



## 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
  - 2<sup>nd</sup> Tier – Alameda County resident
  
- Joint Administrative Committee – Project Review & Compliance





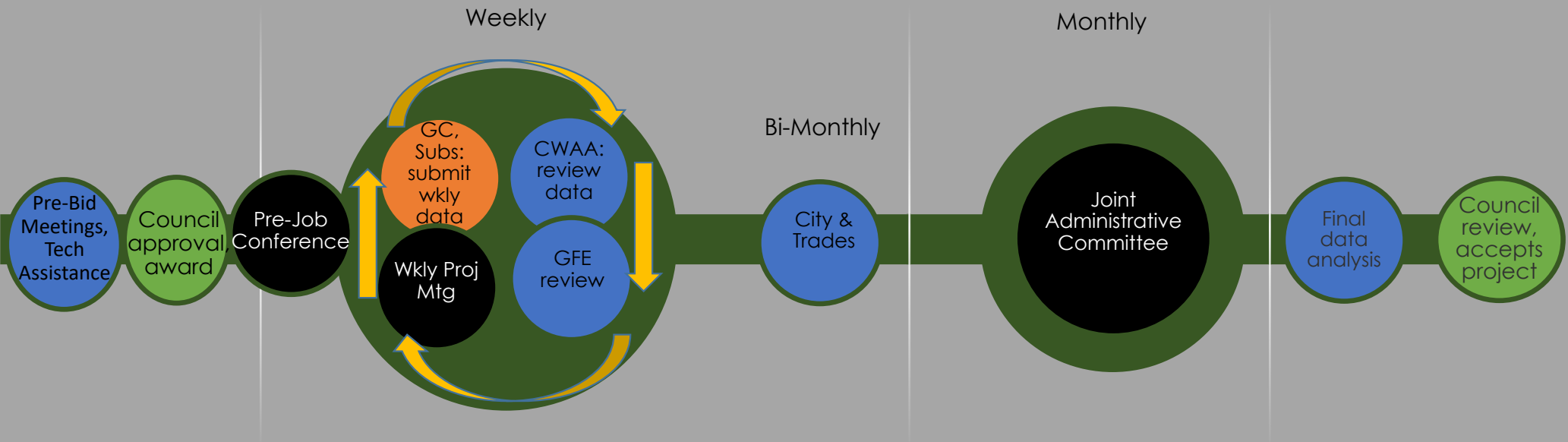
## Definition of Terms

- ❑ 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

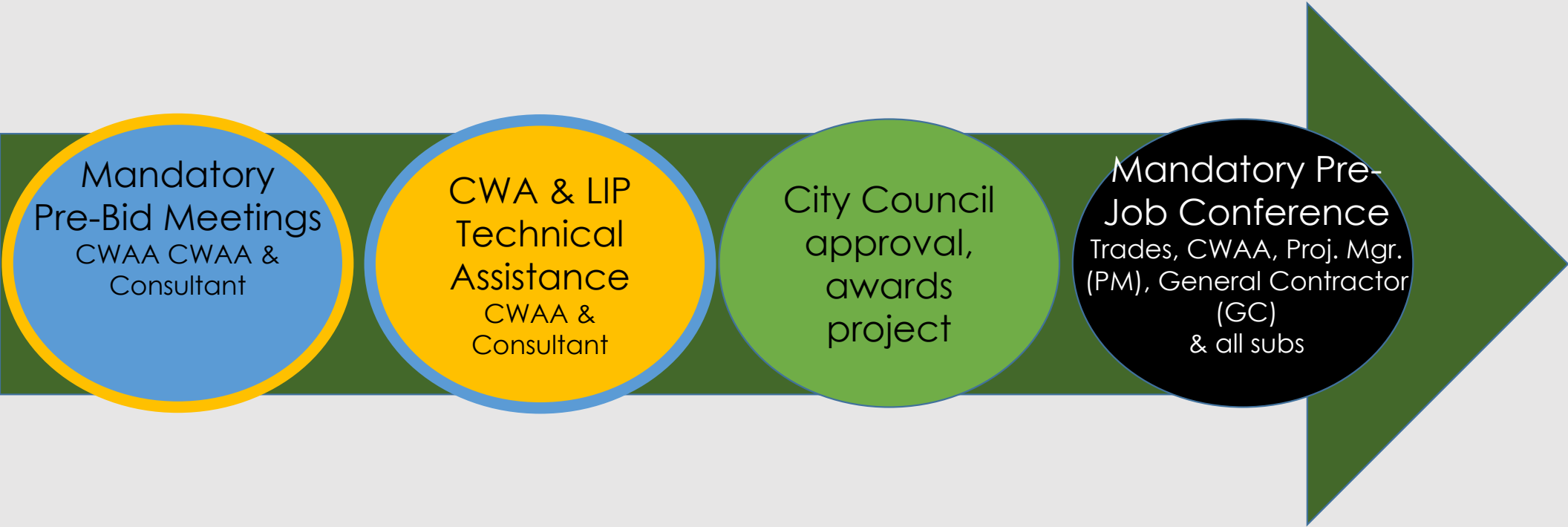
## During Project Construction

## Post-Construction

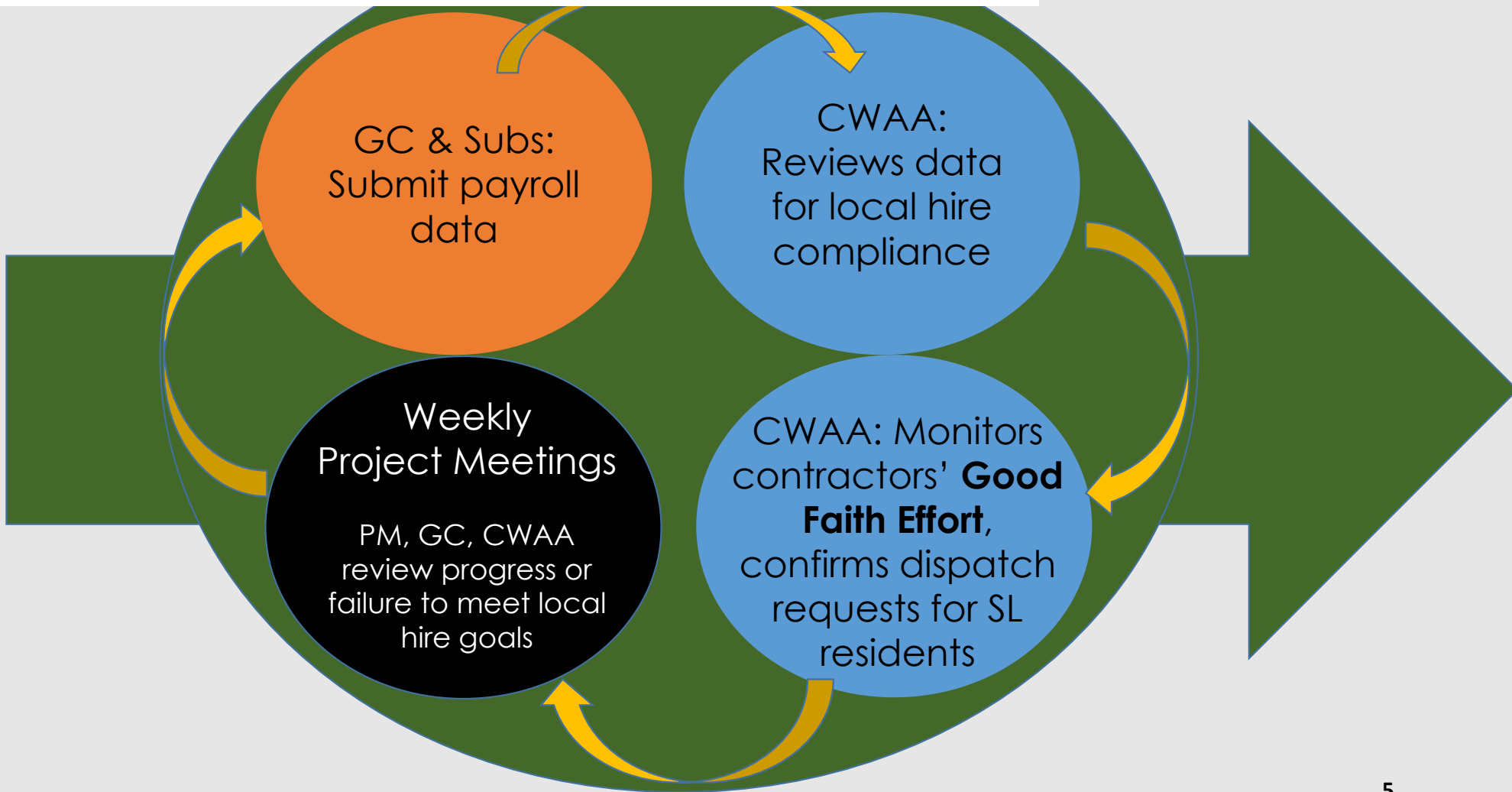


# Life Cycle & Level of Effort for CWA Projects

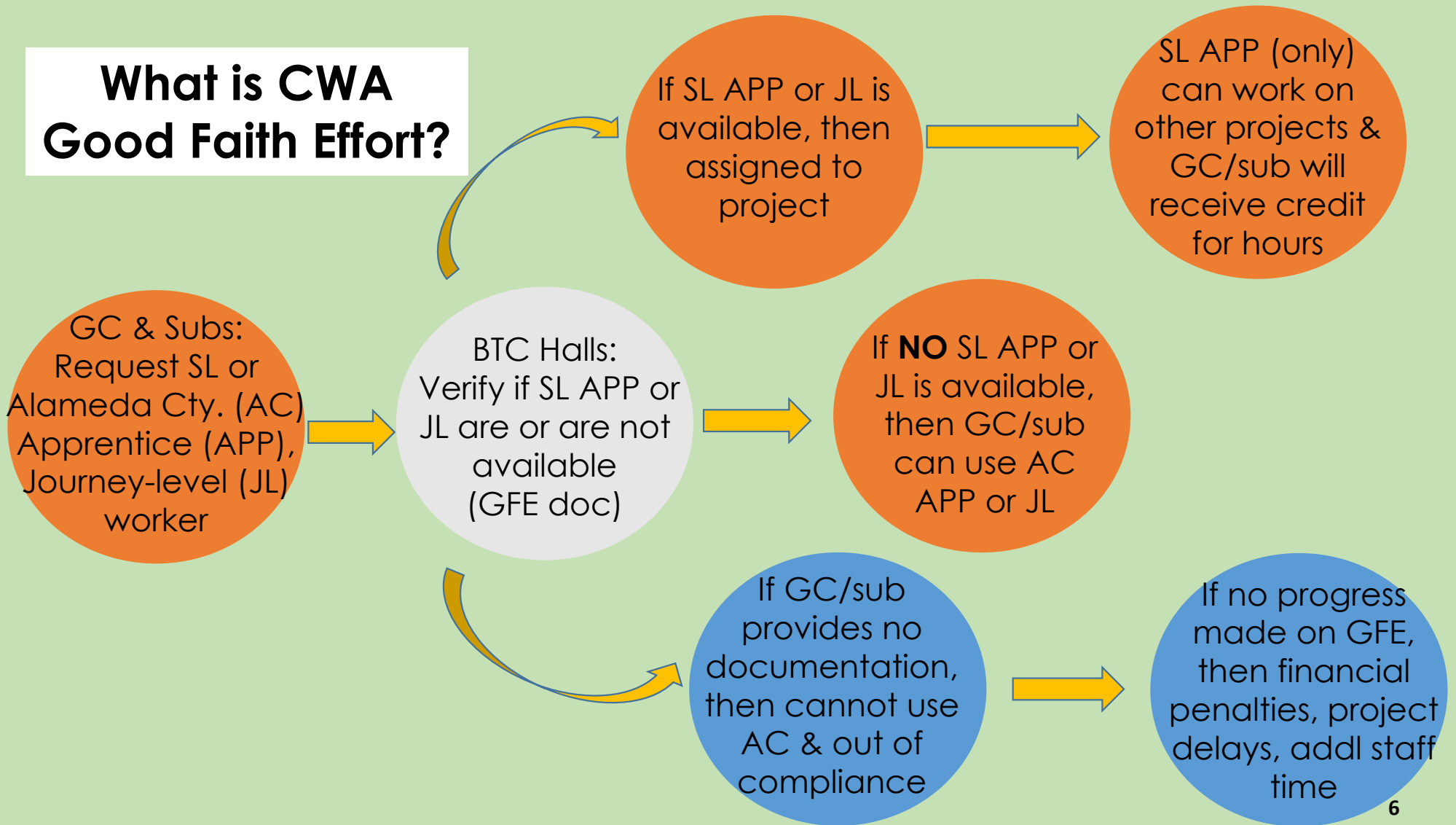
# Pre-Construction Phase



## 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