



San Leandro Community Workforce Agreement

- 2015: Negotiated & Council adopted
- 2016: CWA begins; San Leandro Local program begins

- Project Threshold – At or over \$1 million
 - CWA Project or Not? Engineer's estimate @ or over \$850k

- All Contractors hire through union halls

- Local Hire Goal
 - Apprentice: 10% SL resident goal
 - Journey: 20% SL resident goal
 - 2nd Tier – Alameda County resident

- Joint Administrative Committee – Project Review & Compliance





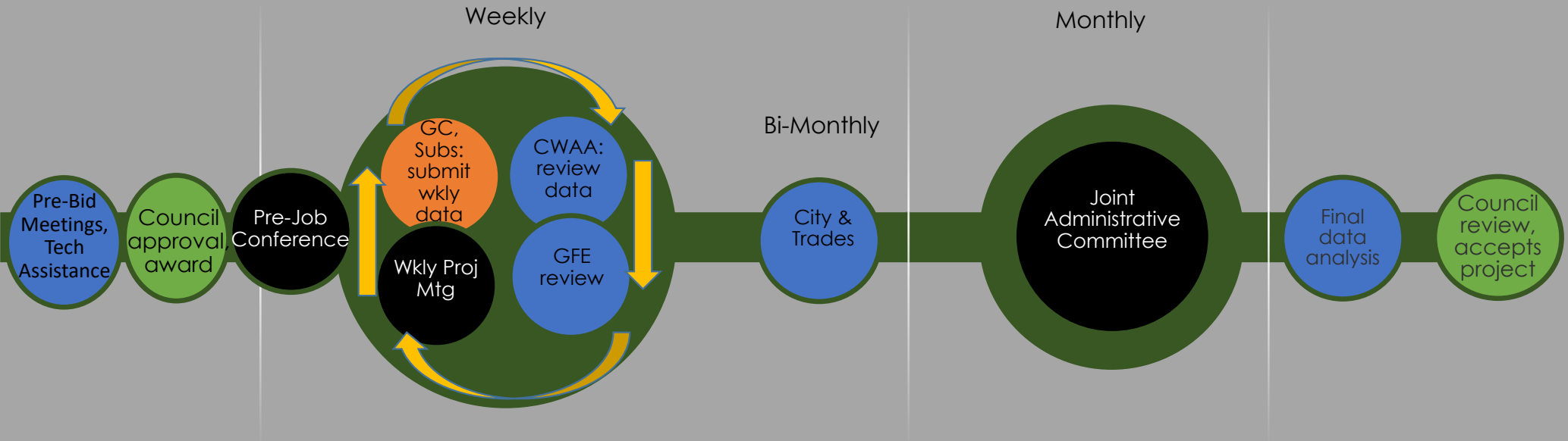
Definition of Terms

- ❑ PLA: Project Labor Agreement which is the same as
 - ❑ CWA: Community Workforce Agreement
- ❑ CWAA: CWA Administrator
- ❑ LIP: San Leandro Local Inclusion Policy – local business preference
- ❑ JAC: Joint Administrative Committee – body charged with reviewing progress made on each CWA contract's goals; Trades, City, industry make up body; has power to recommend sanctions for non-performance
- ❑ APP: apprentice workers
- ❑ JL: journey-level workers

Pre-Construction

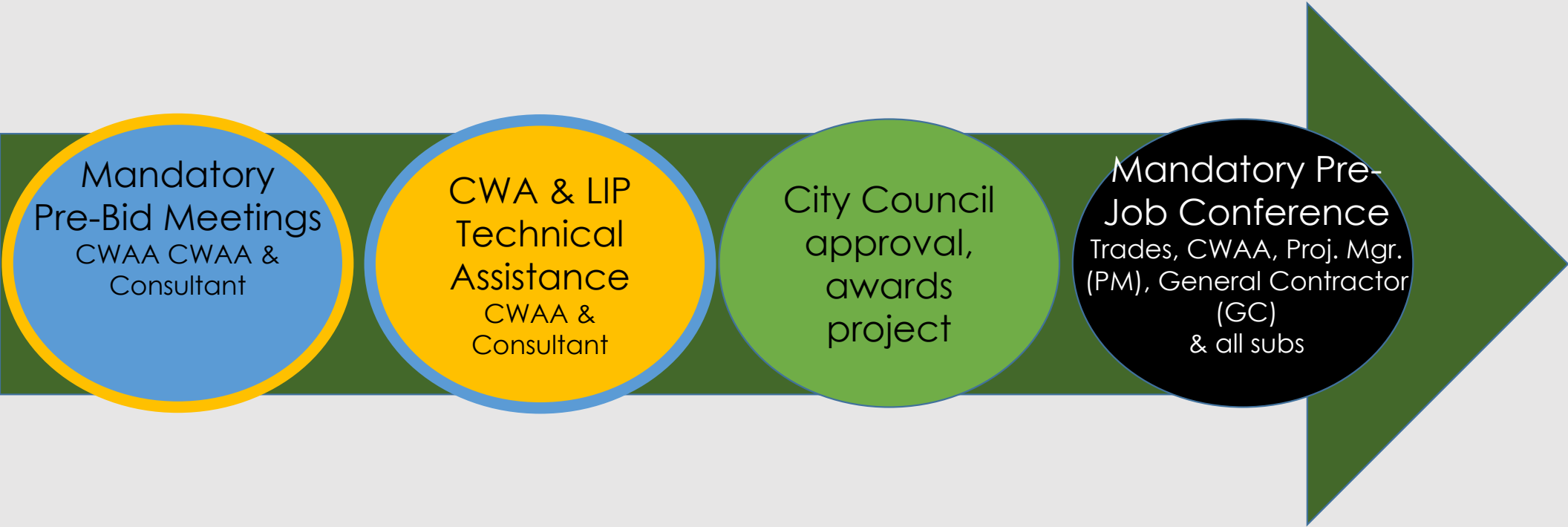
During Project Construction

Post-Construction

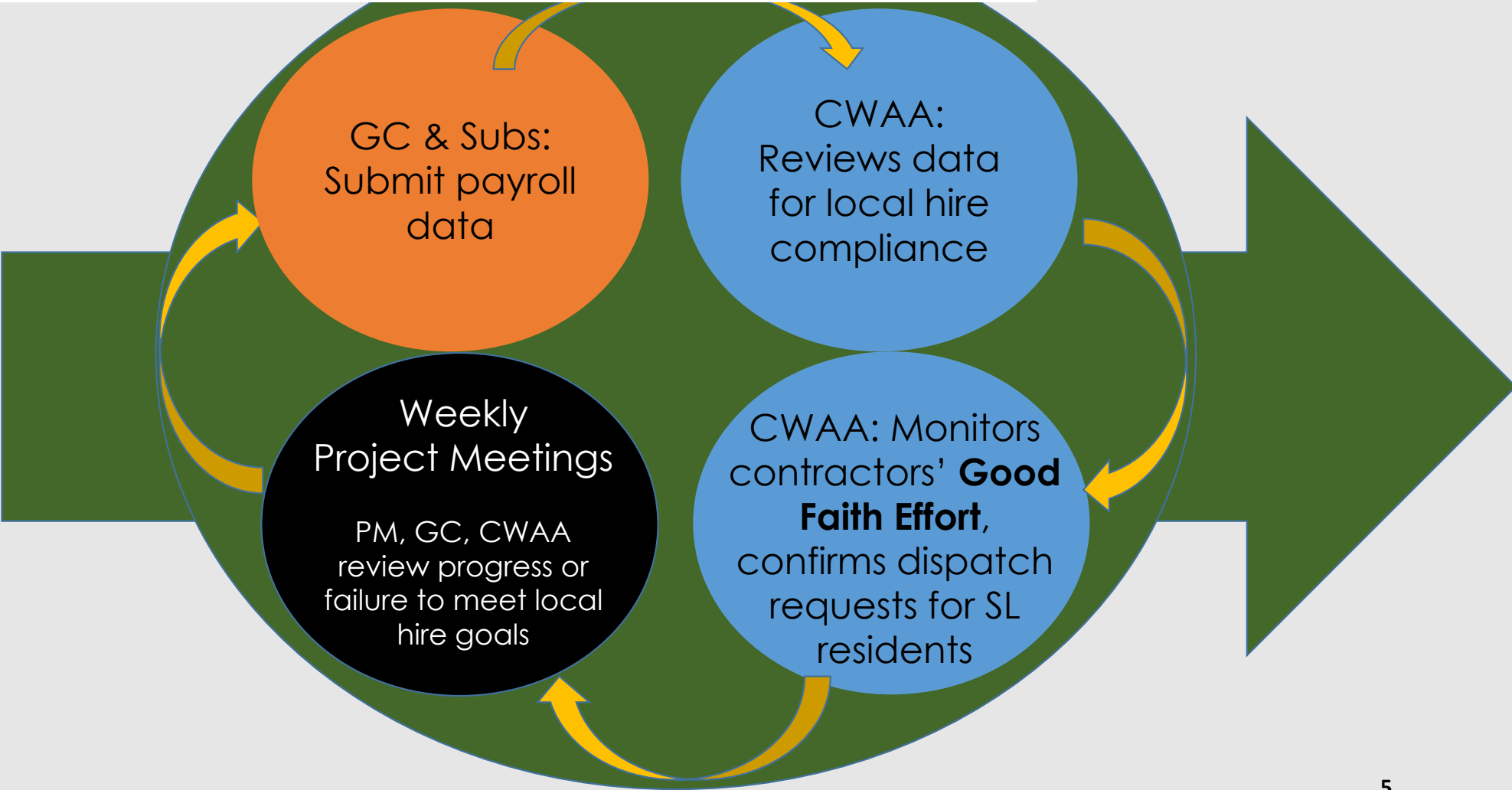


Life Cycle & Level of Effort for CWA Projects

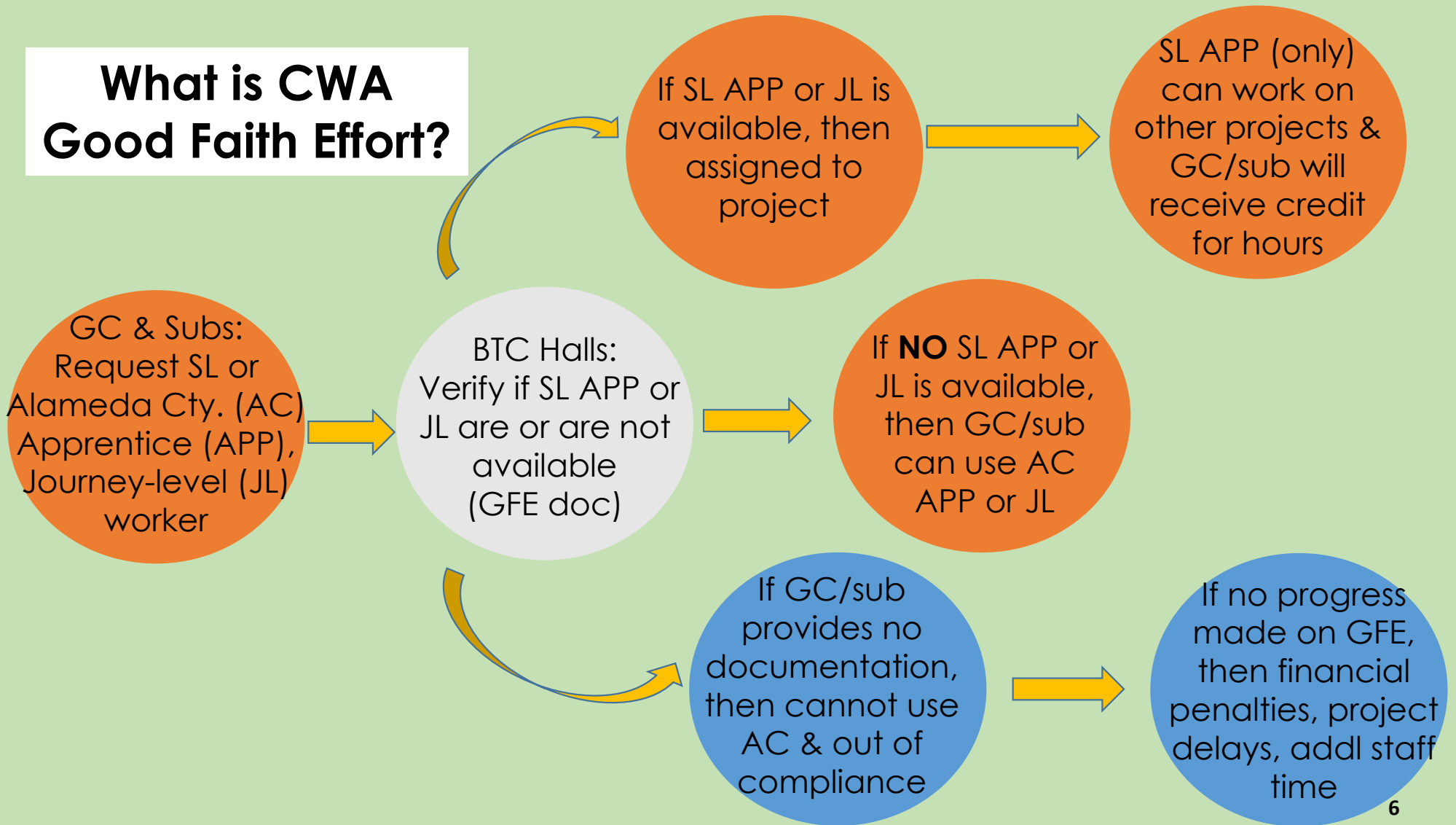
Pre-Construction Phase



During Project Construction – Weekly



What is CWA Good Faith Effort?



During Project Construction

Bi-Monthly*

Monthly

Quarterly*

CWAA & Trades
Coordination:
Local hire progress,
compliance issues &
pre-apprenticeship
coordination

Joint Admin.
Ctee:
Reviews compliance
& GFE for all
CWA projects
Trades, CWAA, PM,
GC, Industry Rep

Inter Agency PLA
Group:
Alameda County
region public agency
collaborative; share
best practices

*Or as needed

Post Construction

GC submits final
summary to CWAA;
all goal
achievement, GFE
& compliance
reviewed

City Council
reviews, accepts
project



Lessons Learned - Negotiation

PLA on your city's horizon? Engage in process early

DURING NEGOTIATION OF PLA

- Create data driven, **simple** community benefit goals
- 5-10 Year Project Look Ahead
- Forge Key Partnerships & Alliances



Lessons Learned - Implementation

IMPLEMENTATION OF PLA

- ID, Hire Consultants for Technical Assistance, Outreach & Compliance
- Set up PMs, GCs and Subs for Success – early education & technical assistance, clear compliance measures
- Meet regularly with JAC to review goal progress