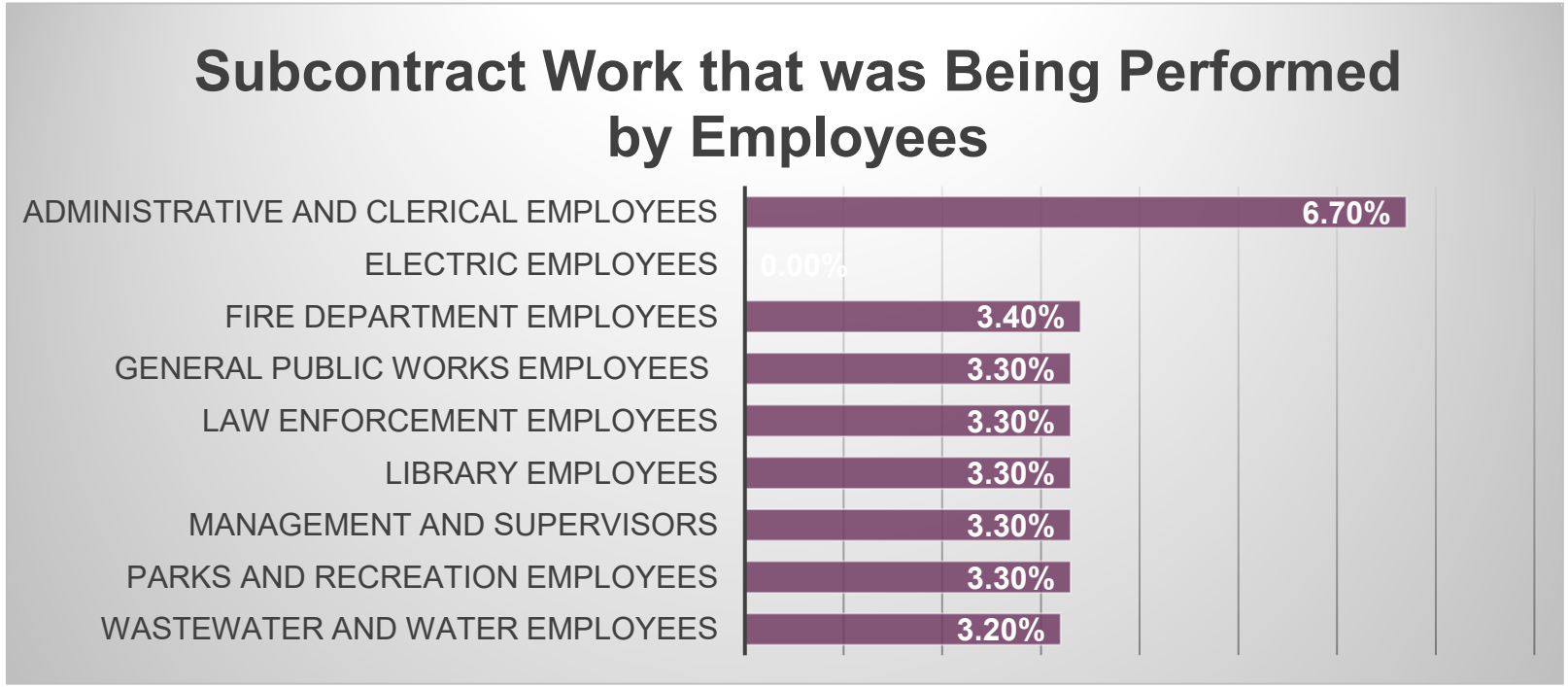
- Subcontracting
  - A third party performs services and functions that were otherwise performed by employees
    - Examples: independent contractor, professional services, joint powers agreement, shared employees between or among employers
- Hiring freeze
  - Not hiring new employees for vacant positions

Survey Findings

- Subcontracting in 2020

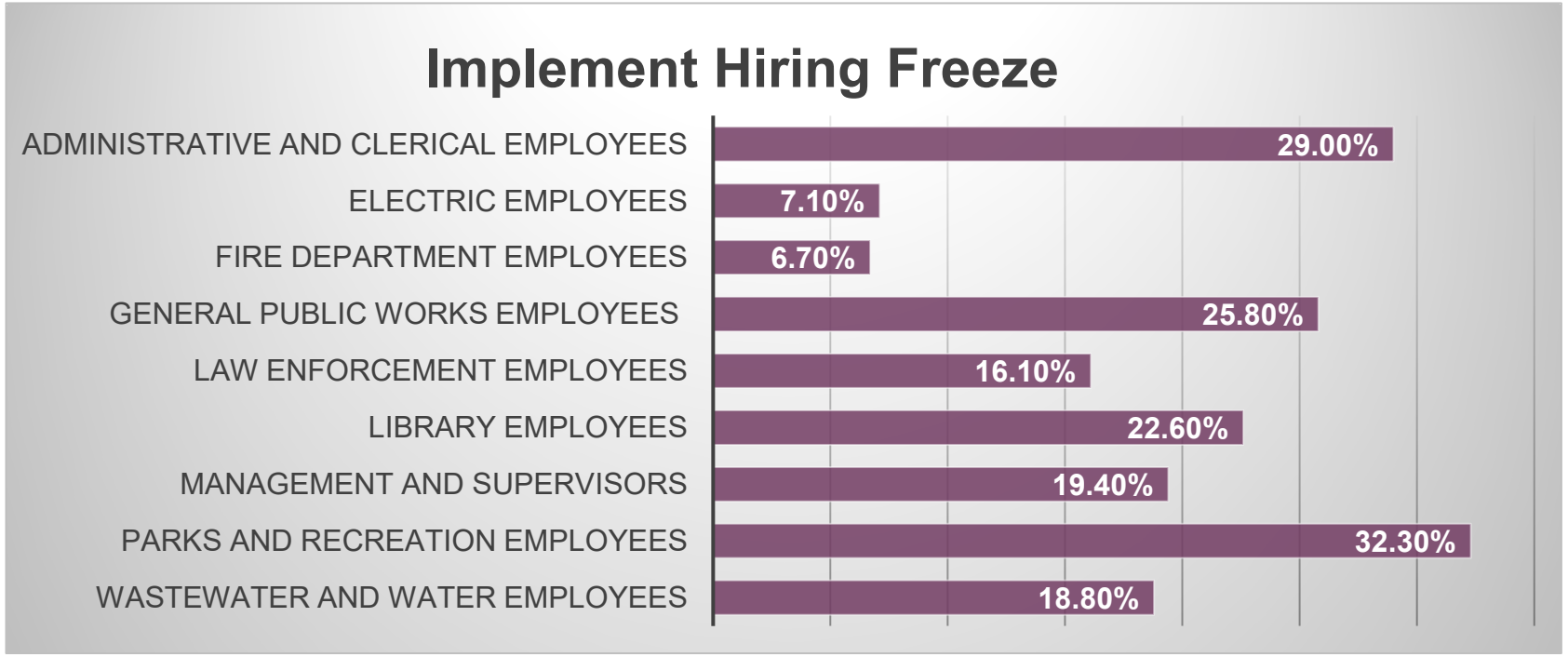
Survey Findings

- Subcontracting in 2021



Survey Findings

- Hiring freeze in 2020



Survey Findings

- Hiring freeze in 2021

Contract Language

- "Good" contract language
  - Notice-only required
- "Bad" contract language
  - Minimum staffing or work crew numbers
  - Defining work performed by bargaining unit employees
  - Prohibition on non-bargaining unit employees being assigned or hired or contracting for bargaining unit positions
  - Specific reasons required

Layoff and Voluntary Separation Incentives

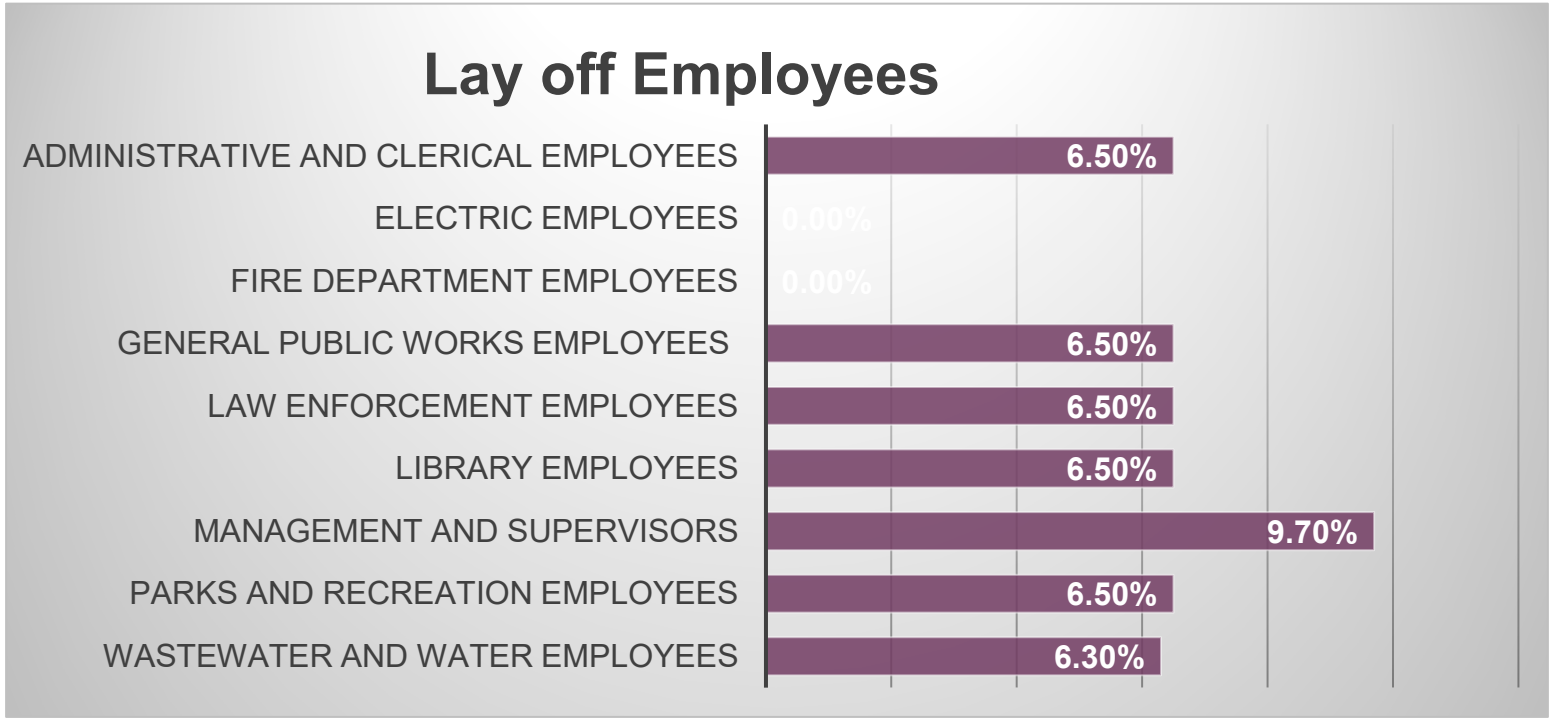
COALITION OF GREATER MN CITIES

Survey Findings

- Layoff
  - Separating employee from employment with employer
- Voluntary separation incentives
  - Offer compensation in addition to normal compensation for separating employment in exchange for employee voluntarily separating and waiving any legal claims against employer
  - Generally, always negotiable because it would be contrary to contract separation pay and involves agreement with represented employee (i.e., no "direct dealing")

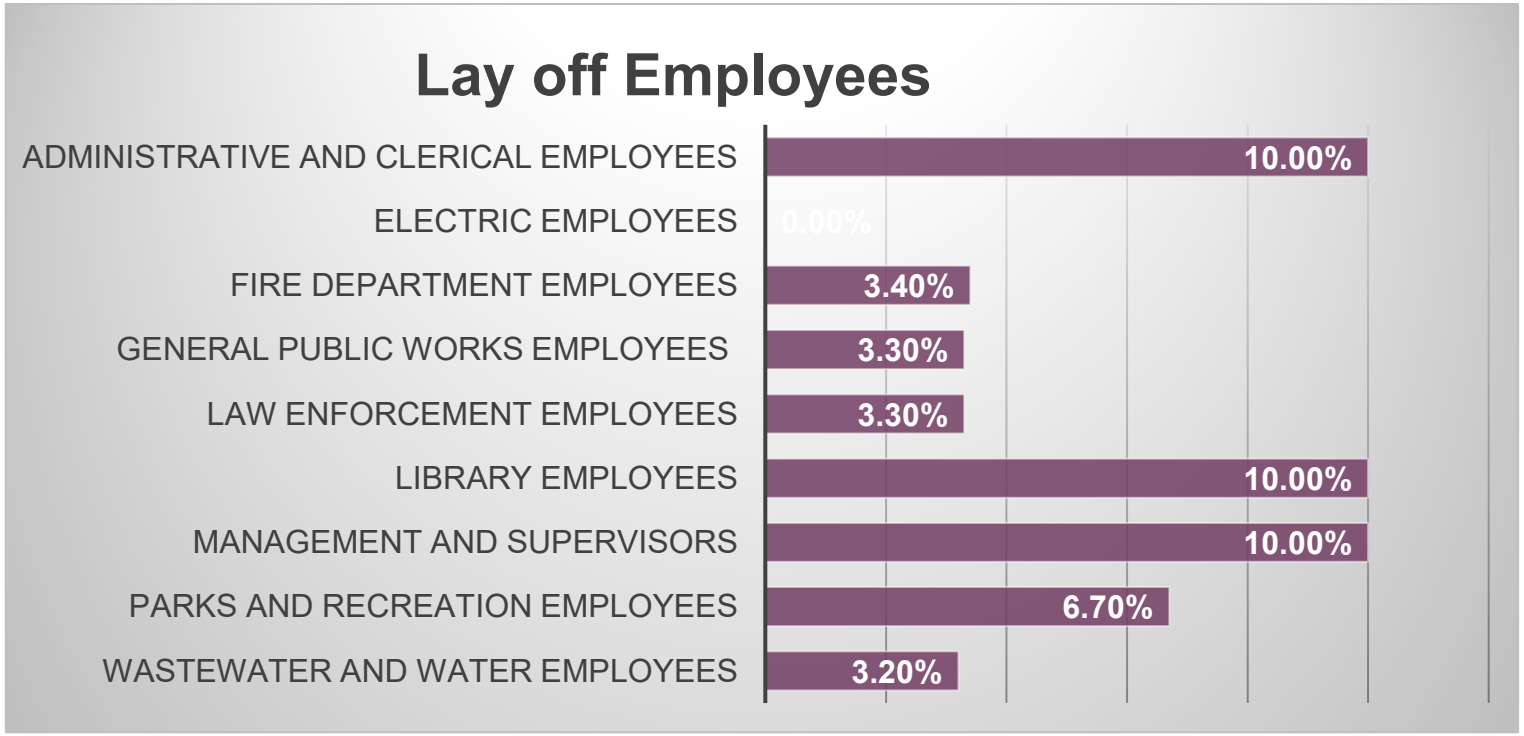
Survey Findings

- Layoff in 2020



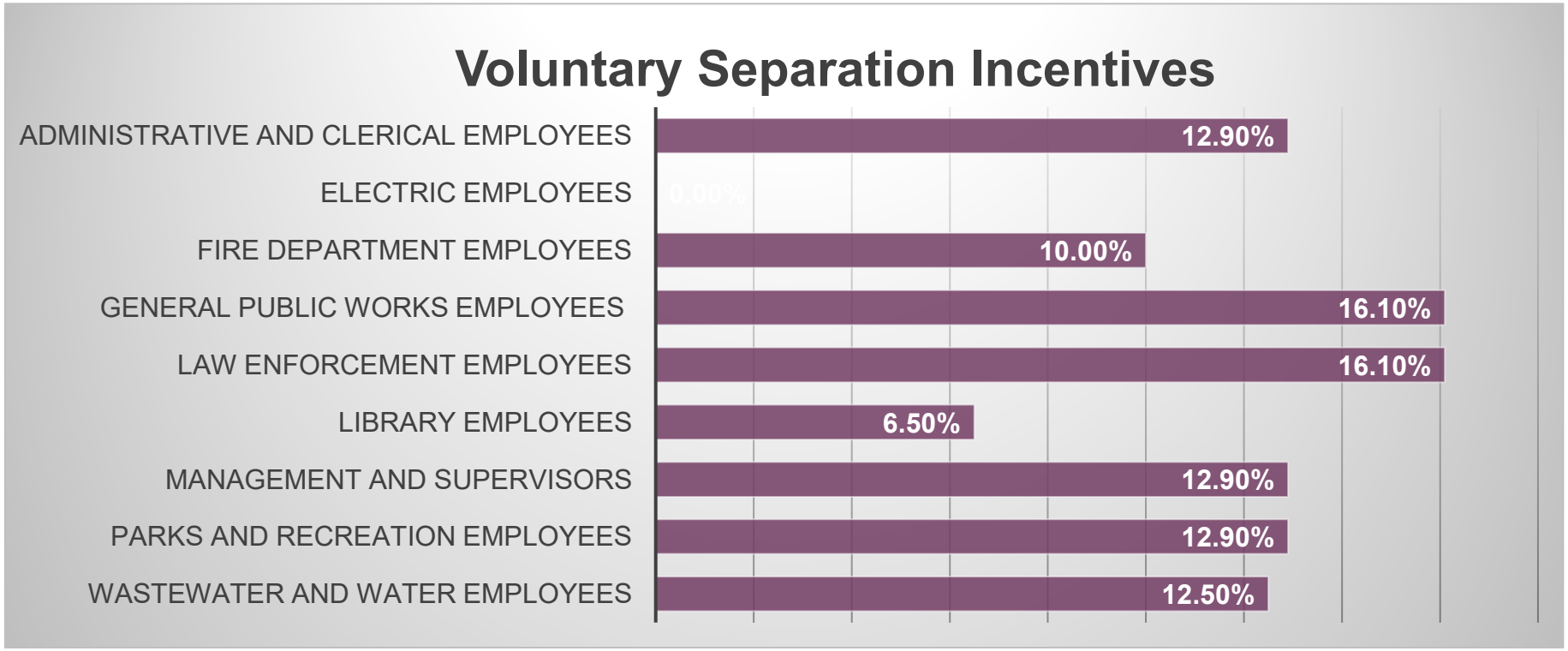
Survey Findings

- Layoff in 2021



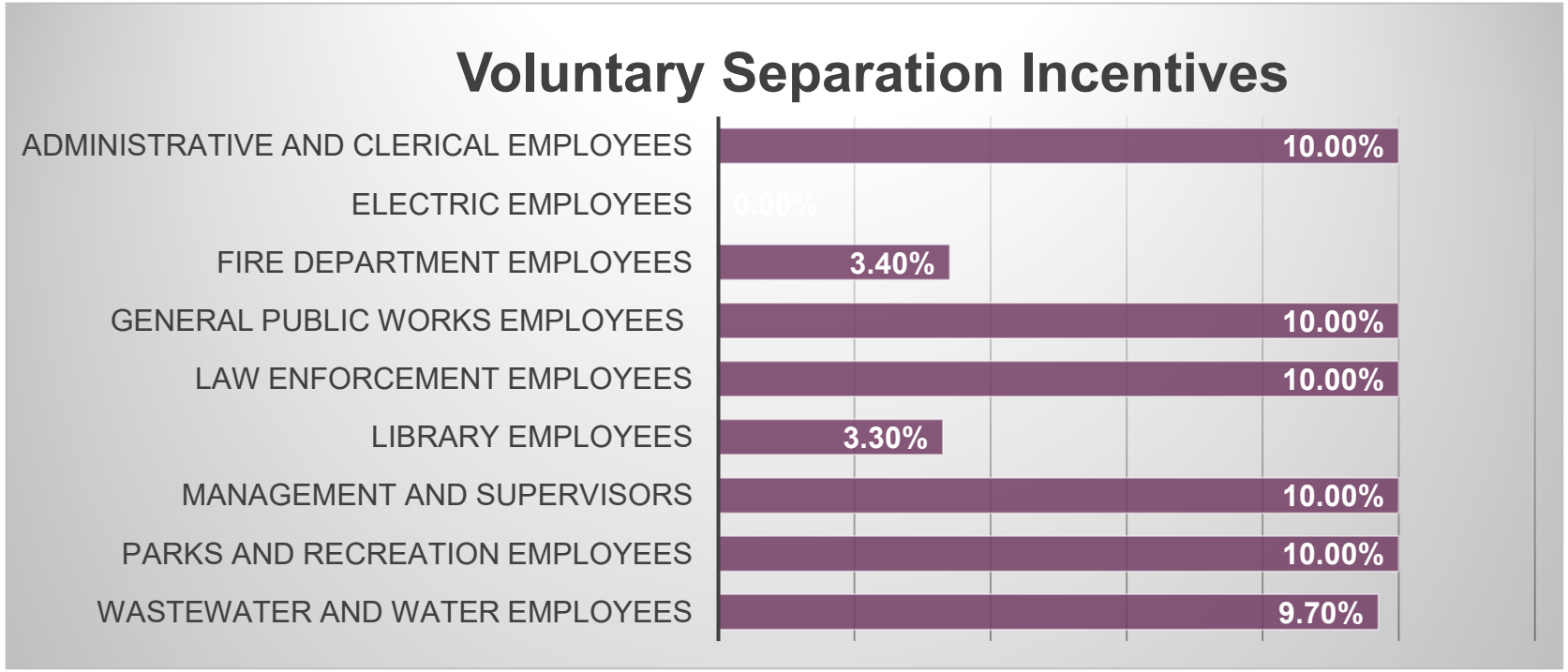
Survey Findings

- Voluntary separation incentives in 2020



Survey Findings

- Voluntary separation incentives in 2022



“Good” Contract Language

- More factors than seniority can be considered (e.g., ability, performance)

“Bad” Contract Language

- Minimum staffing or work crew numbers
- Prohibition on non-bargaining unit employees being assigned or hired for bargaining unit position
- Seniority-only layoff order
- “Bumping” rights
- Extended “recall” rights

Process

COALITION OF GREATER MN CITIES

General Process

1. Draft nonpublic analysis
    a. Financial and operational business case with options
        i. Consider consequential costs
            1. Unemployment
            2. Separation pay
            3. Backfill pay
    b. Impacted positions, employees, and number of each
    c. Applicable labor contract provisions related to action and those that would be affected
    d. Process with timeline

General Process

2. Get appropriate feedback, guidance, and approval from managers, groups, and/or governing bodies
    a. Draft notes

General Process

3. Consider submitting a notice to impacted employees and the unions about the employer's intended action and discussing it with them and potentially the union before taking the final action
   a. Reasons:
      i. Gauge any potential challenges
      ii. Get support for such action
      iii. Establish a record of good faith effort to communicate and get feedback on it and alternative
      iv. Determine whether to proceed with the final action or alternative
   b. The employer should specify in any verbal and written communications that:

      This communication and any discussions are not nor can they be construed as an admission by the employer that this requires any meeting, negotiating, and/or agreement from any union before the employer can proceed with its action or that any such communication or discussion is a waiver of any management right it has related to the action, but if any item is subject to negotiations, the employer will negotiate as may be required. The employer expressly reserves and does waive its right to take any related action.

General Process

4. Notify employees of action it will implement after finalizing the decision
5. Continue discussions with unions of such action if requested by the union in which it should consider making statements in verbal and written communications similar to prior advice
    a. If deemed appropriate, a memorandum of agreement may be drafted to memorialize any resolution reached between the parties and to provide certainty to the union to avoid any grievance and/or legal challenge

General Process

6. Address potential challenges from employees and/or union to the employer's actions
    a. Examples of such challenges may include
        i. Statutory (unfair labor practice (ULP)) and/or common law claims to state court (unless PERB is implemented which will likely increase ULP claims) based on requirement of good faith meeting and negotiations before changing or effecting "terms and conditions of employment"; and/or
        ii. Labor contract grievance
7. Implement the action

Q&A’s

Submit any questions via the “Chat” function

COALITION OF GREATER MN CITIES

Resources

- Visit the CGMC website (https://greatermncities.org) for additional information on the Coalition, including resources related to:
  - Labor & Employee Relations
  - Economic development
  - Local Government Aid & Property Tax Relief
  - Environment & Energy
  - Transportation
  - Annexation & Land Use
- CGMC COVID-19 Advice & Tools for Cities, including future Webinars: https://greatermncities.org/resources/covid-19/