

LOCAL HIRING IDEAS FOR CONSIDERATION

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

1. Set overall goals for local hiring, with existing City of Oakland hiring goals as minimum standards
2. Set goals on a craft-by-craft basis to assure 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
3. Build in language that focuses on retention of apprentices, including advancement to journey level
4. Set workforce goals focused on the disadvantaged by neighborhoods and zip codes
5. Establish a standard definition of a Disadvantaged Worker
6. Set goals for contractors to sponsor apprentices

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

1. Include CWA language that includes currently 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.
2. Include CWA language that requires support/education for local residents to prepare for entering trades, especially for those with any challenges barring entry
3. 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
4. Include CWA language that requires educating participating contractors, all union i.e. dispatchers and impacted stakeholders on CWA requirements
5. Include CWA language that revises current core worker language so that all workers dispatched come from the non-union contractor on the job before hiring union workers
6. Include CWA language that requires anti-bias/race and justice training to educate union workforce on benefits of having a diverse set of contractors that on CWA covered projects

Commented [KC1]: Ask for add'l specificity on "support/education" from Taskforce

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7. Include CWA language that requires the hiring of a 'Hiring Coordinator' to give workers direct access to mentoring and problem solving
8. 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.
9. Include CWA language that require unions to dispatch a diverse group of workers
10. Include CWA language that limits the union initiation fees to \$250 in the red lined areas
11. Include CWA language that requires the hiring an independent 3rd party consultant to work with City of Oakland staff to provide adequate monitoring and compliance oversight
12. Include CWA language that encourages the establishment of construction academies in high schools
13. Include CWA language that encourages Career Days in schools hosted by all and/or a few participating construction companies and the unions
14. Include CWA language that requires union apprentice and journeyman level diversity/anti-bias training

LOCAL BUSINESS IDEAS FOR CONSIDERATION

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

1. Set thresholds for working under a CWA ranging from \$1M to \$5M to allow more smaller contractors to participate
2. Establish carve outs for non-union, truckers, and very small local businesses, whether union or not
3. Set aside some small and very small projects for minority contractors that can be negotiated as opposed to competitive bidding

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

1. Include CWA language that requires union cooperation with technical assistance providers, including City staff and consultants, who provide a range of financial support and technical assistance for local non-union contractors, supported by the developers/contractors. This technical assistance could include but would not be limited 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
2. 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 technics. This would be done in coordination with the technical assistance program
3. Include CWA language allows non-signatory contractors to use all their local core workers before getting 1 to 1 dispatch from union hiring halls
4. Include CWA language to allow alternative delivery systems, such as "best value" as opposed low bidding
5. 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.

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6. Include CWA language that requires unions to dispatch competent workers to non-union contractors working under the PLA, and to submit descriptions of any known negative behavior
7. Include CWA language that encourages the education of general contractors on the challenges of working under an innovative PLA and require that they educate their sub-contractors prior to bidding
8. 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.
9. Include CWA language that requires unions to create measurable programs that address the challenges minority non-union businesses face when becoming union signatory
10. Include CWA language that allows local contractors to sign Letters of Assent (LOA) for more than one project
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 cancel union relationship in a relatively easy manner without facing legal duress
13. Include CWA language that allows owners to work on their own projects, if they so choose
14. Include CWA language that establishes committees open to public, so that contractors can present complaints about union actions, including Trust Fund issues
15. Include CWA language that encourages diversity training for union business agents and pension trust administrators
16. 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 and take affirmative action to make a workplace welcoming to all workers, especially to Black workers, women, and local contractors
- 17. Include CWA language that mandates the union and the trust to post board positions and/or change - By-Laws - that allow minorities to join right away**
- 18. Include CWA language that excludes Residential Construction from coverage**

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19. Include CWA language that excludes Affordable Housing from coverage.

Strong Compliance and Monitoring for Local Hiring & Local Business

1. 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. The consultant 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
2. City staff or 3rd 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 3rd party consultant(s) on compliance oversight for both contractors and unions
5. Establish strong, enforceable financial penalties for both non-compliant contractors and unions. The penalty should be at least double the hourly wages of said employee.
6. Provide off-site credit for Oakland apprentices working on other projects concurrently
7. Include clear language that lays out good faith efforts steps contractors are to make in hiring locally (specifically roles and responsibilities)
8. Establish concrete union dispatch procedures that requires for dispatch of Oakland residents
9. Require all unions to work with the designated list of CBOs across all trades
10. Establish strong, enforceable financial penalties for both non-compliant contractors and unions