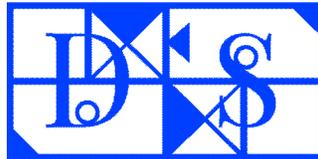


# Community Workforce Agreement Task Force Report



For City of Oakland

Submitted By



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# City of Oakland CWA Task Force Report

## Background

In October 2021, by unanimous vote, the Oakland City Council directed staff to “create a task force to address inclusion of social and racial equity provisions in the community workforce agreement, using recommendations of the Estolano Partners (sic) report as a basis for discussion.”

In January 2022, Davillier-Sloan, Inc. (DSI) was selected and contracted to conduct and facilitate the Task Force meetings and to prepare a report on findings. The specific purpose of the Task Force was to gather ideas from a broad base of constituents that a negotiation team could use as a framework for a Community Workforce Agreement (CWA) between the City of Oakland (City) the Alameda County Building and Construction Trades Council (BTC) and its affiliates on upcoming City construction projects. As modified, the general scope of services to be performed by DSI was the following:

1. Review and analysis of related documents.
2. Organize and chair up to ten (10) special Working Group meetings.
3. Assist in organizing, chairing/facilitating up to seven (7) Task Force meetings.
4. Organize and chair up to seven (7) follow-up meetings to review results of each workshop in order to prepare draft sections of the potential final report/recommendations.
5. Assist in posting notices and progress of Task Force meetings on City of Oakland website.
6. Preparation, submittal, and review of a survey to determine priorities for negotiation as established by Task Force members.
7. Participate in preparation of final report and recommendations for negotiation of a CWA.

## Task Force Composition

Fifty-three (53) people were invited to serve on the Task Force, representing community-based organizations, educational and research institutions, pre-apprenticeship training organizations, labor, small business associations, local contractors, city staff, and interested individuals.

A parallel “working group” of City staff and attorney Julian Gross was formed to work with DSI to establish a schedule of meetings, the agenda for each meeting, and to identify and schedule topic related speakers.

## Task Force Meetings

A total of seven (7) Task Force meetings were held, with the goal of producing ideas for possible inclusion in the language of the CWA.

1. The first meeting, held on April 7, outlined the desired outcomes of the Task Force process, included a presentation on equity in CWAs, as well as a presentation by Estolano Partners, in line with the language directing the establishment of the Task Force.
2. At the second meeting, held on April 21, presentations were made on lessons learned from other CWAs that have been negotiated and implemented in the area, including the Oakland Army Base, the Port of Oakland, the county of Alameda, as well as a report on the City of Oakland’s local hiring and business policies. A presentation was also made by City’s Director of Race and Equity on how to include equity in Project Labor Agreements (PLAs). As well, a presentation was made by BTC on lessons learned and a commitment to negotiating a CWA that would benefit the residents and businesses of Oakland. After each presentation, Task Force members were encouraged to give feedback on what was heard.

3. At the third meeting, held on April 28, Task Force members were encouraged to ask questions and voice their opinions on ideas specifically related to local hiring and presentation made at the last meeting. The focus of the next two meetings, held on May 5 and 12, was local business.
4. At the meeting held on May 5, the presentation and discussions focused on including the challenges to equitable outcomes and recommendations for overcoming such barriers for inclusion in CWA language.
5. On May 12, Task Force members further discussed local business challenges and potential CWA related solutions, and then formed several lists of ideas.
6. At the May 19 meeting, Task Force members fine-tuned the specific language in four areas: Ideas for goal setting for maximum participation and retention of local residents; ideas for addressing barriers and changing culture in the building and construction industry; ideas for goal setting for maximum participation of local contractors and businesses in City of Oakland construction projects; and Ideas for addressing barriers and changing culture in the building and construction industry (as it relates to businesses)

After six (6) meetings of the Task Force, in addition to overall goals, thirteen (13) ideas for local hiring, nineteen (19) ideas for local businesses, and ten (10) ideas for strong compliance monitoring and reporting were considered for submittal to the city administrator for possible referral to the City's CWA negotiation team.

At the final meeting (#7), held on June 2, the Task Force members present reviewed the DSI draft report before its submission.

All meeting notices, agendas, and summaries of the meetings were posted on the City's website: <https://www.oaklandca.gov/boards-commissions/community-workforce-agreement-cwa-task-force>

### **Task Force Recommendations**

With the list of goals and ideas, Task Force members were asked to complete a survey, determining their level of support on a scale ranging from strongly agree to strongly disagree on each of the ideas/recommendations presented. Of the twenty-eight (28) Task Force members surveyed, fourteen (14) responded. (It should be noted that, because of the potential for conflict of interest related to the negotiations, neither City staff, union representatives serving on the Task Force, nor consultants for City related to this effort took part in the survey.) With the completed surveys, ideas were ranked numerically on level of importance in three (3) categories: ideas for goal setting, ideas for addressing barriers to success, and ideas for strong compliance and reporting. The surveys were further sorted by ideas for local hiring and ideas for local business. Those rankings are attached as Exhibit A. The full range of ideas surveyed and responded to is attached as Exhibit B.

### **Non-CWA Recommendations**

There was consensus among the Task Force members that some local contractors should be named to serve on the City's CWA negotiation team.

There was a desire by some members of the Task Force to review the CWA agreement before it is submitted to the Oakland City Council.

Exhibit A – Local Hiring and Local Business  
Ideas for Consideration

# **LOCAL HIRING IDEAS FOR CONSIDERATION**

## **Ideas for Goal Setting for Maximum Participation and Retention of Local Residents**

### **(Rankings Made by the Task Force Survey)**

1. Set requirements for contractors to sponsor new apprentices.
2. Set workforce goals focused on individuals who are disadvantaged and who live in neighborhoods and zip codes with high unemployment rates. Goals should also recognize under-representation of racial, gender and national origin.
3. Establish a definition of a Disadvantaged Worker.
4. Set overall goals for local hiring, with existing City of Oakland hiring goals as minimum standards. Overall goals should not erase and should enhance the City's racial equity, small business and other equity and inclusion goals.
5. Build in language in laymen's terms to the extent possible that focuses on retention of apprentices, including advancement to journey level and with knowledge of how the skilled and trained workforce requirements will impact their advancement.
6. Set goals on a craft-by-craft basis to ensure that there is equity in local residents joining and advancing to journey level in all the trades, especially the high paying/hard to enter trades.

## **Ideas for Addressing Barriers and Changing Culture in the Building and Construction Industry**

### **(Rankings Made by the Task Force Survey)**

1. Include CWA language that requires educating participating contractors (specifically those who are involved with hiring), and all union dispatchers and impacted stakeholders on CWA requirements.
2. Include CWA language that establishes an Equity/Social Justice Fund jointly supported by Labor and Management to provide funding to CBOs focused on workforce development, training, hiring, and retention.
3. Include CWA language that requires the hiring of a 'Hiring Coordinator' to 1) specifically give workers direct access to mentoring and problem solving and 2) charged with working with all contractors working under the CWA in reaching their goals.
4. Include CWA language that requires when a worker pays into a union trust fund, the money will be returned to the worker if the worker no longer has access due to vesting requirements.

## LOCAL HIRING IDEAS FOR CONSIDERATION

5. Include CWA language that includes current underrepresented community participation in union training programs (especially for higher skilled trades, i.e., operating engineers, mechanical, plumbing, electrical) This will support the building of a pipeline of local residents.
6. Include CWA language that requires financial/education/technical assistance for local residents to prepare for entering trades, especially for those with any challenges barring entry.
7. Include CWA language that requires diversity, anti-bias/race, and sexual harassment training to educate union workforce on benefits of having a diverse set of contractors working on CWA covered projects.
8. Include CWA language that encourages Career Days in community hosted by all and/or a few participating construction companies and the unions.
9. Include CWA language that removes burdensome initiation fees be mitigated for disadvantaged workers by limiting the individual union initiation fees to \$250 for those living in red lined areas.
10. Include CWA language that require unions to dispatch a diverse group of workers.
11. Include CWA language that requires the hiring of an independent 3<sup>rd</sup> party consultant to work with City of Oakland staff to provide adequate monitoring and compliance oversight.
12. Include CWA language that requires union apprentice and journeyman level diversity/anti-bias training. This should include advising tradespersons of the importance of both a diverse field of contractor/employers, workforce, and union membership. Focus on “good of the industry”, economic benefits, etc. And also the detrimental impacts of discrimination and inequity.
13. Include CWA language that encourages the establishment of construction academies in high schools, equitably located, such as the architecture pathway or SUDA pathway at Castlemont High School.

## **LOCAL BUSINESS IDEAS FOR CONSIDERATION**

### **Goal Setting Ideas for Maximum Participation of Local Contractors and Businesses in City of Oakland Construction Projects**

#### **(Rankings Made by the Task Force Survey)**

1. Set thresholds for working under a CWA at a minimum of \$5M to allow more smaller contractors to participate, subject to the consideration of annual regional construction price index adjustments and anticipated level and type of construction work. .
2. Include CWA language that excludes Affordable Housing projects from coverage.
3. Set aside some small and very small projects for minority contractors that can be negotiated as opposed to competitive bidding and taking the threshold into account.
4. Establish carve outs for very small and small local businesses, whether union or not.

### **Ideas for Addressing Barriers and Changing Culture in the Building and Construction Industry**

#### **(Rankings Made by the Task Force Survey)**

1. Include CWA language to allow alternative delivery systems, such as “best value” or “most responsible bidder” as opposed lowest bidder.
2. Establish a Contractor Assistance Center co-funded by the City and the CWA signatory unions or their affiliates such as CTWI. This center would assist small contractors in successfully working under CWAs. This should be coordinated with related technical assistance entities.
3. Include CWA language that requires unions to dispatch competent workers to non-union contractors working under the CWA, and to submit descriptions of any known negative behavior.
4. Include CWA language that encourages anti-bias training by unions to educate their workforces on benefits of having a diverse set of contractors on CWA covered projects and take affirmative action to make a workplace welcoming to all workers, especially to Black workers, women, and local contractors.
5. Include CWA language that establishes committees open to public participation, so that contractors can present complaints about union actions, including Trust Fund issues.
6. Include CWA language that requires unions to create measurable programs that address the challenges minority non-union businesses face when becoming union signatory
7. Include CWA language that allows owners to work on their own projects if they so choose.

## LOCAL BUSINESS IDEAS FOR CONSIDERATION

8. Include CWA language that encourages justice, diversity/anti-bias, and sexual harassment training for union business agents and pension trust administrators
9. Include CWA language that encourages the education of general contractors on the challenges of working under an innovative CWA.
10. Include CWA language that requires the unions to host workshops to support and assist small local businesses, including tours of training facilities that demonstrate new industry training techniques. This would be done in coordination with any technical assistance program.
11. Include CWA language that requires unions to establish reasonable auditing timeframes and no back to back audits. It should be at least two years after the initial audit is complete before another can start. The language should allow for mediation before legal action is taken.
12. Include CWA language that allows local contractors to sign Letters of Assent (LOA) for more than one project.
13. Include CWA language that requires monitoring and reporting on the investment of the pension trust funds of signatory unions, and their fund Managers, to assure that they be held accountable for providing their track record for equitable investing, including the funding of local projects and businesses. Particular focus should be directed to monitoring and reporting on any socially responsible investing, or lack thereof, in partnership with Black and Indigenous People of Color (BIPOC) businesses, local projects, BIPOC real estate developers, BIPOC Fund Managers, and especially those investments located in Oakland.
14. Include CWA language that requires cooperation from all CWA parties with technical assistance providers, who provide a range of financial support and technical assistance for contractors and supported by relevant developers/contractors. This technical assistance could include but would not be limited to the following:
  - i Access to non-traditional financing options,
  - i Prevailing wages compliance,
  - i Workers' compensation compliance,
  - i Bonding,
  - i Competitive bidding,
  - i Managing progress payments,
  - i Accounting and auditing preparation
  - i Back-office support
  - i Innovative technology,
  - i Introduction the union culture and relationships to show possible benefits of becoming signatory, and
  - i Others as identified
15. Include CWA language that allows local non-signatory contractors to use all their local core workers before going the 1 to 1 dispatch from union hiring halls, if those workers are Oakland residents and/or satisfy disadvantaged worker criteria. Related, include CWA

## **LOCAL BUSINESS IDEAS FOR CONSIDERATION**

language that limits the number of core workers non-local contractors can use, unless those workers are Oakland residents and/or satisfy disadvantaged worker criteria.

16. Include CWA language that mandates the unions and the trust to post board positions and change bylaws to that allow minorities to join right away.
17. Include CWA language that requires unions as well as the contractors to pay benefits into a Social Justice Trust fund to help with legal fees, accounting, childcare, transportation, union dues, access to capital, etc.
18. Include CWA language that allows local contractors to cancel a union relationship in a relatively easy manner without facing legal duress unless a worker is owed wages or benefits.
19. Include CWA language that excludes residential construction from coverage

### **Strong Compliance and Monitoring for Local Hiring and Local Business**

#### **(Rankings Made by the Task Force Survey)**

1. Require adequate monitoring and compliance oversight by independent outside 3<sup>rd</sup> party consultant(s) working in close coordination with designated City staff. As needed and monthly reports should be made to a designated committee identified in the CWA as well as to the public and the Oakland City Council. The City/consultant(s) should make regular reports on the progress of both contractors and unions on goals established by the CWA, including reporting focused on ethnicity and gender. This reporting should include progress on all contractors working on carve out projects
2. City staff or 3<sup>rd</sup> party consultant should conduct regular field site visits on each CWA covered project.
3. The City/consultant team should attend weekly progress meetings for each CWA covered project.
4. The CWA should establish committees open to public participation to work with City or 3<sup>rd</sup> party consultant(s) on compliance oversight for both contractors and unions.
5. Establish strong, enforceable financial penalties for both non-compliant parties. The penalty should discourage non-compliance i.e. be at least double the hourly wages of said employee.
6. Include clear language that lays out good faith efforts steps contractors are to make in hiring locally (specifically roles and responsibilities).
7. Provide off-site credit for Oakland apprentices working on other projects concurrently

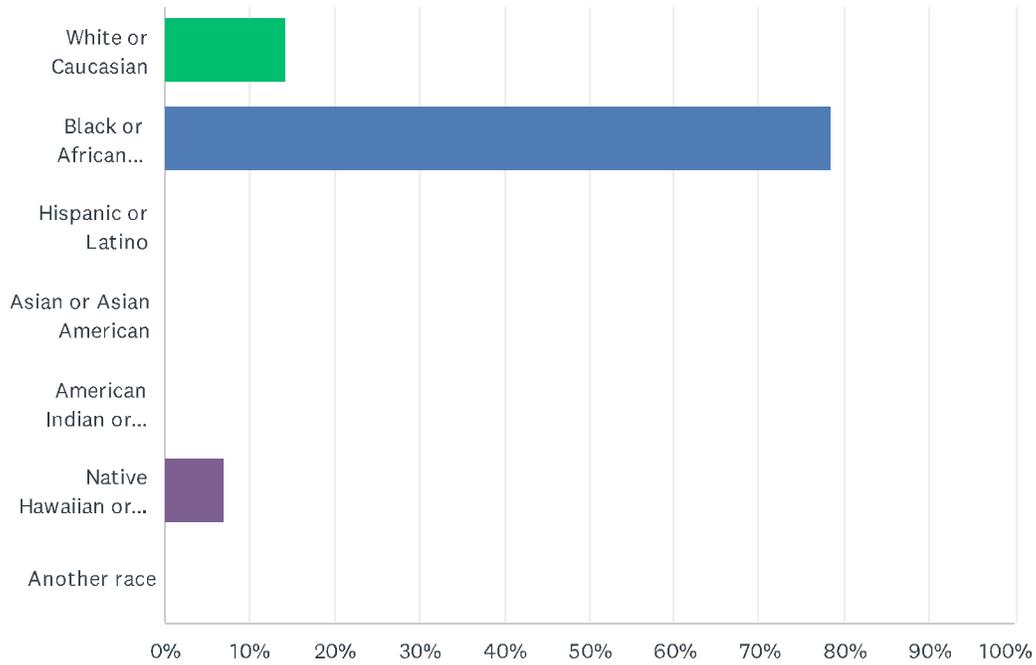
## **LOCAL BUSINESS IDEAS FOR CONSIDERATION**

8. Require all unions and contractors to work with the designated list of CBOs across all trades.
9. The CWA shall have a two-year term limit, at which time a review will be conducted and if acceptable progress or all requirements are being met, there is an option to extend for an additional three years.
10. Establish concrete union dispatch procedures that require the dispatch of Oakland residents

## Exhibit B – CWA Task Force Survey Summary

# Q1 Race/Ethnicity

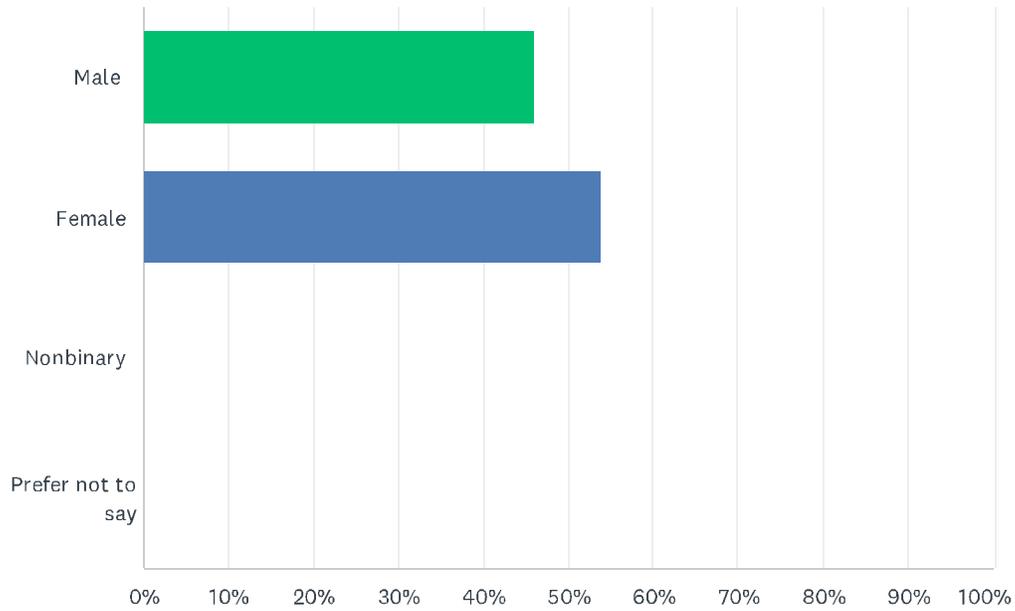
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
White or Caucasian	14.29%	2
Black or African American	78.57%	11
Hispanic or Latino	0.00%	0
Asian or Asian American	0.00%	0
American Indian or Alaska Native	0.00%	0
Native Hawaiian or other Pacific Islander	7.14%	1
Another race	0.00%	0
<b>TOTAL</b>		<b>14</b>

## Q2 Gender

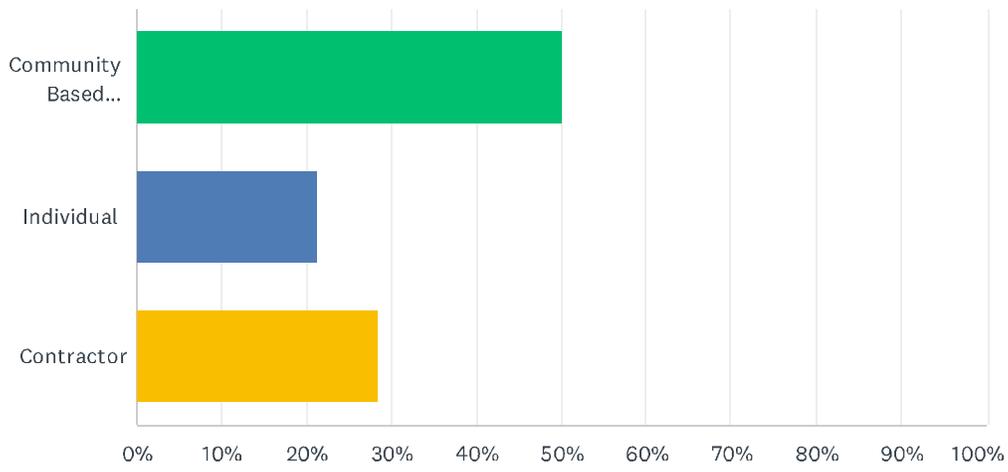
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ANSWER CHOICES	RESPONSES
Male	46.15% 6
Female	53.85% 7
Nonbinary	0.00% 0
Prefer not to say	0.00% 0
<b>TOTAL</b>	<b>13</b>

### Q3 Affiliation

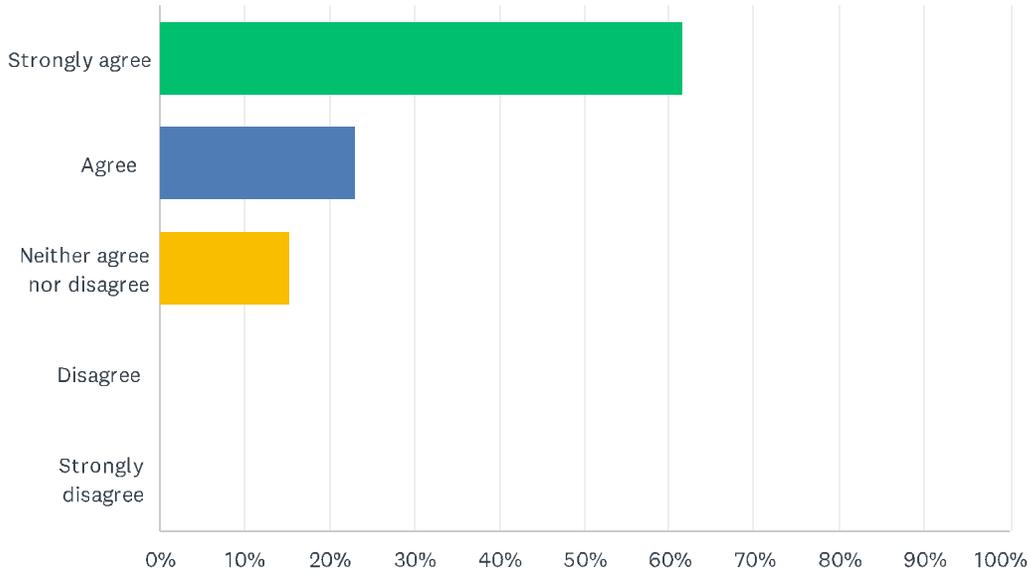
Answered: 14 Skipped: 0



ANSWER CHOICES	RESPONSES	
Community Based Organization (CBO)	50.00%	7
Individual	21.43%	3
Contractor	28.57%	4
<b>TOTAL</b>		<b>14</b>

**Q4 Please Rate: Setting overall goals for local hiring, with existing City of Oakland hiring goals as minimum standards. Overall goals should not erase and should enhance the City’s racial equity, small business and other equity and inclusion goals.**

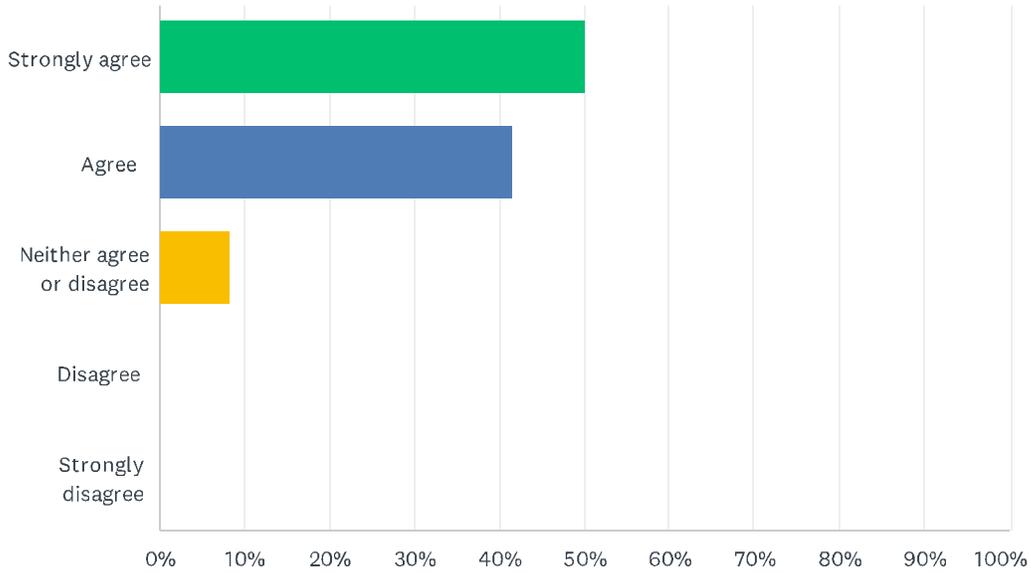
Answered: 13 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	61.54%	8
Agree	23.08%	3
Neither agree nor disagree	15.38%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>13</b>

### Q5 Please Rate: Setting goals on a craft-by-craft basis to ensure that there is equity in local residents joining and advancing to journey level in all the trades, especially the high paying/hard to enter trades.

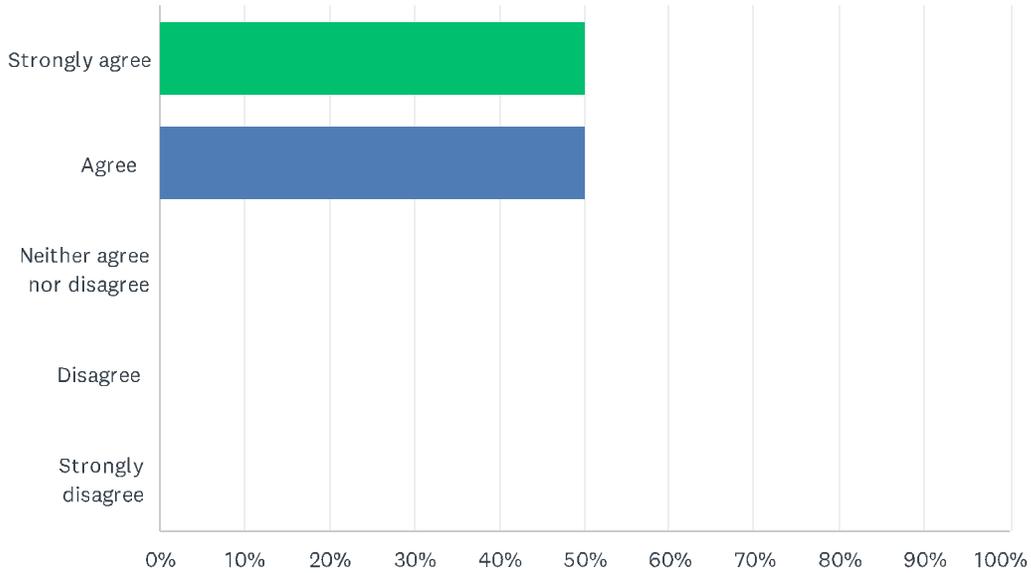
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	50.00%	6
Agree	41.67%	5
Neither agree or disagree	8.33%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q6 Please Rate: Building in language in laymen’s terms to the extent possible that focuses on retention of apprentices, including advancement to journey level and with knowledge of how the skilled and trained workforce requirements will impact their advancement.**

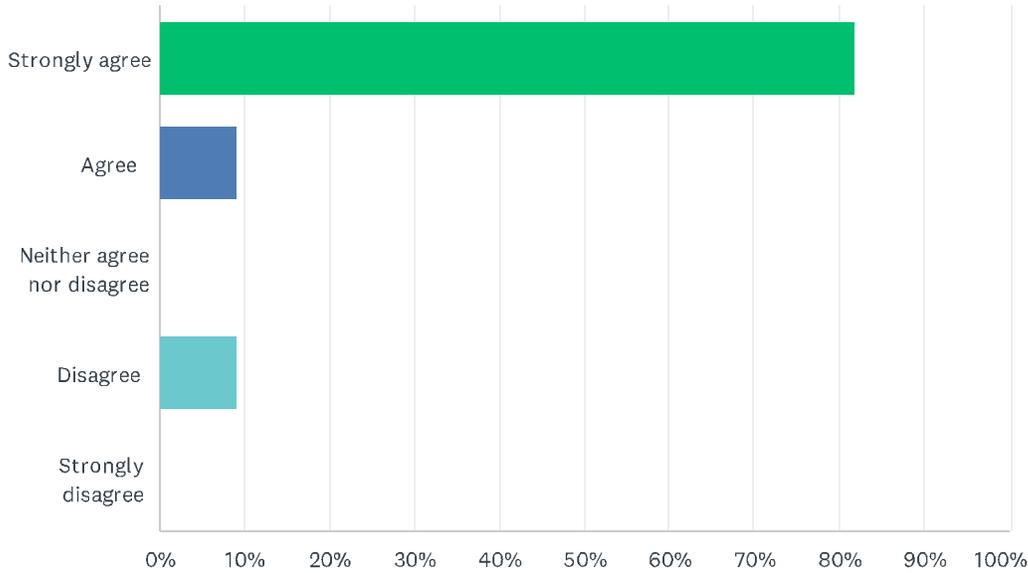
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	50.00%	6
Agree	50.00%	6
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q7 Please Rate: Setting workforce goals focused on individuals who are disadvantaged and who live in neighborhoods and zip codes with high unemployment rates. Goals should also recognize under-representation of racial, gender and national origin.**

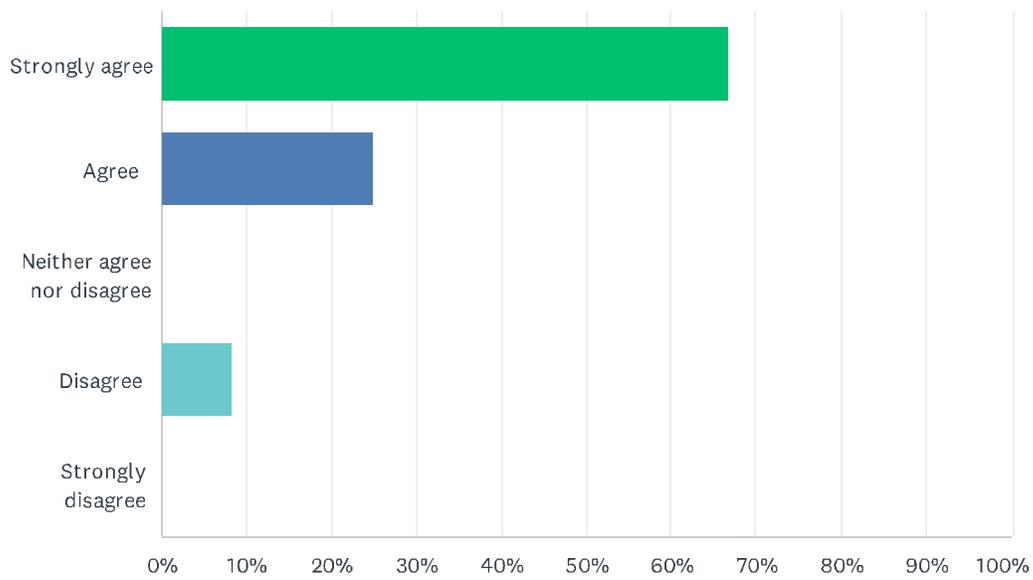
Answered: 11 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly agree	81.82%	9
Agree	9.09%	1
Neither agree nor disagree	0.00%	0
Disagree	9.09%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>11</b>

### Q8 Please Rate: Establishing a definition of a Disadvantaged Worker.

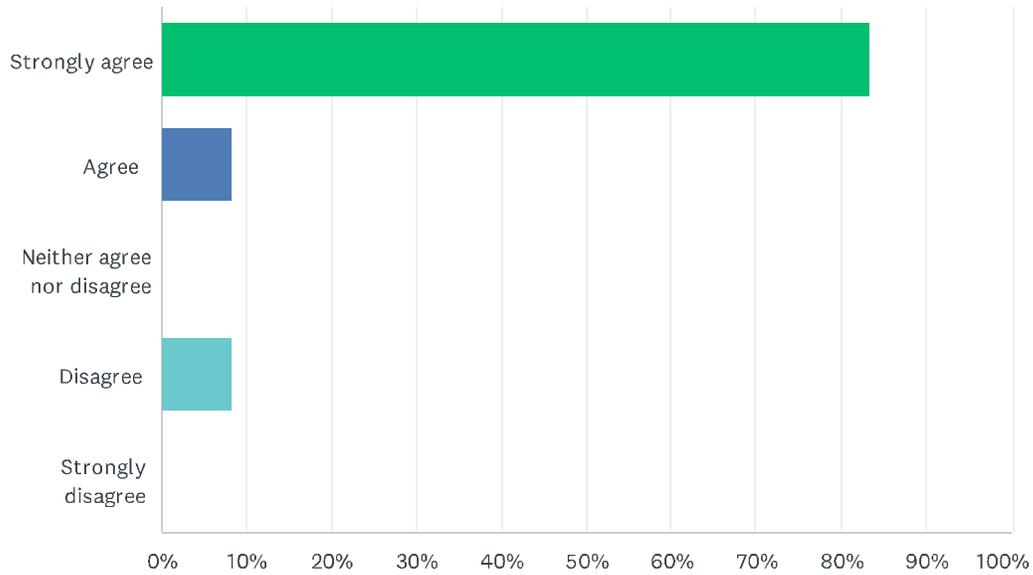
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	25.00%	3
Neither agree nor disagree	0.00%	0
Disagree	8.33%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q9 Please Rate: Setting requirements for contractors to sponsor new apprentices.

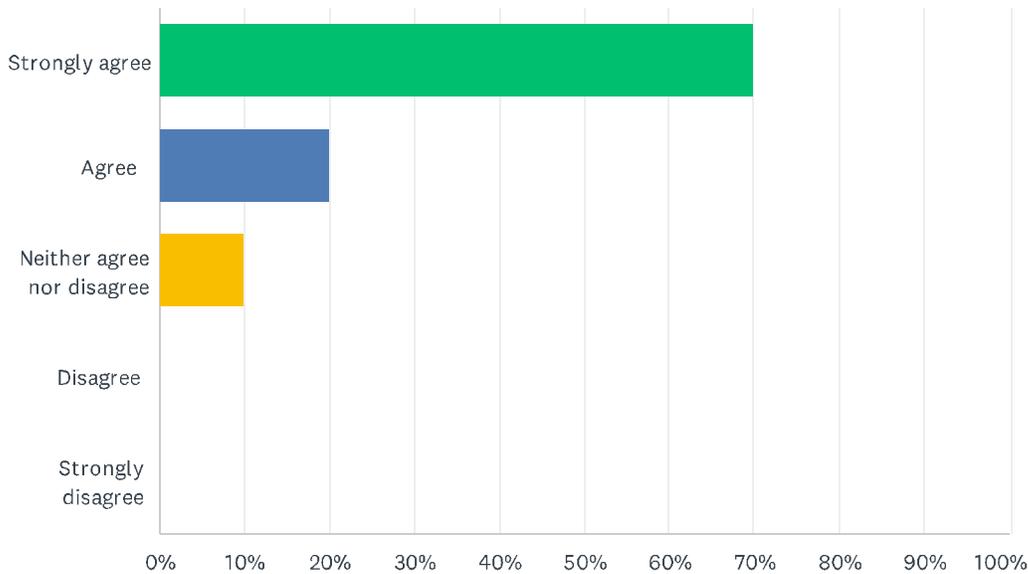
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	83.33%	10
Agree	8.33%	1
Neither agree nor disagree	0.00%	0
Disagree	8.33%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q10 Please Rate: Including CWA language that includes current underrepresented community participation in union training programs (especially for higher skilled trades, i.e., operating engineers, mechanical, plumbing, electrical) This will support the building of a pipeline of local residents.**

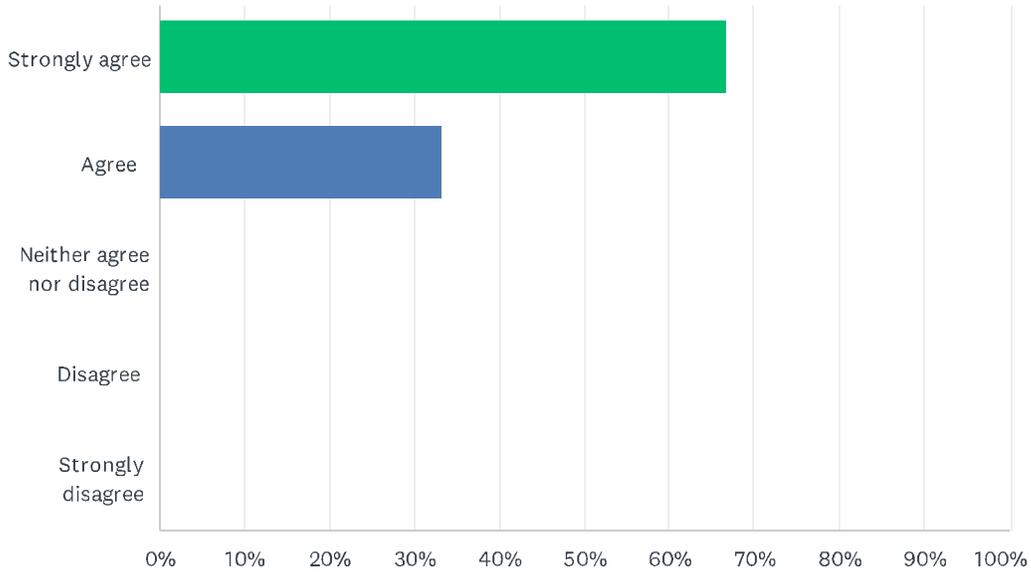
Answered: 10 Skipped: 4



ANSWER CHOICES	RESPONSES	
Strongly agree	70.00%	7
Agree	20.00%	2
Neither agree nor disagree	10.00%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>10</b>

### Q11 Please Rate: Including CWA language that requires financial/education/technical assistance for local residents to prepare for entering trades, especially for those with any challenges barring entry.

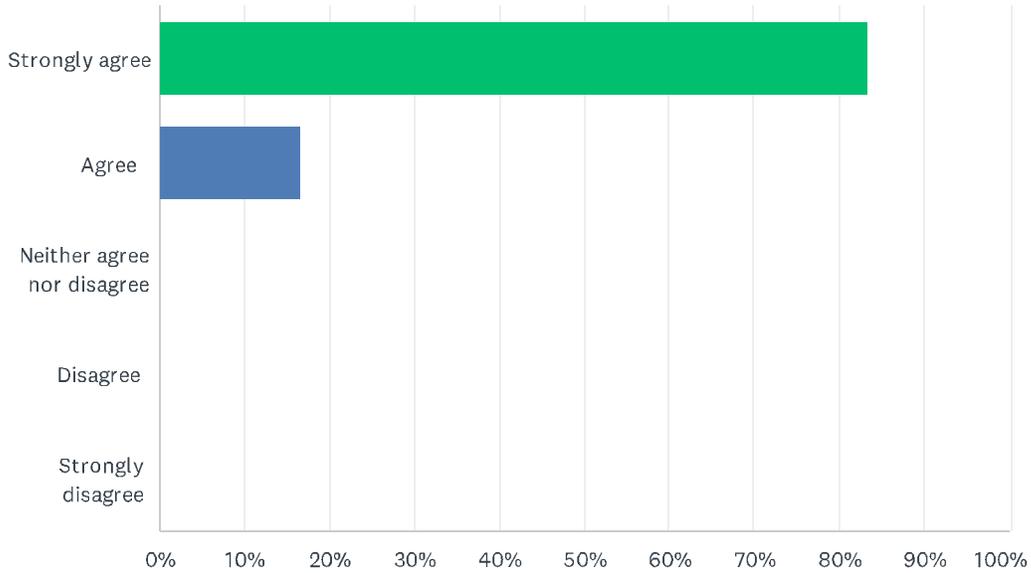
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	33.33%	4
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q12 Please Rate: Including CWA language that establishes an Equity/Social Justice Fund jointly supported by Labor and Management to provide funding to CBOs focused on workforce development, training, hiring, and retention.

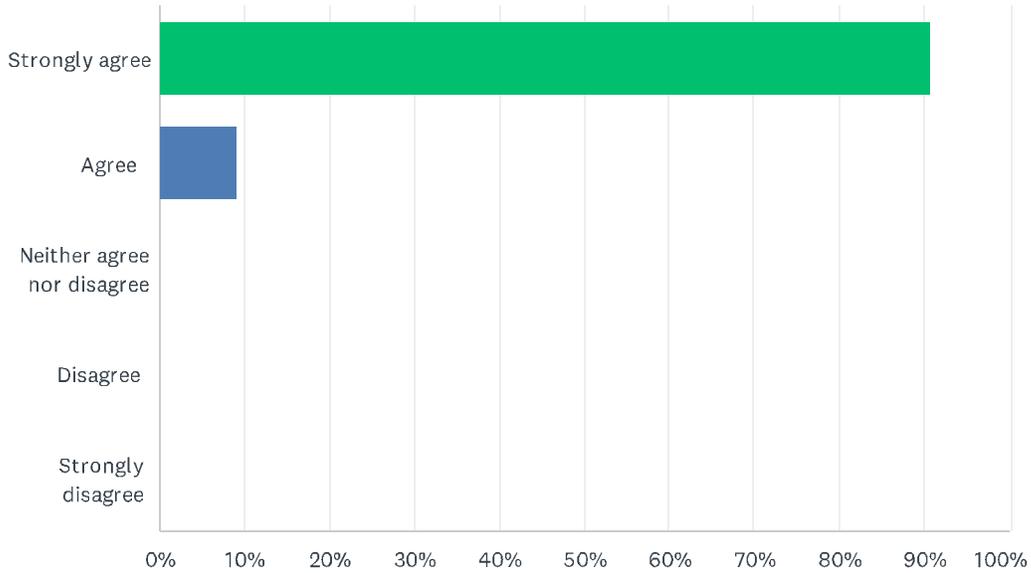
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	83.33%	10
Agree	16.67%	2
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q13 Please Rate: Including CWA language that requires educating participating contractors (specifically those who are involved with hiring), and all union dispatchers and impacted stakeholders on CWA requirements.

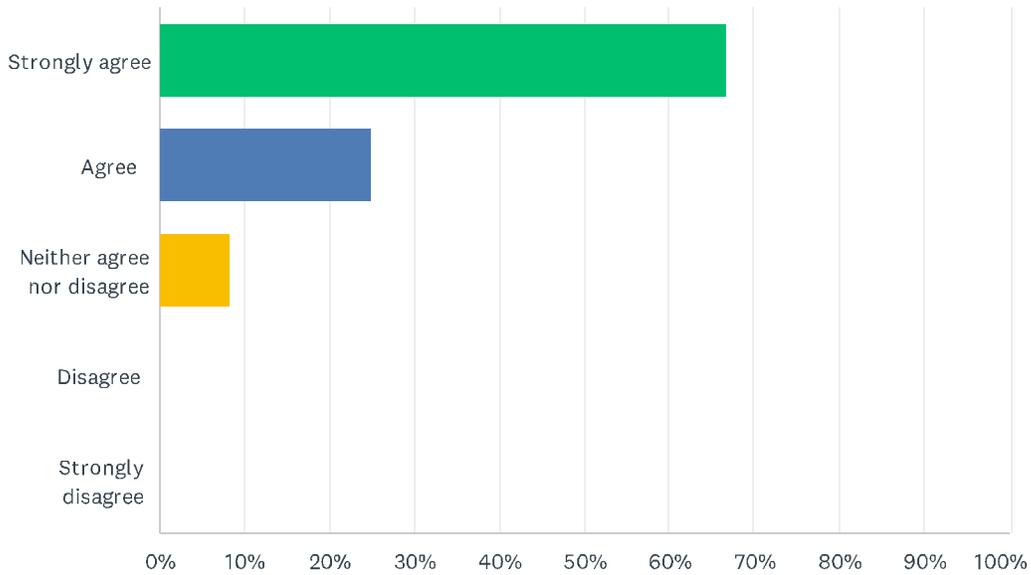
Answered: 11 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly agree	90.91%	10
Agree	9.09%	1
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>11</b>

### Q14 Please Rate: Including CWA language that requires diversity, anti-bias/race, and sexual harassment training to educate union workforce on benefits of having a diverse set of contractors working on CWA covered projects.

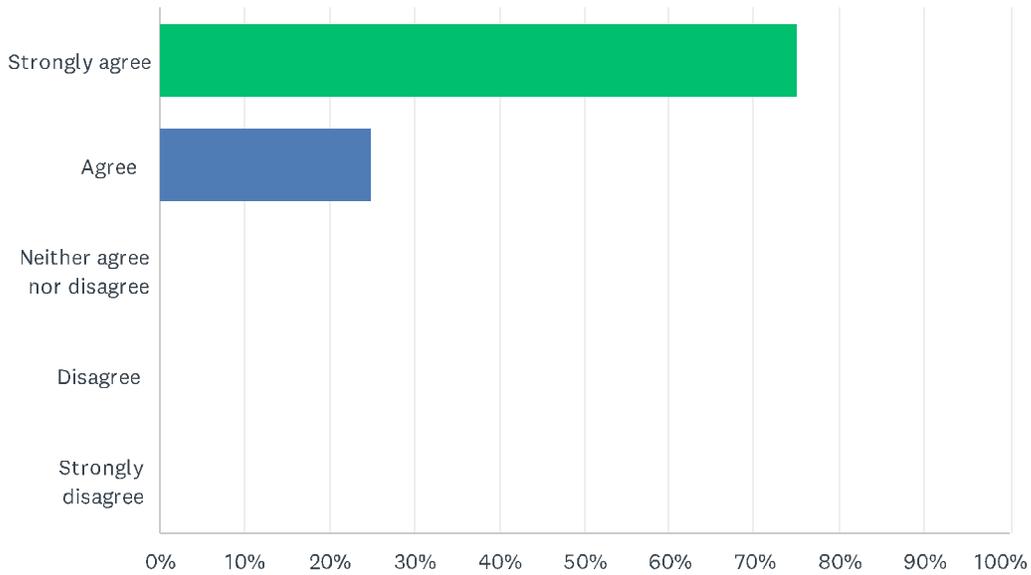
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	25.00%	3
Neither agree nor disagree	8.33%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q15 Please Rate: Including CWA language that requires the hiring of a 'Hiring Coordinator' to 1) specifically give workers direct access to mentoring and problem solving and 2) charged with working with all contractors working under the CWA in reaching their goals.**

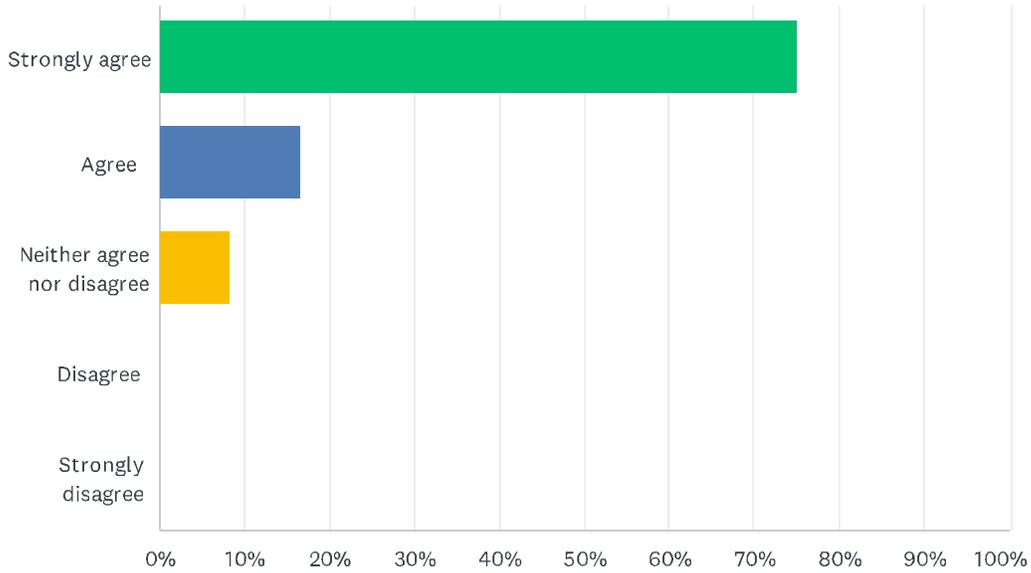
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	75.00%	9
Agree	25.00%	3
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q16 Please Rate: Including CWA language that requires when a worker pays into a union trust fund, the money will be returned to the worker if the worker no longer has access due to vesting requirements.

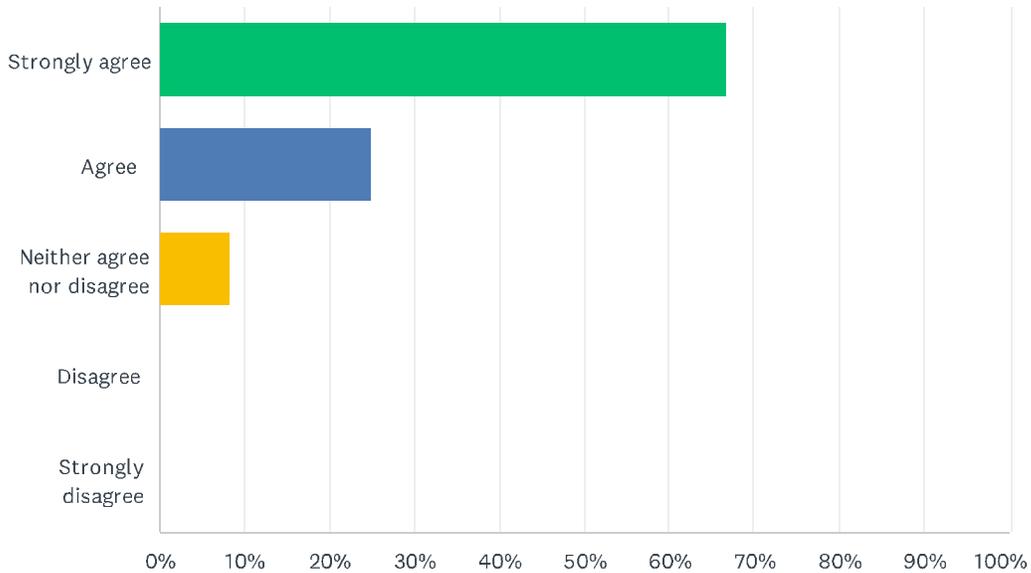
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	75.00%	9
Agree	16.67%	2
Neither agree nor disagree	8.33%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q17 Please Rate: Including CWA language that require unions to dispatch a diverse group of workers.

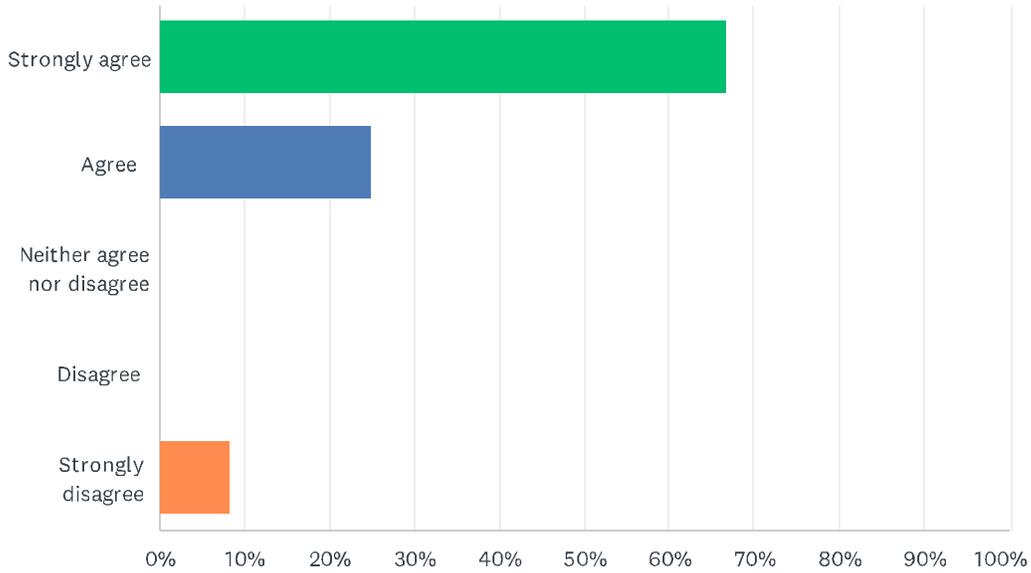
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	25.00%	3
Neither agree nor disagree	8.33%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q18 Please Rate: Including CWA language that removes burdensome initiation fees be mitigated for disadvantaged workers by limiting the individual union initiation fees to \$250 for those living in red lined areas.

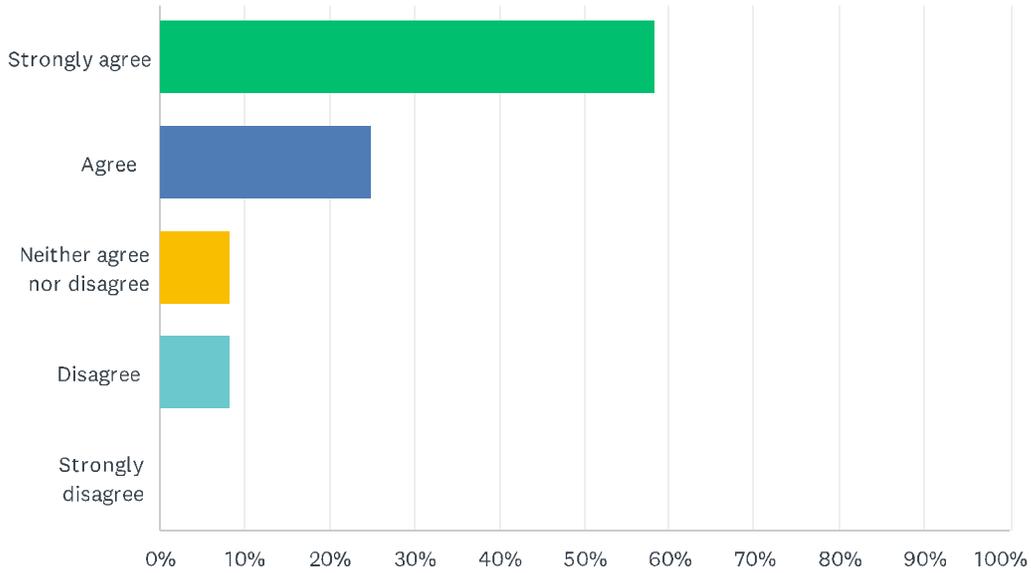
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	25.00%	3
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	8.33%	1
<b>TOTAL</b>		<b>12</b>

### Q19 Please Rate: Including CWA language that requires the hiring of an independent 3rd party consultant to work with City of Oakland staff to provide adequate monitoring and compliance oversight.

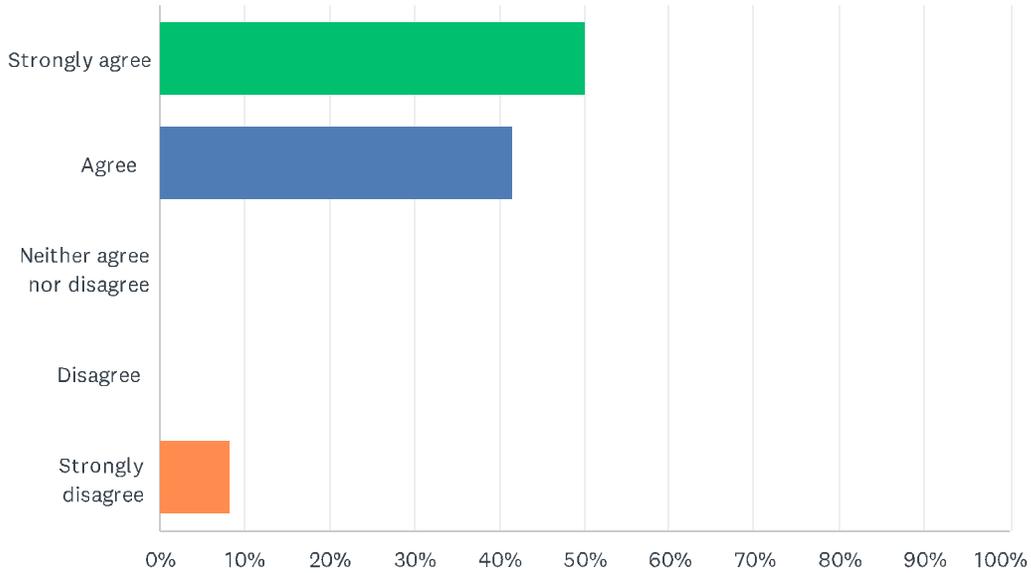
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	58.33%	7
Agree	25.00%	3
Neither agree nor disagree	8.33%	1
Disagree	8.33%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q20 Please Rate: Including CWA language that encourages the establishment of construction academies in high schools, equitably located, such as the architecture pathway or SUDA pathway at Castlemont High School.

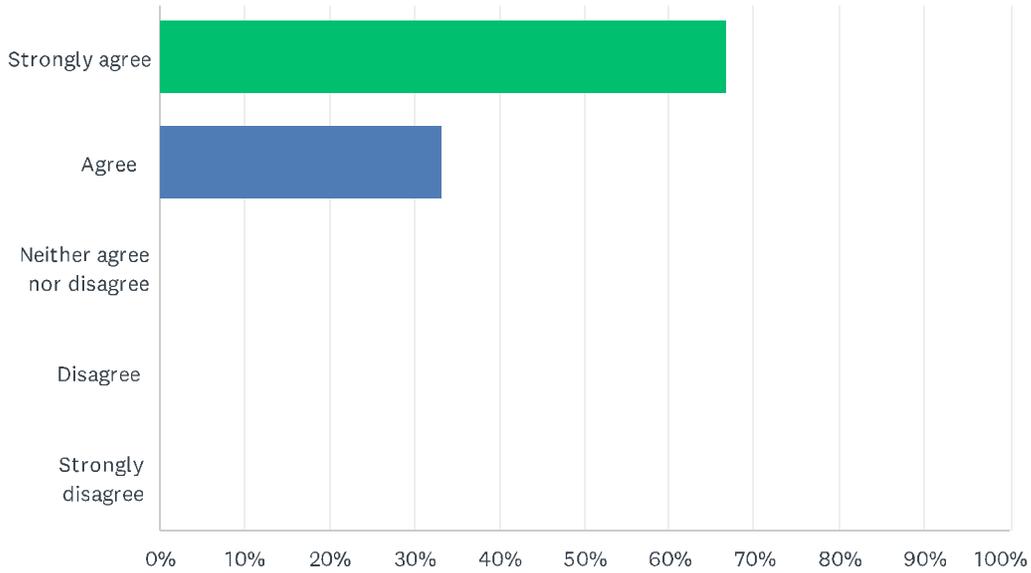
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	50.00%	6
Agree	41.67%	5
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	8.33%	1
<b>TOTAL</b>		<b>12</b>

## Q21 Please Rate: Including CWA language that encourages Career Days in community hosted by all and/or a few participating construction companies and the unions.

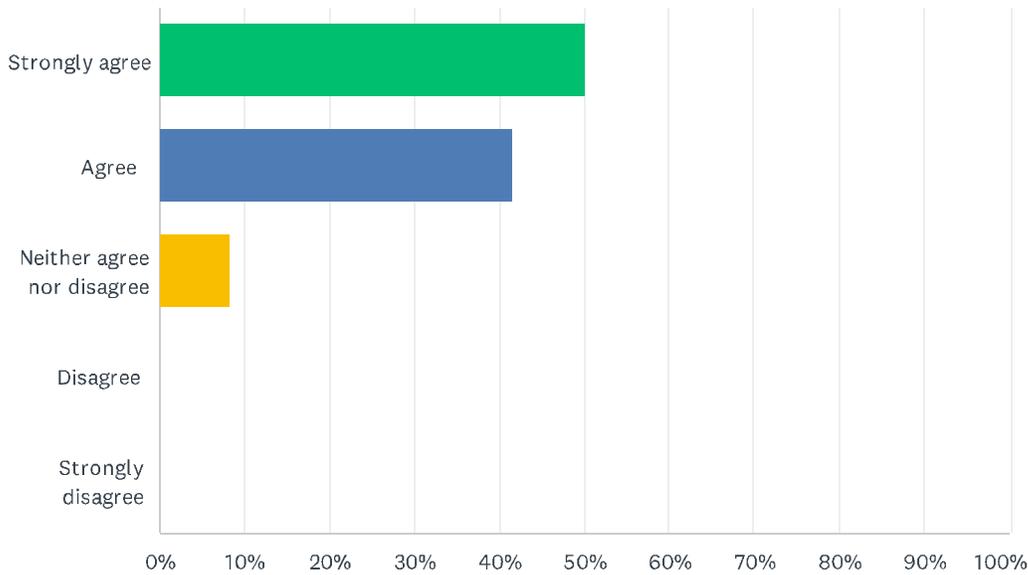
Answered: 12   Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	33.33%	4
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q22 Please Rate: Including CWA language that requires union apprentice and journey person level diversity/anti-bias training. This should include advising tradespersons of the importance of both a diverse field of contractor/employers, workforce, and union membership. Focus on “good of the industry”, economic benefits, etc...and also the detrimental impacts of discrimination and inequity.**

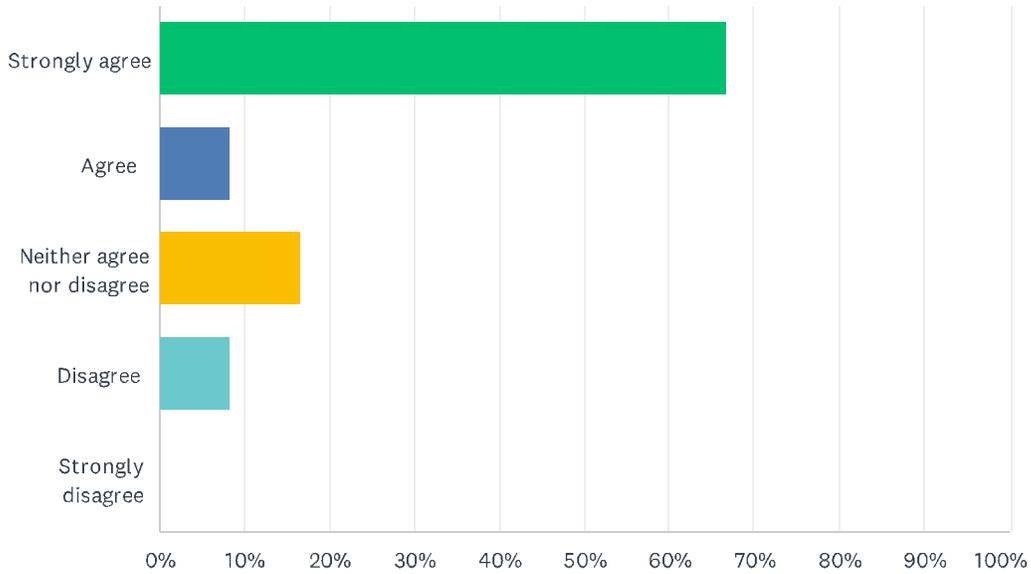
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	50.00%	6
Agree	41.67%	5
Neither agree nor disagree	8.33%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q23 Please Rate: Including language that stipulates that no construction projects with a value less than \$5M will be covered, so as to allow more smaller contractors to participate, subject to the consideration of annual regional construction price index adjustments and anticipated level and type of construction projects.**

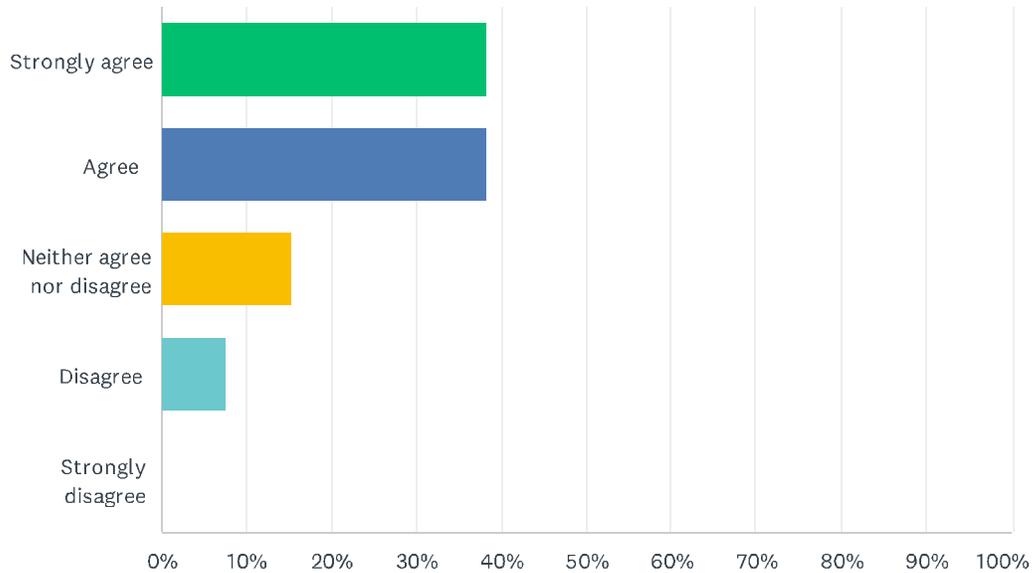
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES
Strongly agree	66.67% 8
Agree	8.33% 1
Neither agree nor disagree	16.67% 2
Disagree	8.33% 1
Strongly disagree	0.00% 0
TOTAL	12

## Q24 Please Rate: Establishing carve outs for very small and small local businesses, whether union or not.

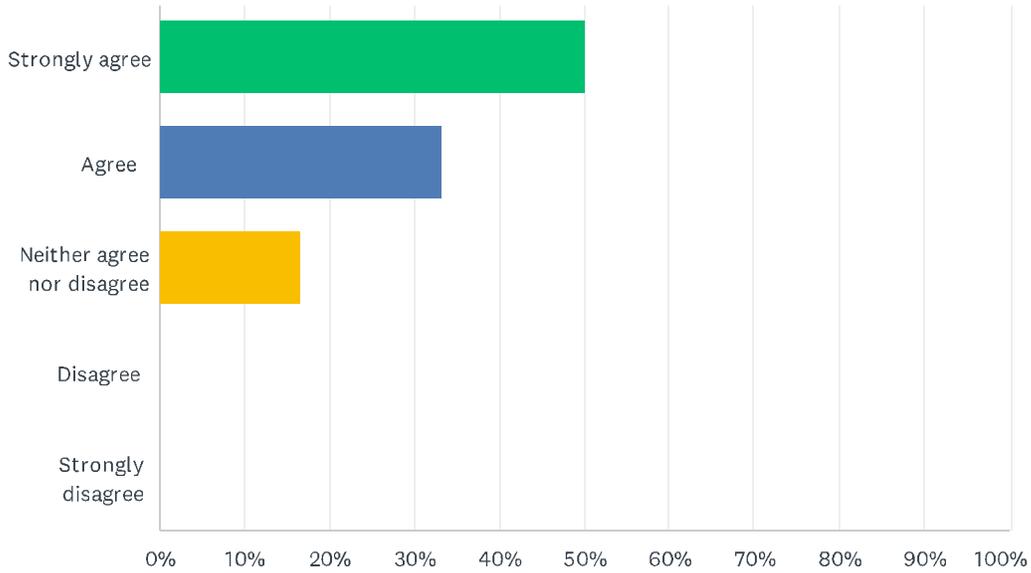
Answered: 13 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	38.46%	5
Agree	38.46%	5
Neither agree nor disagree	15.38%	2
Disagree	7.69%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>13</b>

### Q25 Please Rate: Setting aside some small and very small projects for minority contractors that can be negotiated as opposed to competitive bidding and taking shall threshold into account.

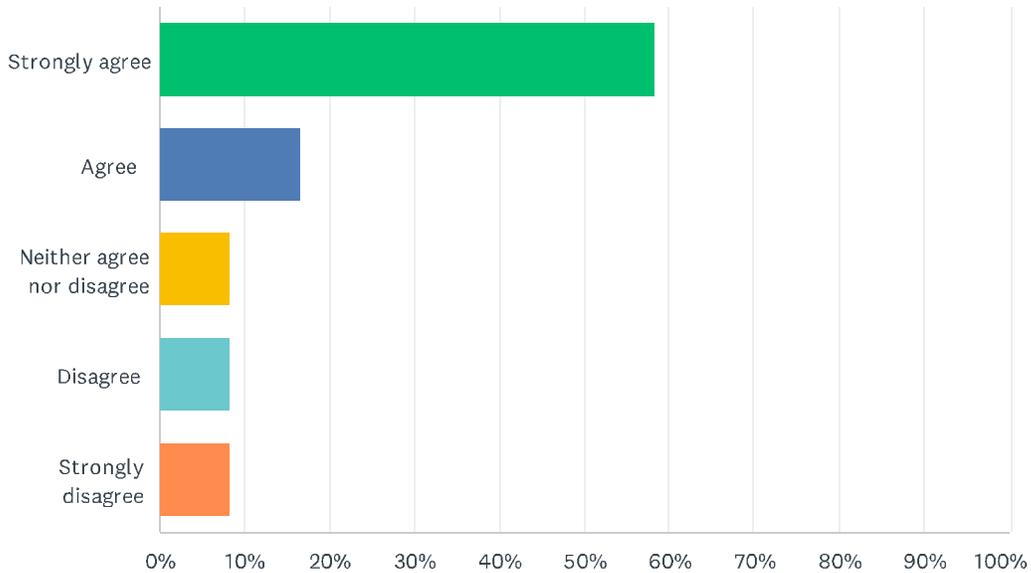
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	50.00%	6
Agree	33.33%	4
Neither agree nor disagree	16.67%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

## Q26 Please Rate: Including CWA language that excludes Affordable Housing projects from coverage.

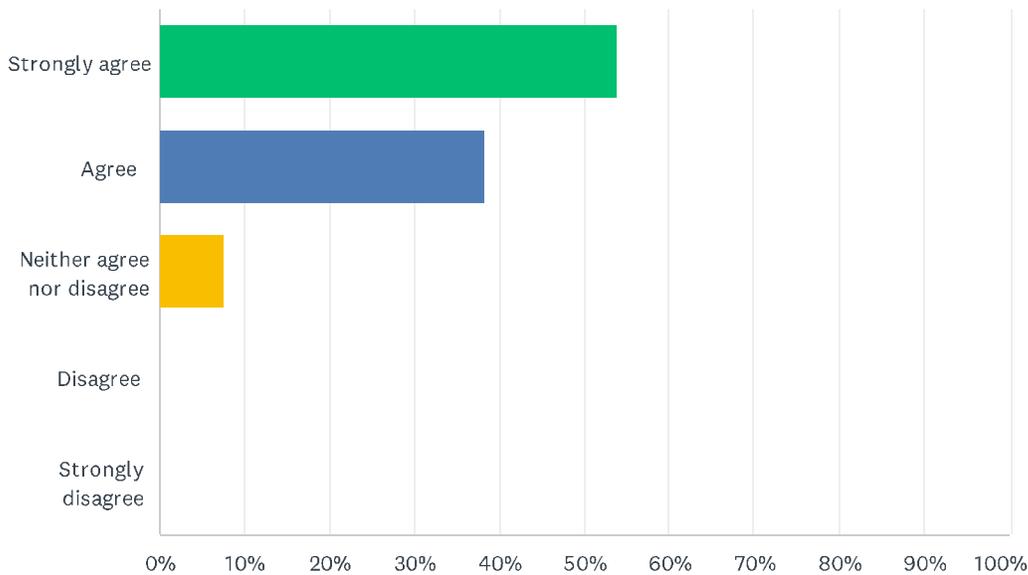
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	58.33%	7
Agree	16.67%	2
Neither agree nor disagree	8.33%	1
Disagree	8.33%	1
Strongly disagree	8.33%	1
<b>TOTAL</b>		<b>12</b>

Q27 Please Rate: Including CWA language that requires cooperation from all CWA parties with technical assistance providers, who provide a range of financial support and technical assistance for contractors, and supported by relevant developers/contractors. This technical assistance could include but would not be limited to the following: Access to non-traditional financing options, Prevailing wages compliance, Workers' compensation compliance, Bonding, Competitive bidding, Managing progress payments, Accounting and auditing preparation Back office support Innovative technology, Introduction the union culture and relationships to show possible benefits of becoming signatory, and Others as identified

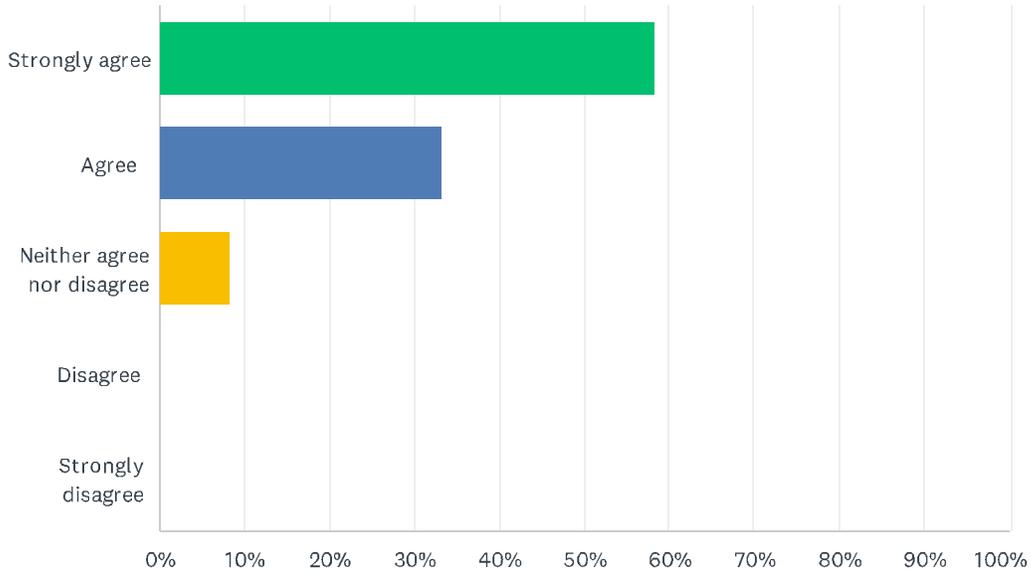
Answered: 13 Skipped: 1



ANSWER CHOICES	RESPONSES
Strongly agree	53.85% 7
Agree	38.46% 5
Neither agree nor disagree	7.69% 1
Disagree	0.00% 0
Strongly disagree	0.00% 0
<b>TOTAL</b>	<b>13</b>

**Q28 Please Rate: Including CWA language that requires the unions to host workshops to support and assist small local businesses, including tours of training facilities that demonstrate new industry training techniques. This would be done in coordination with any technical assistance program**

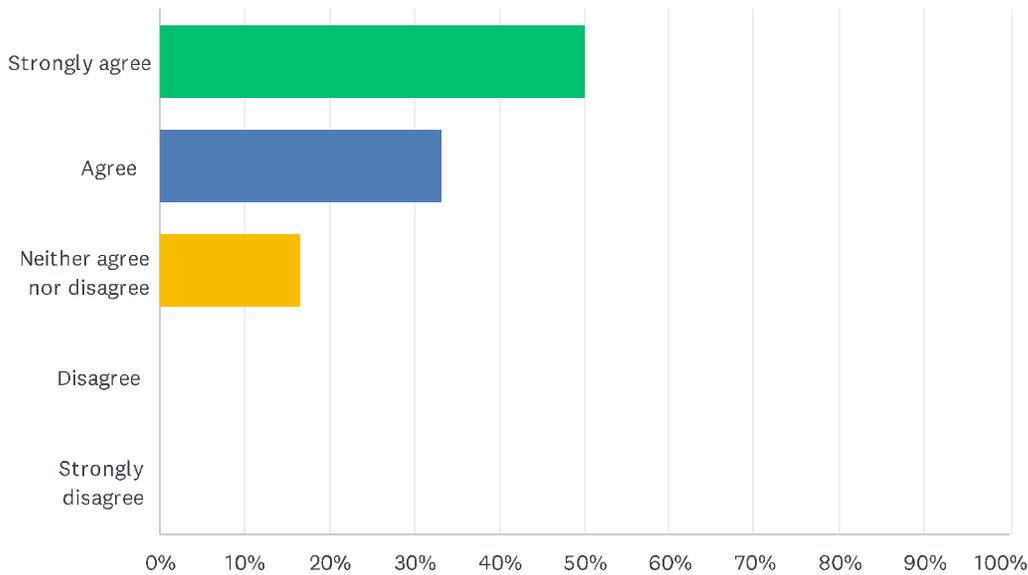
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	58.33%	7
Agree	33.33%	4
Neither agree nor disagree	8.33%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q29 Please Rate: Including CWA language that allows local non-signatory contractors to use all their local core workers before going the 1 to 1 dispatch from union hiring halls if those workers are Oakland residents and/or satisfy disadvantaged worker criteria. Related, include CWA language that limits the number of core workers non-local contractors can use, unless those workers are Oakland residents and/or satisfy disadvantaged worker criteria.**

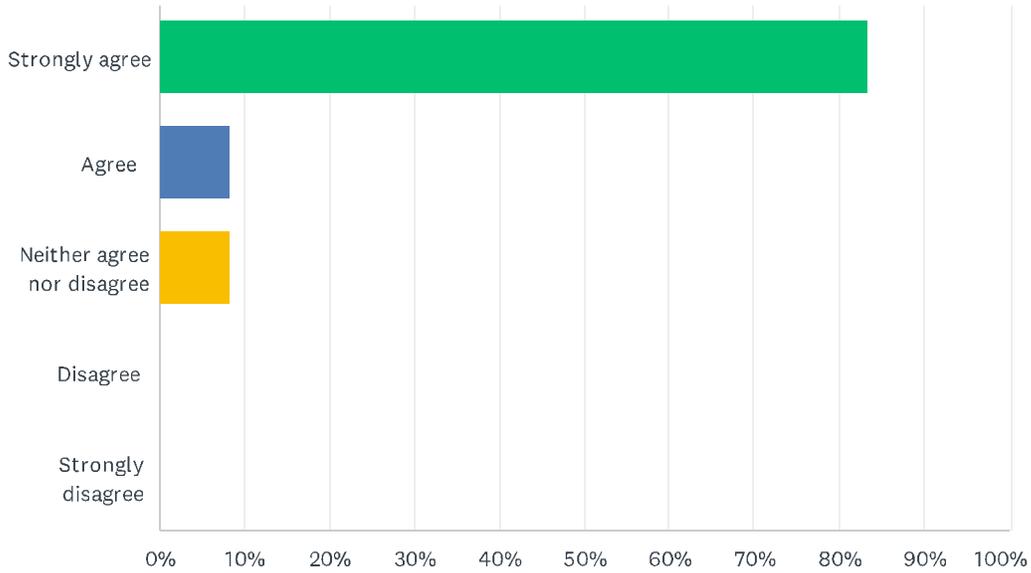
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES
Strongly agree	50.00% 6
Agree	33.33% 4
Neither agree nor disagree	16.67% 2
Disagree	0.00% 0
Strongly disagree	0.00% 0
<b>TOTAL</b>	<b>12</b>

### Q30 Please Rate: Including CWA language to allow alternative delivery systems, such as “best value” or “most responsible bidder” as opposed lowest bidder

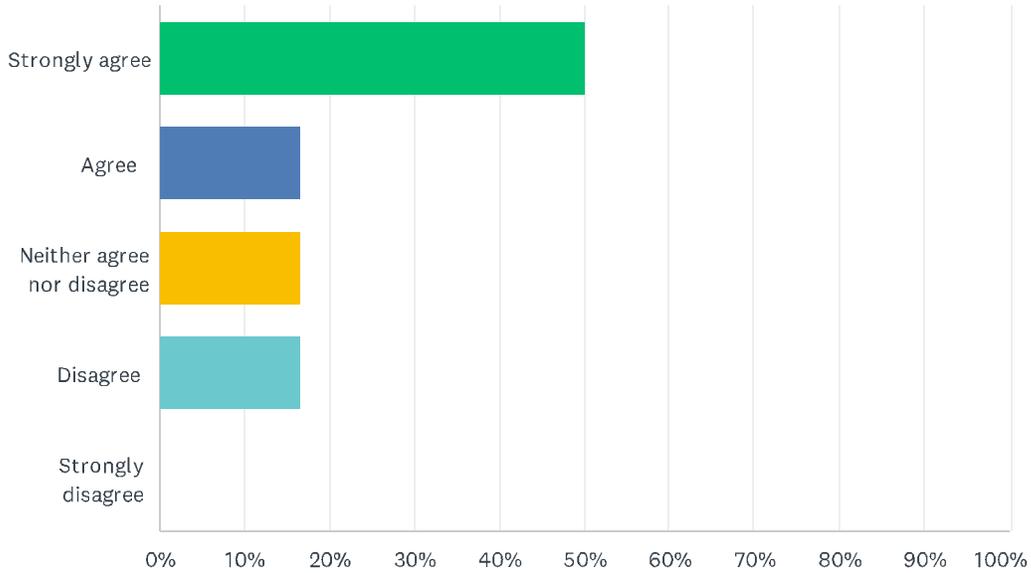
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	83.33%	10
Agree	8.33%	1
Neither agree nor disagree	8.33%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q31 Please Rate: Including CWA language that requires unions as well as the contractors to pay benefits into a Social Justice Trust fund to help with legal fees, accounting, childcare, transportation, union dues, access to capital, etc.

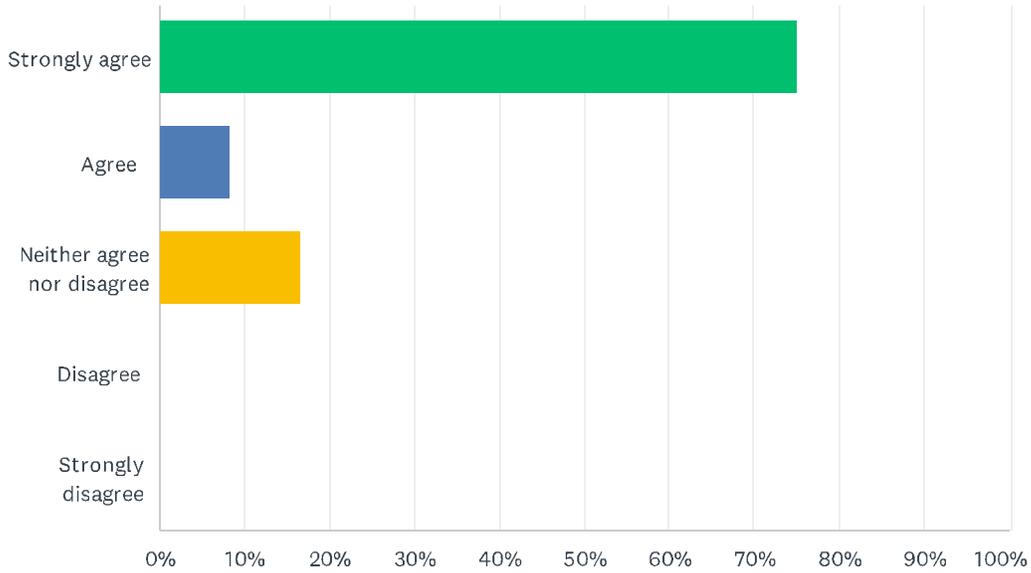
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	50.00%	6
Agree	16.67%	2
Neither agree nor disagree	16.67%	2
Disagree	16.67%	2
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q32 Please Rate: Including CWA language that requires unions to dispatch competent workers to non-union contractors working under the CWA, and to submit descriptions of any known negative behavior

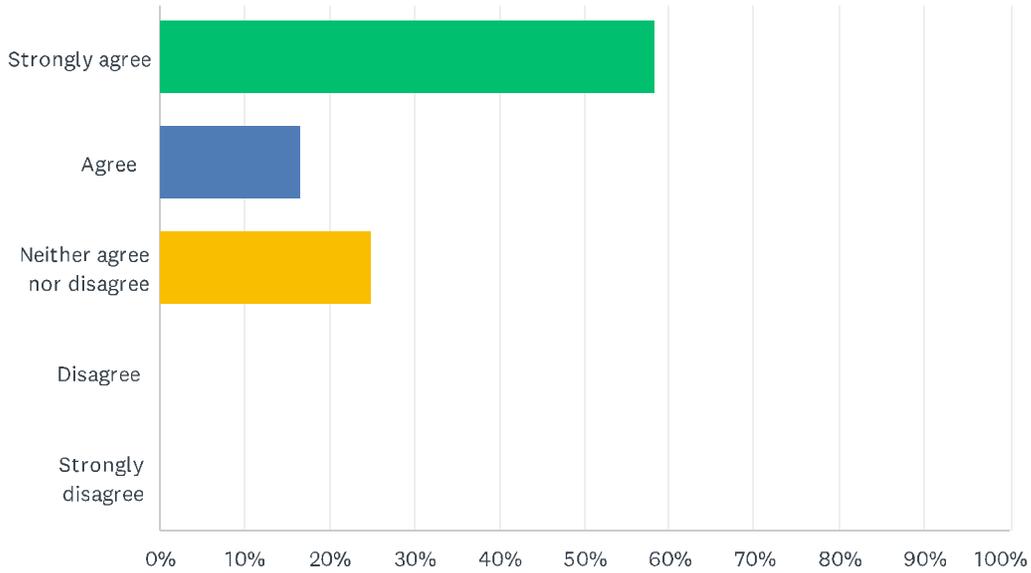
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	75.00%	9
Agree	8.33%	1
Neither agree nor disagree	16.67%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q33 Please Rate: Including CWA language that encourages the education of general contractors on the challenges of working under an innovative CWA.

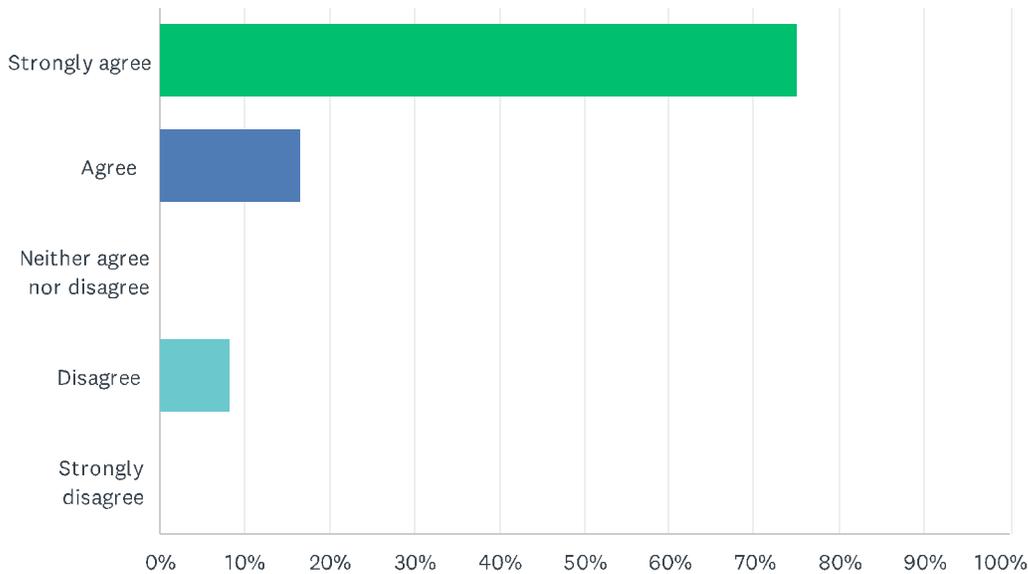
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	58.33%	7
Agree	16.67%	2
Neither agree nor disagree	25.00%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q34 Please Rate: Establishing a Contractor Assistance Center co-funded by the City and the CWA signatory unions or their affiliates such as CTWI. This center would assist small contractors in successfully working under CWAs. This should be coordinated with related technical assistance entities.**

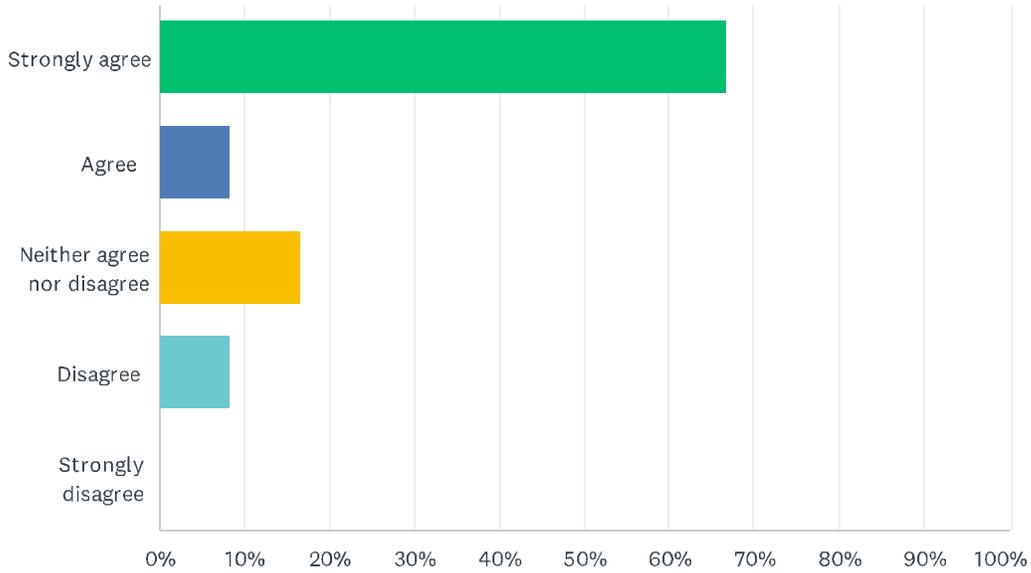
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	75.00%	9
Agree	16.67%	2
Neither agree nor disagree	0.00%	0
Disagree	8.33%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q35 Please Rate: Including CWA language that requires unions to create measurable programs that address the challenges minority non-union businesses face when becoming union signatory

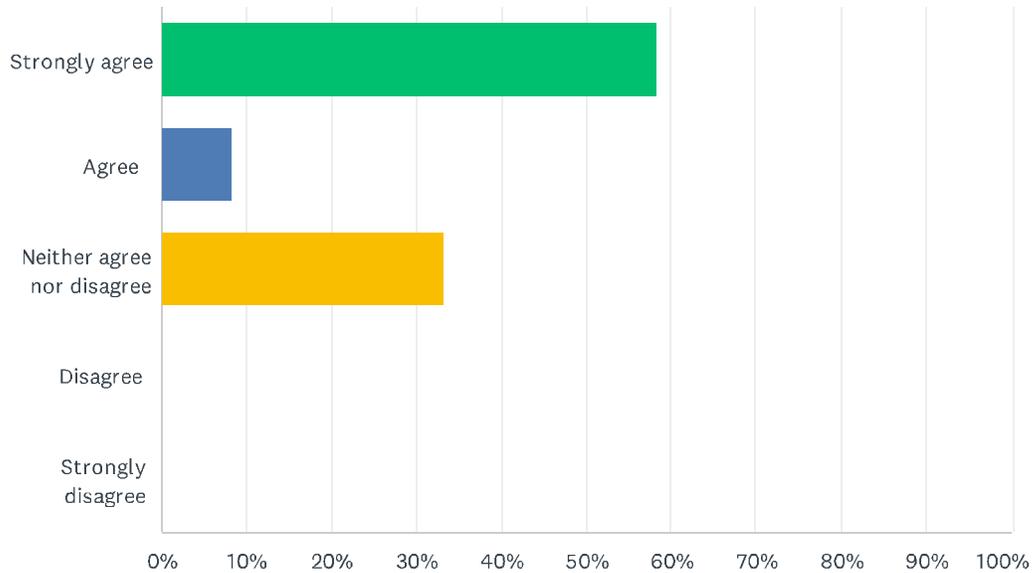
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	8.33%	1
Neither agree nor disagree	16.67%	2
Disagree	8.33%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q36 Please Rate: Including CWA language that allows local contractors to sign Letters of Assent (LOA) for more than one project

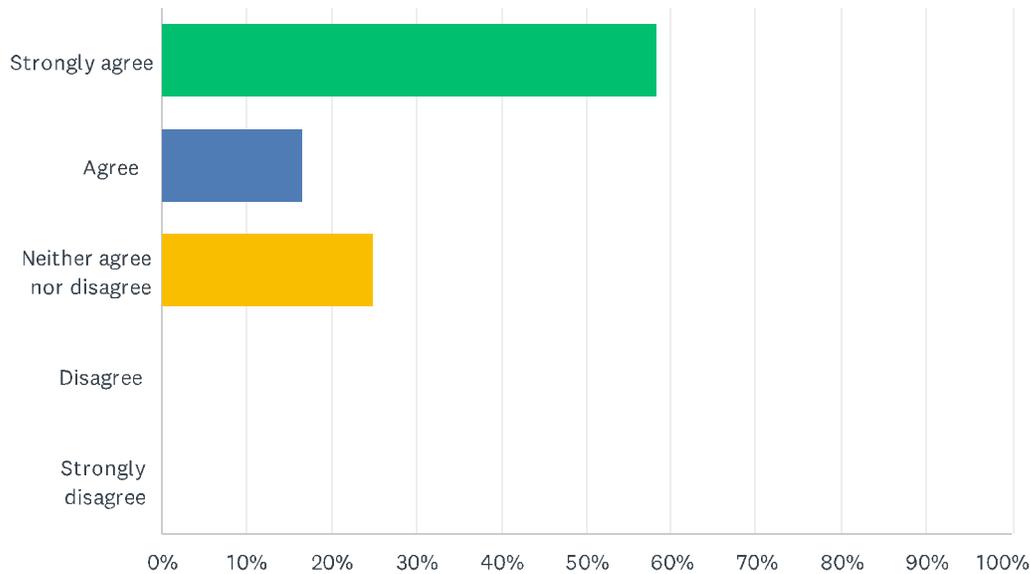
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	58.33%	7
Agree	8.33%	1
Neither agree nor disagree	33.33%	4
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q37 Please Rate: Including CWA language that requires unions to establish reasonable auditing timeframes with no back-to-back audits. It should be at least two years after the initial audit is complete before another can start. The language should allow for mediation before legal action is taken**

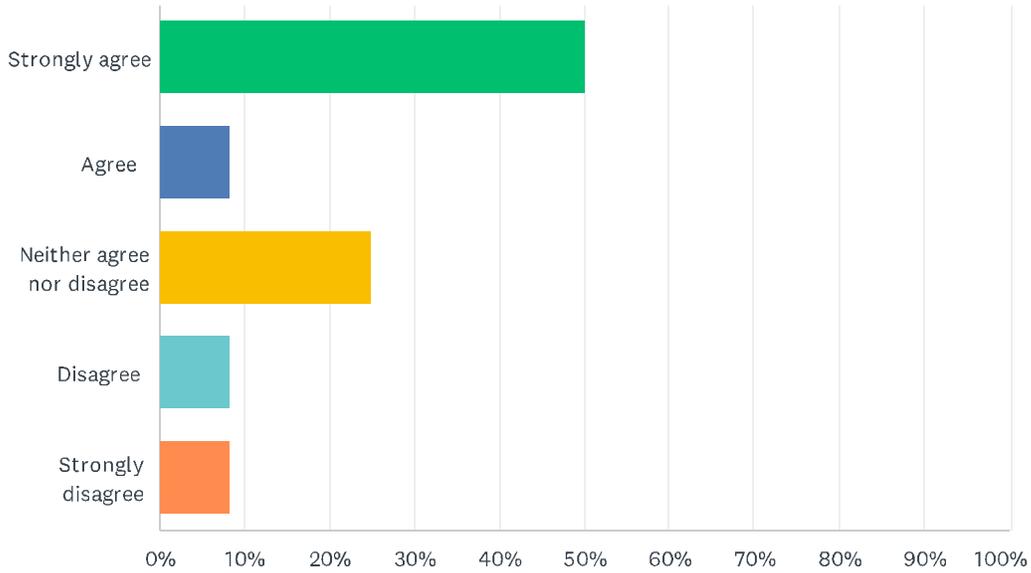
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES
Strongly agree	58.33% 7
Agree	16.67% 2
Neither agree nor disagree	25.00% 3
Disagree	0.00% 0
Strongly disagree	0.00% 0
TOTAL	12

### Q38 Please Rate: Including CWA language that allows local contractors to cancel a union relationship in a relatively easy manner without facing legal duress unless a worker is owed wages or benefits.

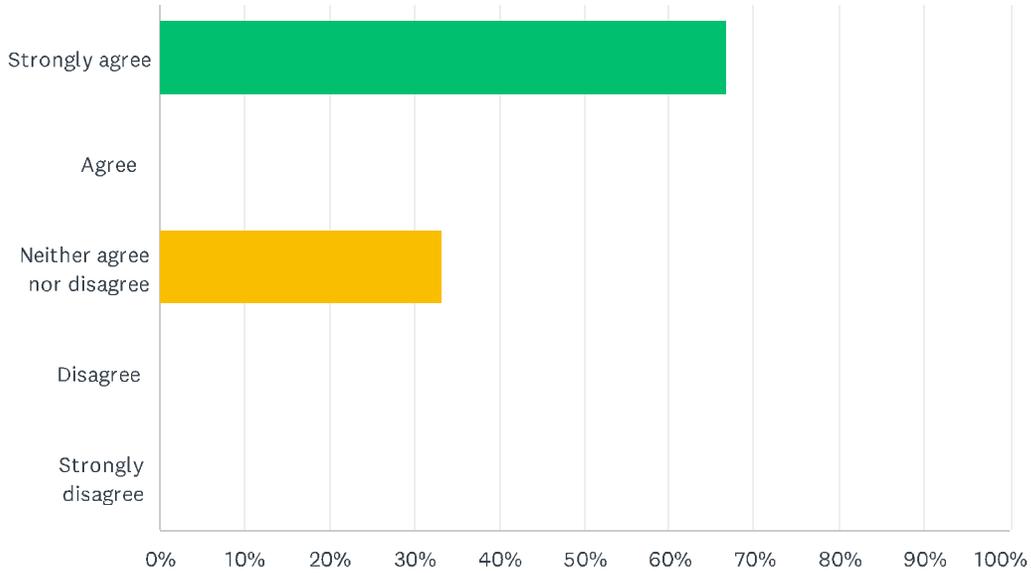
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES
Strongly agree	50.00% 6
Agree	8.33% 1
Neither agree nor disagree	25.00% 3
Disagree	8.33% 1
Strongly disagree	8.33% 1
<b>TOTAL</b>	<b>12</b>

### Q39 Please Rate: Including CWA language that allows owners to work on their own projects, if they so choose.

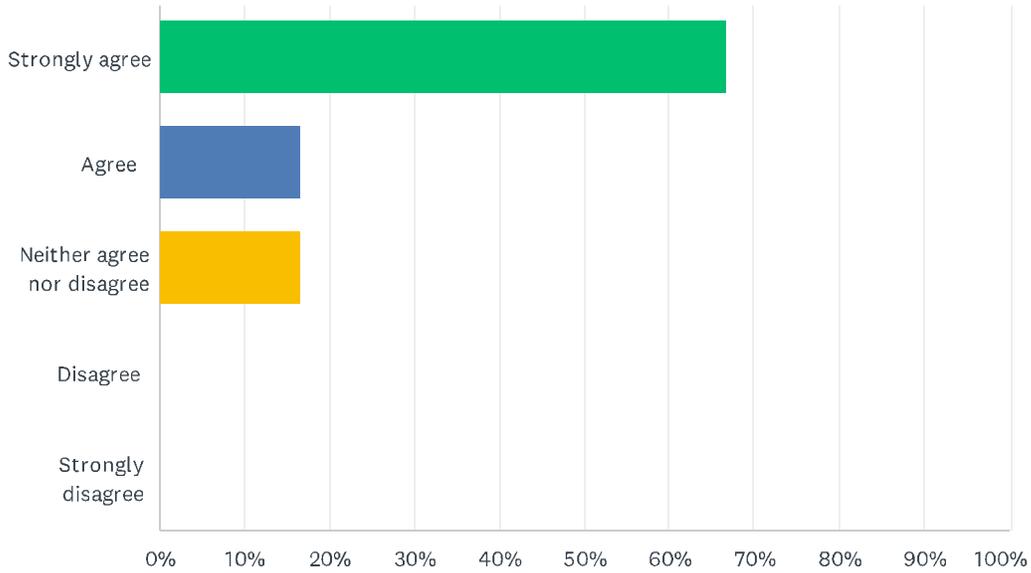
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	0.00%	0
Neither agree nor disagree	33.33%	4
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q40 Please Rate: Including CWA language that establishes committees open to public participation, so that contractors can present complaints about union actions, including Trust Fund issues

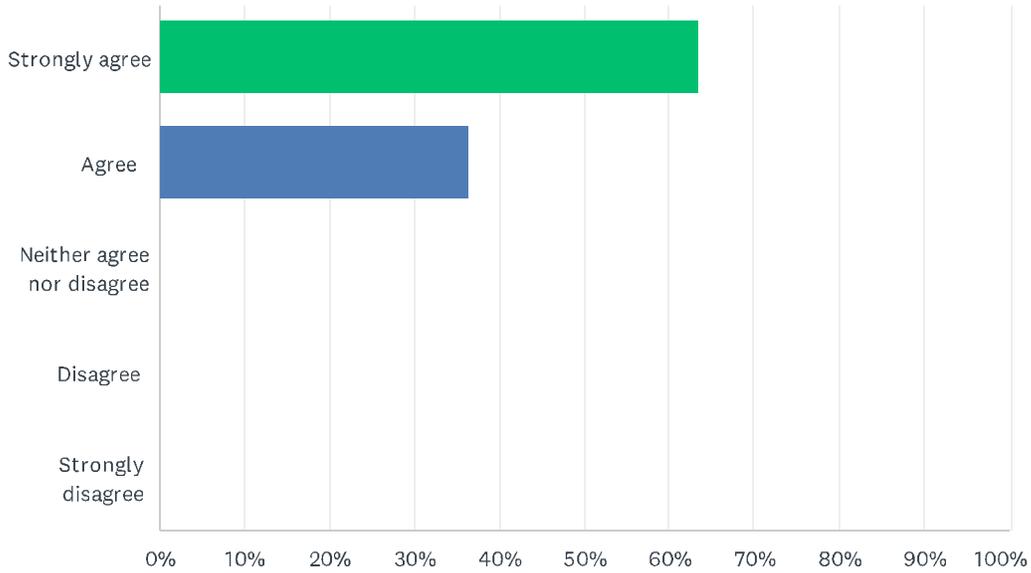
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	16.67%	2
Neither agree nor disagree	16.67%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q41 Please Rate: Including CWA language that encourages justice, diversity/anti-bias, and sexual harassment training for union business agents and pension trust administrators

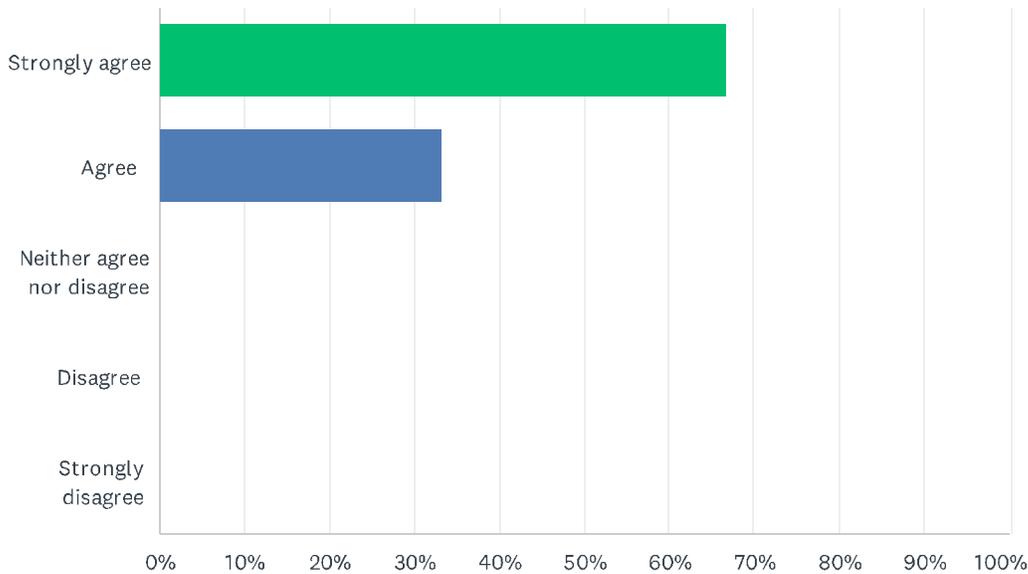
Answered: 11 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly agree	63.64%	7
Agree	36.36%	4
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>11</b>

**Q42 Please Rate: Including CWA language that encourages anti-bias training by unions to educate their workforces on benefits of having a diverse set of contractors on CWA covered projects and take affirmative action to make a workplace welcoming to all workers, especially to Black workers, women, and local contractors**

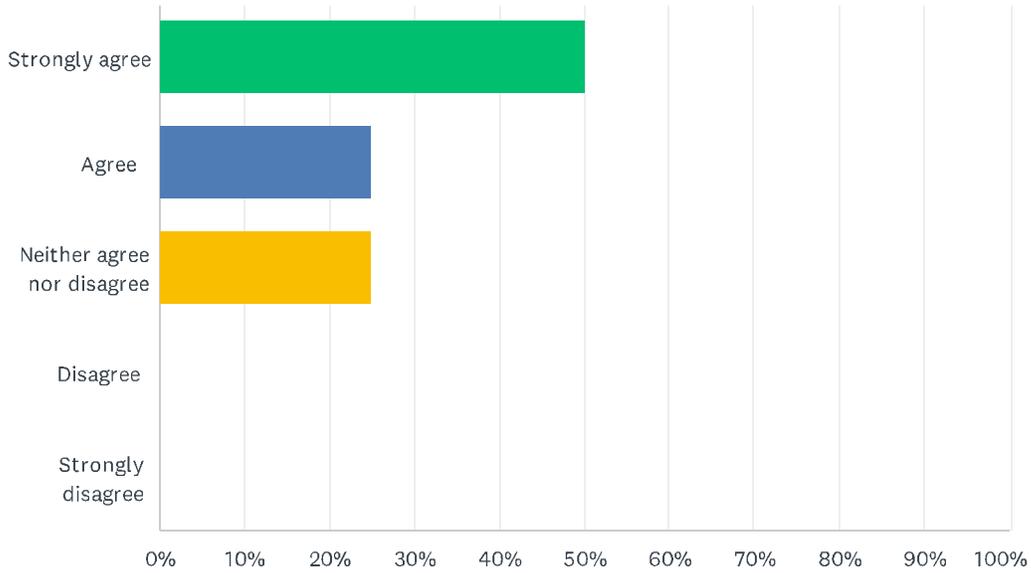
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	33.33%	4
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q43 Please Rate: Including CWA language that mandates the unions and the trust to post board positions and/or change - by-laws to allow minorities to join right away

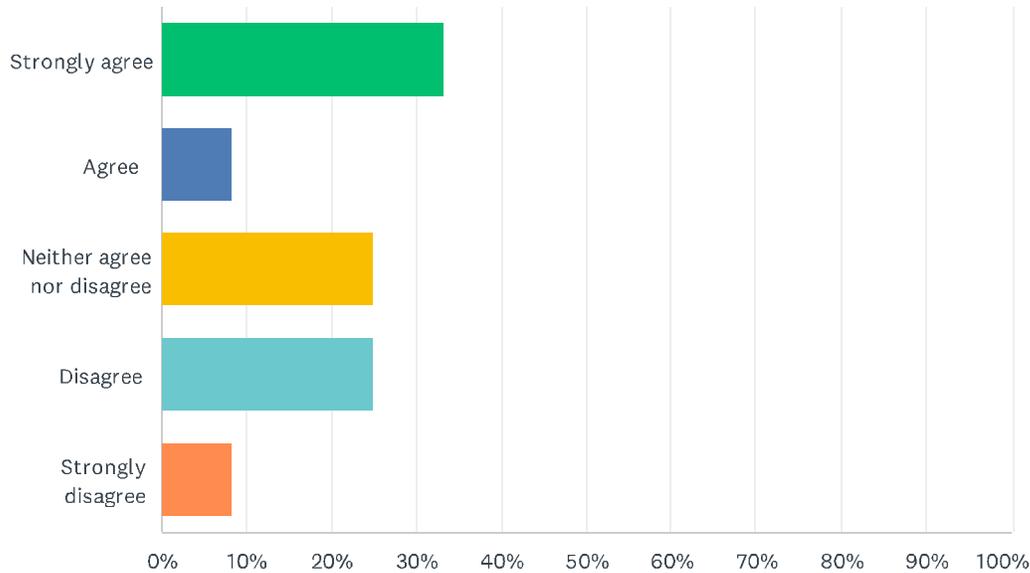
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	50.00%	6
Agree	25.00%	3
Neither agree nor disagree	25.00%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

## Q44 Please Rate: Including CWA language that excludes residential construction from coverage

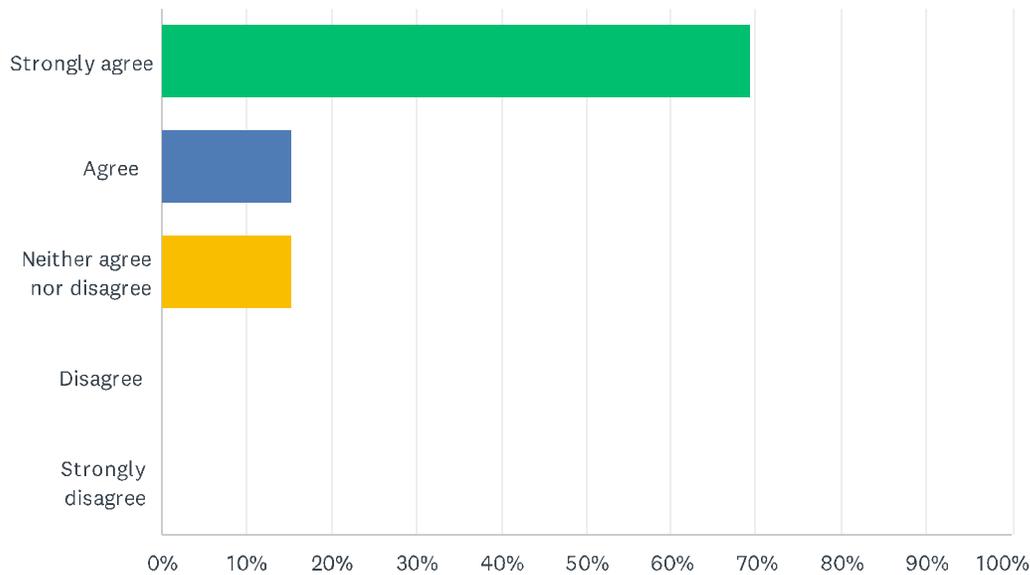
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	33.33%	4
Agree	8.33%	1
Neither agree nor disagree	25.00%	3
Disagree	25.00%	3
Strongly disagree	8.33%	1
TOTAL		12

**Q45 Please Rate: Require adequate monitoring and compliance oversight by independent outside 3rd party consultant(s) working in close coordination with designated City staff. As needed and monthly reports should be made to a designated committee identified in the CWA as well as to the public, and the Oakland City Council. The City/consultant(s) should make regular reports on the progress of both contractors and unions on goals established by the CWA, including reporting focused on ethnicity and gender. This reporting should include progress all contractors working on carve out projects.**

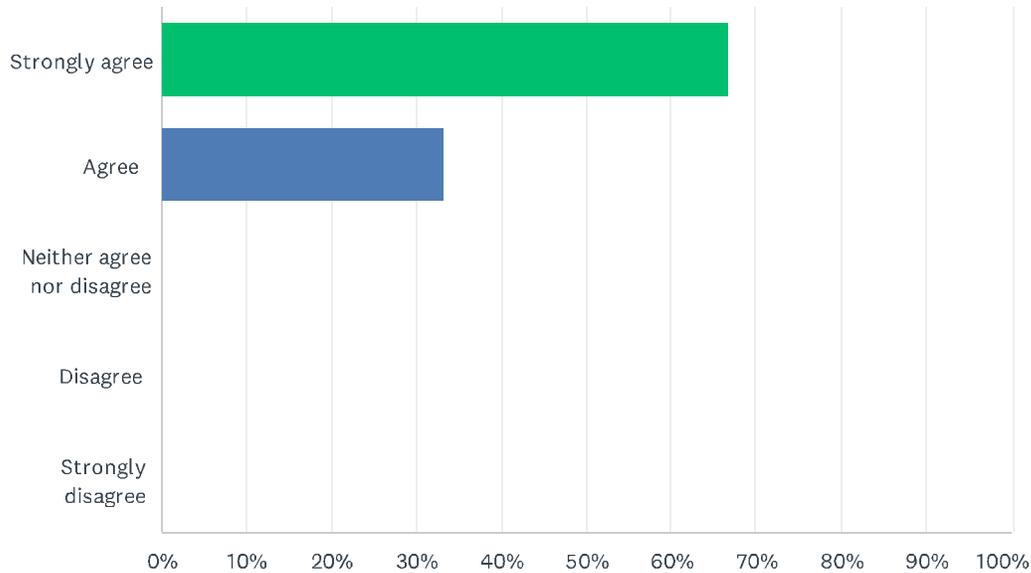
Answered: 13 Skipped: 1



ANSWER CHOICES	RESPONSES	
Strongly agree	69.23%	9
Agree	15.38%	2
Neither agree nor disagree	15.38%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>13</b>

### Q46 Please Rate: City staff or 3rd party consultant should conduct regular field site visits on each CWA covered project.

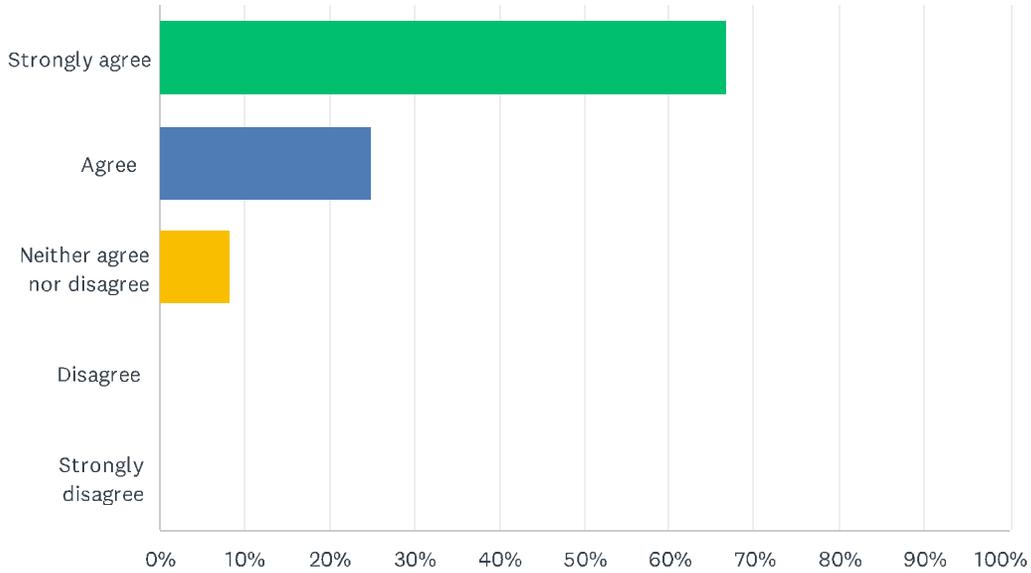
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	33.33%	4
Neither agree nor disagree	0.00%	0
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q47 Please Rate: The City/consultant team should attend weekly progress meetings for each CWA covered project.

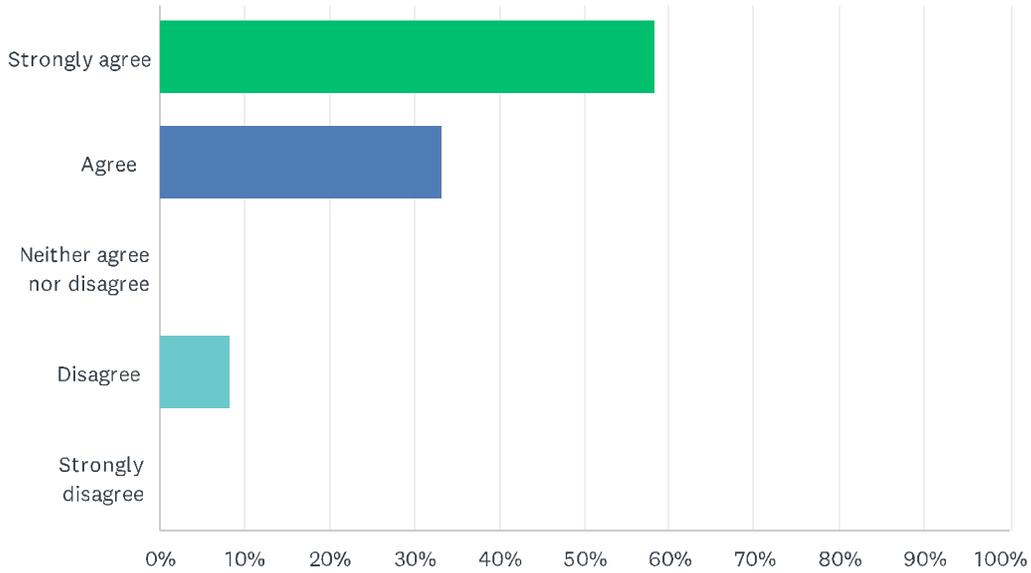
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	66.67%	8
Agree	25.00%	3
Neither agree nor disagree	8.33%	1
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q48 Please Rate: The CWA should establish committees open to public participation to work with City or 3rd party consultant(s) on compliance oversight for both contractors and unions.

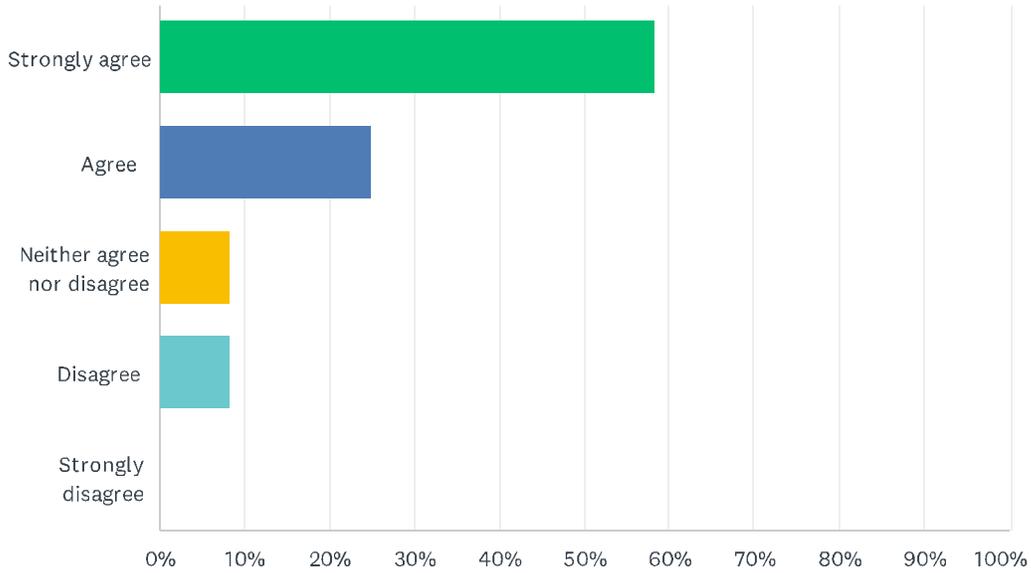
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	58.33%	7
Agree	33.33%	4
Neither agree nor disagree	0.00%	0
Disagree	8.33%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

**Q49 Please Rate: Establish strong, enforceable financial penalties for both non-compliant parties. The penalty should discourage non-compliance i.e. be at least double the hourly wages of said employee.**

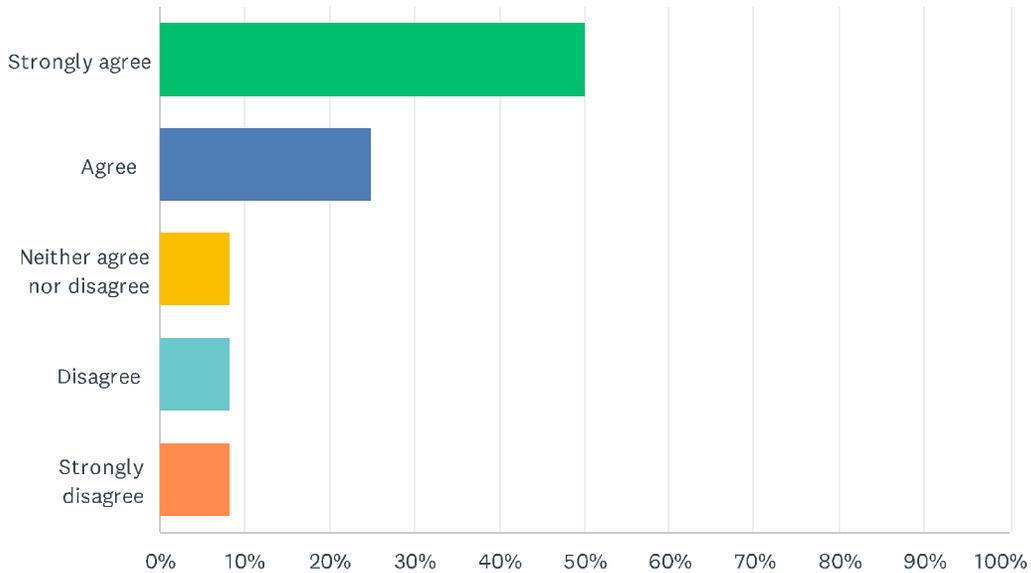
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	58.33%	7
Agree	25.00%	3
Neither agree nor disagree	8.33%	1
Disagree	8.33%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

## Q50 Please Rate: Provide off-site credit for Oakland apprentices working on other projects concurrently.

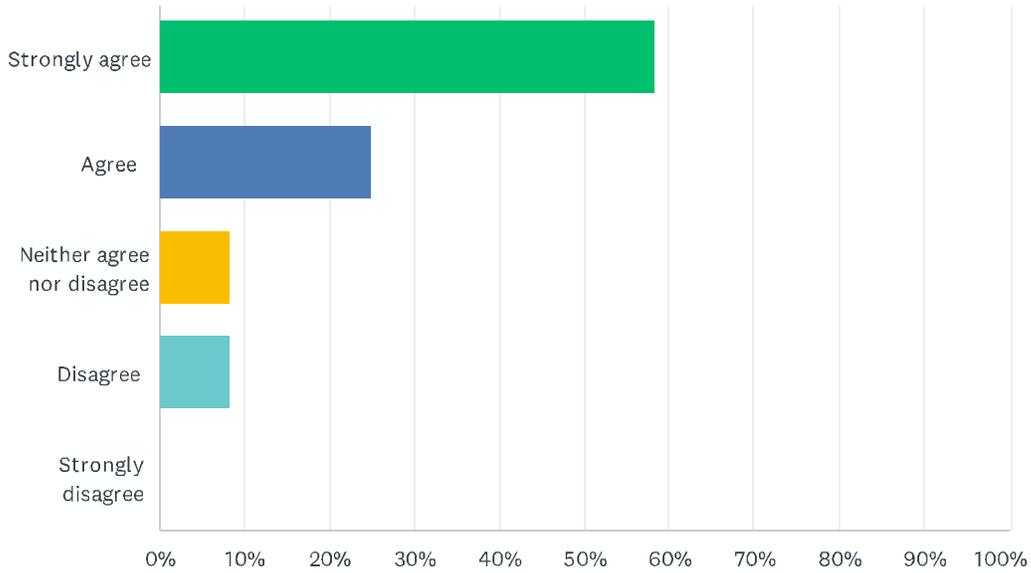
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES
Strongly agree	50.00% 6
Agree	25.00% 3
Neither agree nor disagree	8.33% 1
Disagree	8.33% 1
Strongly disagree	8.33% 1
<b>TOTAL</b>	<b>12</b>

### Q51 Please Rate: Include clear language that lays out good faith efforts steps contractors are to make in hiring locally (specifically roles and responsibilities)

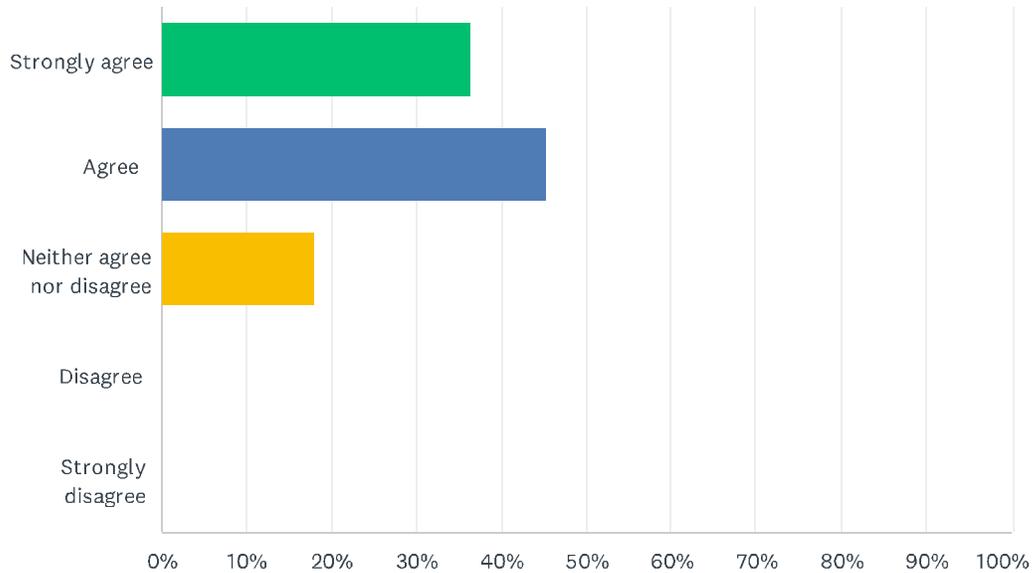
Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	58.33%	7
Agree	25.00%	3
Neither agree nor disagree	8.33%	1
Disagree	8.33%	1
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>

### Q52 Please Rate: Establish concrete union dispatch procedures that require the dispatch of Oakland residents.

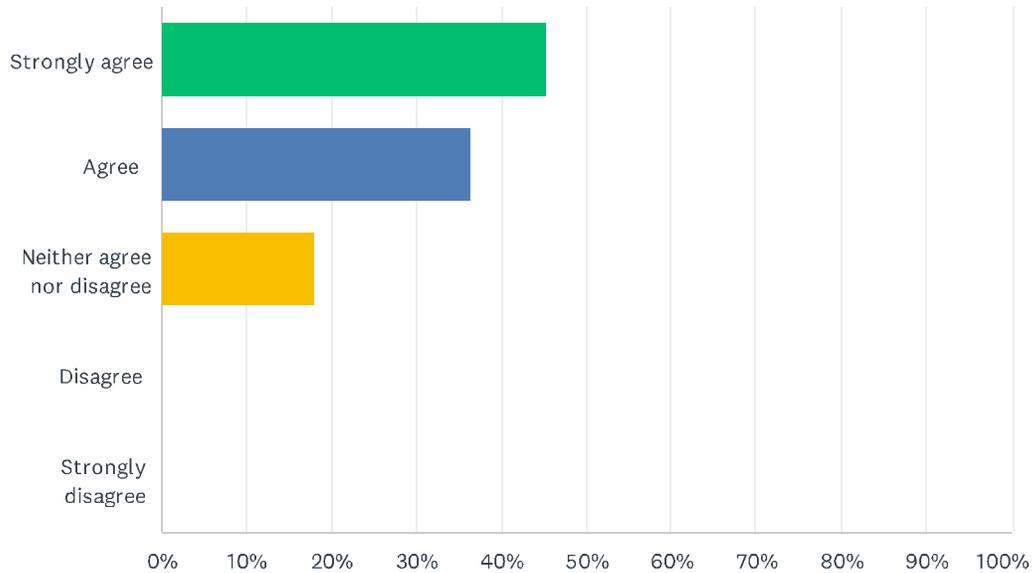
Answered: 11 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly agree	36.36%	4
Agree	45.45%	5
Neither agree nor disagree	18.18%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>11</b>

### Q53 Please Rate: Require all unions and contractors to work with the designated list of CBOs across all trades.

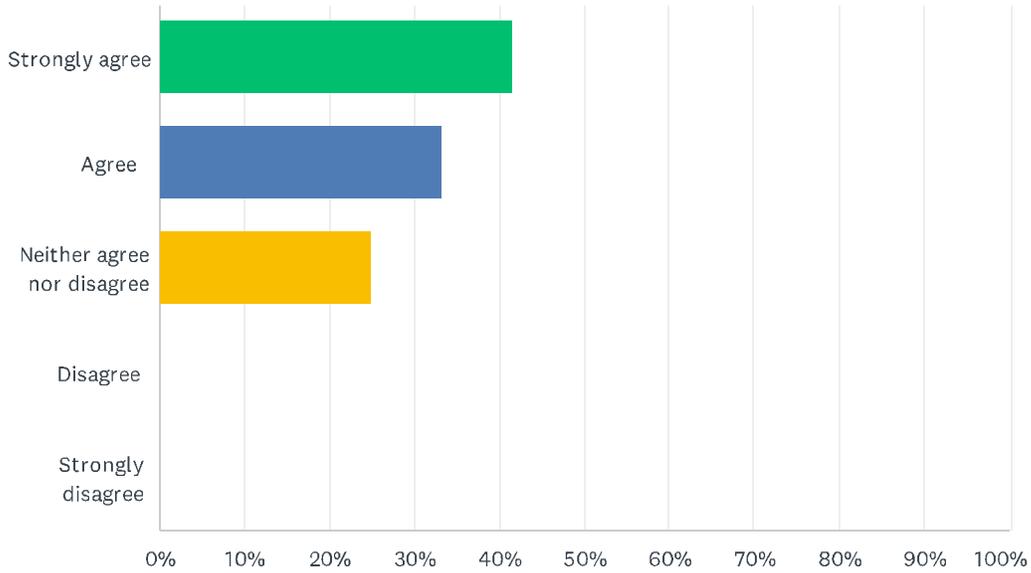
Answered: 11 Skipped: 3



ANSWER CHOICES	RESPONSES	
Strongly agree	45.45%	5
Agree	36.36%	4
Neither agree nor disagree	18.18%	2
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>11</b>

### Q54 Please Rate: The CWA shall have a two-year term limit, at which time a review will be conducted and if all requirements are being met, there is an option to extend for an additional three years.

Answered: 12 Skipped: 2



ANSWER CHOICES	RESPONSES	
Strongly agree	41.67%	5
Agree	33.33%	4
Neither agree nor disagree	25.00%	3
Disagree	0.00%	0
Strongly disagree	0.00%	0
<b>TOTAL</b>		<b>12</b>