



Office of the City Manager

CONSENT CALENDAR

December 3, 2013

To: Honorable Mayor and Members of the City Council

From:  Christine Daniel, City Manager

Submitted by: Jane Micallef, Director, Health, Housing & Community Services

Subject: Community Workforce Agreement: Recommendation to Extend the Term to January 18, 2015

RECOMMENDATION

Adopt a Resolution authorizing the City Manager to extend the term of the Community Workforce Agreement with the Alameda County Building and Construction Trades Council through January 18, 2015 and to work with the Building and Construction Trades to revise and strengthen the Agreement based on the lessons learned in the first three years.

FISCAL IMPACTS OF RECOMMENDATION

The Department of Health, Housing and Community Services (HHCS) has absorbed all costs associated with implementation of the agreement and will continue to do so for the one-year extension. Additional staff time will be needed to meet with the trades to revise and strengthen the agreement. The fee for covered projects was set at \$0.10 per craft hour worked or paid to each construction worker on the project by the CWA. The fee is intended to offset the costs of administration. To date, staffing costs for implementing the Community Workforce Agreement (CWA) has exceeded the implementation fees. Staffing costs for CWA implementation since January 2011 total \$61,000, while the associated fees are calculated at \$12,446. The fees are not collected until a project is completed and accepted by a project manager. HHCS has collected only \$2,468 thus far. The tracked staff costs include only the lead staff person in HHCS and a youth intern. Many other positions in HHCS, Public Works and the Library are also involved in administering the CWA but were not counted in this cost estimate.

CURRENT SITUATION AND ITS EFFECTS

The three-year term of the Community Workforce Agreement will expire on January 17, 2014. This report includes detailed information on the six projects that commenced construction since the first anniversary status update. In the first year update, staff reported that the CWA applied to four branch library projects and three Public Works projects (two sanitary sewer projects and one street rehabilitation project). At that time, the North and Claremont Library branches were under construction and the South and

West branches were in the bidding process. The Claremont, North and South branch projects are now complete, and the West Berkeley branch is currently under construction. There were five additional Public Works projects in the second year, and an additional four projects are pending in the third year; those new projects will likely begin either just before or right after CWA expires on January 17, 2014. The total number of CWA-eligible projects to-date is sixteen.

The CWA local workforce-hiring goal is 30% of total craft hours worked, on a craft by craft basis. The CWA established three tiers of workers, listed here in order of hiring priority:

1. Berkeley residents;
2. If no Berkeley residents are available, residents of East Bay Green Corridor Partnership cities—Albany, Alameda, Berkeley, El Cerrito, Emeryville, Richmond, Oakland and San Leandro.
3. If no East Bay Green Corridor Partnership city residents are available, other residents of Alameda County—Ashland, Castro Valley, Cherryland, Dublin, Fremont, Hayward, Livermore, Newark, Piedmont, Pleasanton, San Lorenzo, Sunol, and Union City.

Number of Local Jobs Created

In order to measure effectiveness of the CWA's impact on local jobs created, this report also provides an overview of the total number of workers on the CWA-eligible projects. During the first two and one half years of implementation, a total of 1,322 workers were hired on Berkeley's CWA-covered projects. The overall percentage of the total local hire workers to-date, since the CWA was implemented, including all Berkeley, East Bay Green Corridor and Alameda County residents is 35%. Of those 1,322 workers:

- 19 (1%) were Berkeley residents, an increase from four workers during year one of CWA implementation;
- 273 (21%) were East Bay Green Corridor residents; and
- 155 (12%) were Alameda County residents.

Workforce Totals on CWA-Covered Projects

The table below represents each CWA-covered construction or capital improvement project since January 2011, when the CWA was approved. Numbers of workers from the first year of implementation are included. Information is not available regarding the numbers of workers on projects or their geographic origin prior to the implementation of the CWA.

JANUARY 2011 TO PRESENT

Project	Total Workers on Project	Berkeley Residents	East Bay Green Corridor	Alameda County	Total Local Hire
Claremont Branch Library	244	3	51	14	68
North Branch Library	256	5	68	23	96
South Branch Library	324	5	28	46	79
West Branch Library	180	2	5	21	28
Sanitary Sewer Rehab 10-10525	17	0	17	0	17
Street Rehab 10-10560-C	99	0	31	20	51
Sanitary Sewer Rehab 11-10596-C	9	0	3	2	5
Sanitary Sewer Rehab 12-10613-C Part A	22	2	19	0	21
Sanitary Sewer Rehab 12-10613-C Part B	28	0	8	2	10
Street Rehab 12-10627-C	52	1	10	6	17
Sanitary Sewer Rehab 13-10690-C	16	0	5	0	5
Street Rehab 13-10687-C	75	1	28	21	50
Totals	1322	19	273	155	446

Costs of Implementing the Agreement

As in year one, year two staffing costs for implementing the CWA exceeded the implementation fees. Staffing costs for CWA implementation since January 2011 total \$61,000, while the associated fees are calculated at \$12,446. The fees are not collected until a project is completed and accepted by a project manager. To date, HHCS has collected only \$2,468. The tracked staff costs include only the lead staff person in the Health, Housing & Community Services Department (HHCS) and a youth intern. Many other positions in HHCS, Public Works and the Library are also involved with administering the CWA but were not counted in this cost estimate. The fee for covered projects was set at \$0.10 per craft hour worked or paid to each construction worker on the project by the CWA. The fee is intended to offset the costs of administration.

HHCS is charged with oversight of the CWA, and has absorbed the responsibilities into existing staff positions. The Employment Programs Administrator and Office Specialist II provide the direct support, the Community Services Specialist I assists with outreach and referrals to pre-apprenticeship, and a YouthWorks intern works a few hours each week to enter certified payroll data into the workforce utilization report. Fiscal management staff also provide support as needed. Public Works and Library staff work closely with HHCS staff on each project, including attendance at the Pre-Job, Pre-Construction and Joint Administrative Committee meetings. Staffing costs described above do not include Public Works and Library staff time required to implement the CWA.

Staffing the CWA includes, but is not limited to, the following tasks:

- Advising bidders of the requirements of the CWA;
- Coordinating Pre-Job meetings with trades and contractors for each project and participating in Pre-Construction meetings;
- Staffing the Joint Administrative Committee meetings of City, union, and contractor representatives;
- Preparing, analyzing and/or reviewing monthly workforce utilization reports;
- Responding to contractor & trade queries throughout each project
- Coordinating referrals to apprenticeships with workforce development programs;
- Conducting worksite interviews of a sampling of workers on each project (requires bilingual staff);
- Responding to Public Records Act requests; and
- Coordinating and participating on Grievance committee as needed.

All of these tasks are required to implement the CWA and have been undertaken by existing staff, displacing a portion of their previous duties. The City's General Fund does not currently have sufficient revenue to support adding a staff person designated for this program and there are no other special funds available to support such a position. **Attachment 2** describes key tasks and staff resources required to administer all aspects of the CWA.

Impact on Construction Costs

As reported in the first annual report, the evaluation criteria that the City and Trades agreed to for assessing the first 14 months of experience did not expressly include any impact on construction costs of the covered projects. However, a brief analysis was provided in the first report because Council members raised this as a question when initially approving the CWA. As reported in the first year anniversary report, it is not possible to state whether the CWA was the cause of increases over the engineer's estimate in the four library projects (Claremont, North, South and West) since there is no way to determine what the bids would have been if the projects did not have a CWA component. All three bids for CWA-eligible Public Works projects in this second year of implementation came in under the engineer's estimate, which was also the case with all of the Public Works CWA eligible projects discussed in the first anniversary report.

Unlike the library projects, all of the CWA-eligible Public Works projects were street rehabilitation and sanitary sewer projects performed by union contractors. When the construction project is performed by a contractor that is signatory to at least one building or construction trades union it is likely that there are fewer administrative costs associated with a CWA, so the CWA should not have an adverse impact on the construction costs. In addition, street and sanitary projects typically utilize only a few subcontractors. A contractor who performs most, if not all, of the work, will have less administrative cost in administering the CWA. On the other hand, in capital projects, such as the libraries or the Civic Center/Public Safety data project, which utilize many subcontractors, the CWA appears to have an adverse cost impact

For example, the Civic Center Building and Public Safety Building Data Center Upgrades Project bid opened on April 3, 2013. The City received one bid, which was over \$500,000 over the engineer's estimate, therefore the bid was rejected and Council directed the City Manager to negotiate on the open market. There were eight general contractors present at the mandatory pre-bid conference, and since only one bid was received, Public Works staff contacted the other non-bidding general contractors to gather information regarding their decision not to bid on the project. The contractors cited multiple factors, including their concern that the CWA is restrictive and this could result in subcontractors adding 20% to their costs to comply with the CWA. Smaller and medium sized companies do not have the staffing capacity to manage the compliance requirements of a CWA. Further, the contractors also cited other factors unrelated to the CWA that contributed to their failure to bid on the project such as the scheduling conflicts with other projects. More information about project costs in the second year of implementation is detailed below under Background.

At the pre-bid meetings, subcontractors have repeatedly raised concerns about the CWA's requirements regarding "core" workers. Contractors that are not signatory to a union or unions must utilize a worker dispatched from the applicable union hall before they can use their existing staff or "core workers." Specifically, a non-signatory contractor may use up to five (5) of its own "core" employees provided that the first worker hire comes from the union, second worker is "core", third worker from the union, fourth worker is "core", and so forth.

The core worker is required to register with the union hall, and the contractor is required to pay into the union trust fund according to fees set by each trade's Schedule A (master union agreement). At the pre-bid meetings, subcontractors report that they already provide benefits to their employees and are therefore concerned about contributing to the union benefits as well. The subcontractors have also expressed concern during the pre-bid meetings that they must displace a core worker to comply with the local hire requirement. In addition, the CWA applies to any subcontractor at any tier. Subcontractors express concern that even if their subcontract involves minimal and/or specialized work, they may have to displace the one or two workers that would normally be assigned to work on the project, which seems like a disproportionate impact to them. How frequently CWA requirements impact the decision by a small contractor or subcontractor (whether Berkeley-based or not) to bid on a local project has not been quantified.

Impacts on Small, Berkeley-based Businesses Bidding on Projects

For this second year of implementation, two small Berkeley-based businesses were subcontractors on CWA-eligible projects. One general contractor was Berkeley-based. Three Berkeley-based businesses have participated in CWA-covered projects to date: one general contractor and two small businesses. It is difficult to ascertain, or measure, how the CWA impacts a decision by a Berkeley-based small business whether or not to

bid on a CWA-eligible project, since businesses who choose not to bid on a city project typically do not inform the city of their rationale for not bidding on a project.

Efforts to Improve Outcomes

In order to increase the number of Berkeley residents hired, coordinating referrals with the trades and workforce development programs has been a priority in year two. Relying on locally funded training programs for appropriate referrals is one mechanism for coordination. The City funds the construction-related Green Energy Training Services (GETS) program of Rising Sun Energy Center with CDBG funds. This program has become a primary referral source to the trades for these projects. Staff and the trades are coordinating with Richmond Build and Cypress Mandela/Women in Skilled Trades to ensure Berkeley residents in those programs also are referred for possible jobs on CWA-eligible projects. The City is also working with the Berkeley Unified School District (BUSD) to develop the pipelines into the trades for students as well as Berkeley residents in general.

The number of Berkeley residents employed on CWA-eligible projects increased in the second year (four workers in year one, eighteen in year two); and other components of the CWA were strengthened based on lessons from year one, with the goal of increasing the numbers of Berkeley residents working on the CWA-eligible projects. In the second year, the Joint Administrative Committee (JAC), with representatives from the Building and Construction Trades, Contractors, and City staff, met regularly to:

- Review workforce utilization reports (WUR),
- Strategize with the unions and workforce development providers on creating pathways for Berkeley residents, including transition-age youth, and
- Meet with contractors to develop strategies for achieving or surpassing their local hire goals.

At the monthly JAC meeting, contractors are invited to attend at a mid-point of the project's construction phase to review the local hire goals for each craft, and discuss methods to improve the numbers. This may include working with a specific trade apprenticeship training program and/or interviewing graduates of local training programs. The trades are collaborating with BUSD, city staff and workforce development programs to plan a spring career exploration for local residents.

There are Berkeley residents in the trades who could benefit from the CWA. In April 2012, the Alameda County Building and Construction Trades Council reported that there are 269 journey-level and 15 apprentice-level Berkeley residents in 29 unions. There are still obstacles to collecting sufficient information to assess the impact of the CWA on those workers already in the trades. Staff is working with the Building Trades on the following strategies to make residency information readily available:

- Tracking the number of Berkeley residents entering apprenticeships so the contractors are informed about first-period apprentices who may be ready to work on their projects.
- The Building Trades Council is planning to dedicate one staff person to serve as the liaison between cities, workforce development and the trades. Dedicated staffing for coordination will significantly support the CWA partnerships.

CWA-Covered Projects—Second Year

More information on bidding on projects with the CWA requirement follows. The table below presents detailed information on the Engineer’s estimate and bids for CWA-covered projects in the second year of implementation. The engineers’ estimates and the bids do not include contingency costs.

Project	Engineer’s Estimate	Low bidder	2 nd Low Bidder	Average Bid	Total Bidders
West Branch Library	\$5,500,000	\$5,495,000	5,755,000	\$6,385,862	13
Street Rehabilitation Project 12-10627-C	\$2,280,000	\$2,222,222	\$2,288,885	\$2,397,800	8
Sanitary Sewer Rehab Project 12-10613-C Part A	\$1,000,000	\$872,007	\$1,012,009	\$1,093,995	4
Sanitary Sewer Rehab Project 12-10613-C Part B	\$1,100,000	\$945,206	\$957,000	\$1,516,472	3
Sanitary Sewer Rehab 13-10690-C	\$1,100,000	\$949,051	\$970,277	\$959,664	2
Street Rehab 13-10687-C	\$2,500,000	\$2,297,078	\$2,522,850	\$2,741,957	5
Civic Center building and Public Safety Building Data Center Upgrades 13-10730-C	\$1,300,000 - \$1,400,000	\$2,084,000	\$2,084,000	\$2,084,000	1

BACKGROUND

Council originally approved the Community Workforce Agreement (CWA) on January 18, 2011 with Resolution No. 65,157–N.S. authorizing the City Manager to execute a CWA with the Alameda County Building and Construction Trades Council, AFL-CIO and twenty-two labor organizations regarding the provision of union labor to City construction projects in excess of \$1 million dollars for a term of three years.

Attachment 3 includes a summary of the key provisions of the CWA.

The City and the Building and Construction Trades Council agreed that after fourteen months of experience, the City would consider whether to reduce the \$1 million dollar

threshold based on an analysis of the first year of implementation. On May 15, 2012, City Council upon reviewing an analysis of the first year of the CWA, approved the City Manager's recommendation to maintain the CWA's current \$1 million dollar threshold for publicly-funded construction projects for an additional 12 months to allow time to improve the effectiveness of the CWA and evaluate outcomes, especially in terms of jobs for Berkeley residents. Areas identified for the City's review were:

- The number of jobs created for Berkeley, East Bay Green Corridor Partnership cities and Alameda County residents for covered projects;
- Whether the costs of implementing the Agreement exceeded 1% of the costs of construction contracts covered by the Agreement; and
- Whether there has been an impact on awarding contracts or subcontracts to small, Berkeley based businesses as a result of the Agreement.

RATIONALE FOR RECOMMENDATION

By extending the term of the CWA by one year, staff and representatives from the Building and Construction Trades can explore ways to revise the CWA in order to 1) improve the numbers of Berkeley residents hired to work on the projects, 2) streamline reporting, tracking and contractor compliance, and 3) determine the adequacy of the implementation fee. Additionally, Berkeley's CWA was one of the Building and Construction Trades' earlier agreements with a jurisdiction, others have been negotiated since January 18, 2011 and staff would like to review and discuss with the other jurisdictions and the Building and Construction Trades Council regarding any improvements that may have been made to their agreements that could be considered for the Berkeley CWA. Additionally, the Building and Construction Trades Council would like to continue discussions regarding lowering of the threshold from \$1 million, the one year extension would allow more time to discuss the threshold.

ALTERNATIVE ACTIONS CONSIDERED

It was considered to allow the CWA to expire since the current version of the CWA requires significant staff resources while not having a significant impact on the number of Berkeley residents hired on the projects.

CONTACT PERSON

William Rogers, Deputy City Manager, 981-7000
Delfina Geiken, Employment Programs Administrator, HH&CS, 981-7551

Attachments:

1. Resolution
2. Summary of Implementation Procedures
3. Summary of Key Provisions of the CWA

RESOLUTION NO. ##,###-N.S.

EXTEND THE TERM OF THE COMMUNITY WORKFORCE AGREEMENT WITH THE BUILDING TRADES COUNCIL OF ALAMEDA COUNTY TO JANUARY 18, 2015

WHEREAS, on January 18, 2011 the City of Berkeley entered into a Community Workforce Agreement with the Building Trades of Alameda County; and

WHEREAS, the Community Workforce Agreement was implemented in order to promote the efficiency of construction operations performed for and within the City of Berkeley and provide for peaceful settlement of labor disputes without strikes or lockouts; and

WHEREAS, the Community Workforce Agreement was intended to support the efforts of the City to increase training and employment opportunities for workers who reside in Berkeley; and

WHEREAS, the Community Workforce Agreement has applied to sixteen capital projects during the first three years of the Agreement; and

WHEREAS, during the 3-year term of the Community Workforce Agreement nineteen Berkeley residents have worked on local capital projects; and

WHEREAS, the City of Berkeley and the Alameda Building and Construction Trades Council would like to collaborate in order to improve the effectiveness of the Community Workforce Agreement.

NOW THEREFORE, BE IT RESOLVED by the Council of the City of Berkeley that the City Manager is authorized to extend the term of the Community Workforce Agreement with the Alameda County Building and Construction Trades Council for one year through January 18, 2015.

Attachment 1

COMMUNITY WORKFORCE AGREEMENT IMPLEMENTATION PROCEDURES

General tasks	Assigned to:	Time required
<ol style="list-style-type: none"> 1. Track construction projects, bidding process, council reports 2. Subscribe to COB construction updates (helps with locating workers for interviews) 3. Liaison to Building Trades Council 4. Respond to Public Records Act Requests 5. Coordinate grievance procedures with trade(s) and contractors 6. Respond to Public Records Act requests 	Employment Programs Administrator (EPA) Dept. Administrative Secretary	On-going
Staff Monthly Joint Administrative Committee Meetings - set-up, prepare reports, contractor invitations, follow-up tasks	City (2 staff), Building Trades Council, one contractor representative	6-12 hours per month
For Each Project		
Pre-bid, pre-award and pre-construction conferences <ol style="list-style-type: none"> 1) Describe CWA 2) Distribute forms to potential bidders, agreement to be bound (ATB), CWA summary, hiring plan) 3) Respond to phone queries from contractors and subcontractors 4) Review award info (sub lists, bidder info), council reports 	EPA Community Services Specialist (CSS); PW Project Manager	One-time: up to 8 hours including preparation for meeting and on-going for queries
Enter/track all craft hours onto Workforce Utilization Report (WUR) using Certified Payroll (CP). CP submitted by each contractor and sub, electronically or by hard copy.	CWA YouthWorks Intern	1-4 hours weekly per project
Coordinate referrals of Berkeley residents with workforce development programs, unions and contractors, follow-up with all parties	EPA & CSS	1-4 hours weekly
Track, Record ATBs and Hiring Plans upon submittal by contractor, follow-up with add-on subcontractors	CWA YouthWorks intern	2-8hours
Visit worksites, conduct interviews with workers using HUD-11 form, attend on-site construction meetings as necessary, bilingual staff required	EPA and/or CSS	1 hour per site visit (2 interviews each visit)



CITY OF BERKELEY
BIDDING & CONTRACTING UNDER THE COMMUNITY WORKFORCE AGREEMENT (CWA)

- **Local Workforce Hiring Goals**

The City of Berkeley's local workforce-hiring goal is 30% of craft hours worked, on a craft by craft basis on locally funded projects. In the event that no Berkeley resident(s) are available to fulfill the 30% requirement, the next tier of residents may come from the East Bay Green Corridor Partnership cities (Albany, Alameda, Berkeley, El Cerrito, Emeryville, Richmond, Oakland and San Leandro). If residents of the first two tiers are not available, the third tier of residents may come from Alameda County (Ashland, Castro Valley, Cherryland, Dublin, Fremont, Hayward, Livermore, Newark, Piedmont, Pleasanton, San Lorenzo, Sunol, Union City). On a monthly basis, by the 10th day of the following month, the general contractor shall submit to City Staff a monthly workforce utilization summary report, which shall include, (on a craft by craft basis for each subcontractor), total work hours and total number of Berkeley residents, East Bay Green Corridor Residents, and Alameda County residents. This report will be reviewed by the Joint Administrative Committee (JAC) to monitor compliance of the local workforce hiring goals. The JAC may periodically request contractors to attend a JAC meeting to describe and discuss their local hire efforts.

- **Certified Payrolls**

Contractors are required to submit certified payrolls on a monthly basis to Delfina Geiken, dgeiken@cityofberkeley.info (preferred) or by mail to the address below. The monthly report described above shall accompany the Certified Payrolls. Residence addresses for each worker must be included and is subject to verification by City staff. Please include any documentation pertinent to your good faith efforts, such as dispatch requests & union hall responses to those requests.

- **Core (Regular, experienced) Employees**

A non-signatory contractor may use up to five (5) of its own "core" employees provided that the first worker hire comes from the union, second worker is "core", third worker from the union, fourth worker is "core", and so forth. The contractors' worker must comply with the Union Hall's registration process; the contractor and subcontractor may request by name, and the local will honor, referral of the core employee(s) who have applied to the local union hall for work on the project and who demonstrate the following qualifications: 1) possess any license required by state or federal law, 2) have worked at least 1,000 hours in the construction craft during the prior three years, 3) have been on the Contractor's active payroll for at least sixty (60) out of the one hundred and eighty (180) hours in the calendar year immediately prior to contract award, 4) must have the ability to safely perform the basic functions of the applicable trade, and 5) must reside in Berkeley, or the East Bay Green Corridor.

- **Hiring Plan**

A hiring plan is to be submitted prior to the Notice to Proceed date, with the understanding that the workforce may change during the project. The contractor/subcontractor shall add to the hiring plan as necessary and is to forward the updates to the City of Berkeley. The hiring plan is used as baseline information, with the monthly workforce utilization reports, certified payroll and dispatch request documentation serving as confirmation of good faith efforts to hire locally.

- **Apprentices**

Consistent with the requirements of California Labor Code § 1776, 1777.5 and 1777.6, contractors and their subcontractors are required to hire one Berkeley resident as a First Period Apprentice for every one million dollars or more of total bid amount, thereafter, for every five million dollars of the total bid amount the Prime Contractor and their subcontractors are required to hire one additional first period apprentice. In the event no Berkeley resident(s) are available, then the next tiers apply as described above. Berkeley



CITY OF BERKELEY
BIDDING & CONTRACTING UNDER THE COMMUNITY WORKFORCE AGREEMENT (CWA)

residents that participate in local and Green Corridor workforce development programs will be screened and referred for the apprenticeship opportunities, city staff and union halls will facilitate this process.

- **California Prevailing Wages**

All construction workers will be paid prevailing wages as determined by the State of California. Benefits are the established labor-management vacation, pension or other form of deferred compensation plan, apprenticeship and health benefit funds for each hour worked. Any local collectively bargained wage and/or fringe benefit increase shall be recognized on the date on which they become effective.

- **Agreement to be Bound**

All general contractors and all sub-contractors, including trucking, and regardless of tier, must sign an *Agreement to be Bound* to the CWA. This agreement binds the contractor to the terms of the CWA for the awarded project only. It does not bind any contractor to a union agreement for any other project.

- **Pre-Job Conference**

Prior to start of construction, the successful general contractor and all subcontractors are required to attend a pre-job conference with City of Berkeley and the affected Building & Construction Trades Council. Agreements to be Bound shall be submitted **prior** to the Pre-job Conference. General Contractor and subcontractors will make craft/trade work assignments at this meeting. Should any union disagree, it may follow the established jurisdictional dispute resolution process provided in the Community Workforce Agreement.

- **Joint Administrative Committee**

This Committee shall be comprised of two (2) representative selected by the City; two (2) representatives of the signatory Unions and Alameda County Building and Construction Trades Council; and one (1) contractor representative, mutually selected by the City and the Alameda County Building and Construction Trades Council. Each representative shall designate an alternate who shall serve in his or her absence for any purpose contemplated by this Agreement. The Joint Administrative Committee shall meet as required, but not less than once each quarter, to review the implementation of the Agreement and the progress of the Projects including, but not limited to, compliance with Article 8, prevailing wage, safety, craft workforce levels and construction progress. The JAC may contact the Contractor and/or their subcontractors in writing to request their presence at a JAC meeting to describe good faith efforts throughout the project or at the end of a project.

- **CWA Implementation Fees**

All prime and subcontractors must contribute .10 cents per craft hour worked or paid to each construction person performing work on the project. These funds shall be paid directly to the City of Berkeley submitted to the address below. City of Berkeley will prepare an invoice for the payment of the fees.

CWA Administration

*Delfina Geiken
Employment Programs Administrator
Department of Health, Housing and
Community Services*

*2180 Milvia, 2nd floor
Berkeley, CA 94704
dgeiken@cityofberkeley.info
(510) 981-7551*

Links:

Complete Community Workforce Agreement: [http://www.ci.berkeley.ca.us/uploadedFiles/Clerk/Level_3 -
_City_Council/2011/01Jan/2011-01-18_Item_19_Contract_Community_Workforce_Agreement.pdf](http://www.ci.berkeley.ca.us/uploadedFiles/Clerk/Level_3_-_City_Council/2011/01Jan/2011-01-18_Item_19_Contract_Community_Workforce_Agreement.pdf)