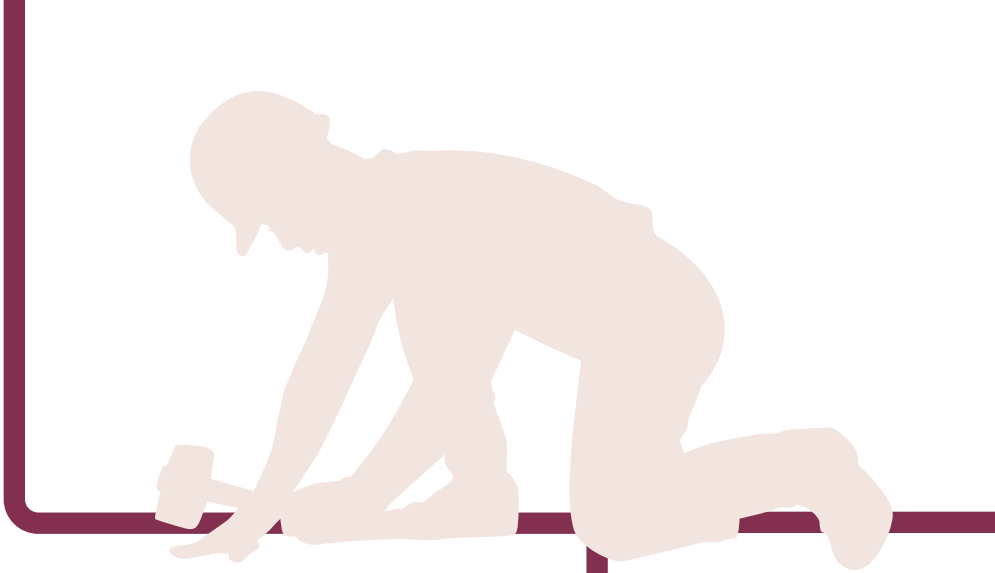




2023-2025

CTWI Community Impact Report

A reflection on the past and vision for the next three years





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Letter from Executive Director

Dear Friends,

When CTWI launched in 2018, our mission was clear: expand access to union construction careers for women, youth, and workers from historically underrepresented communities. What started as a local effort in Oakland has grown into a multi-regional, worker-led, community-centered movement driven by industry partnerships.

This Impact Report highlights that growth in action, showing the outcomes of our strategic priorities and how we plan to continue advancing them over the next three years.

Over the past 8 years, CTWI has grown in size, scope, and impact. We pair strong policy advocacy with on-the-ground workforce development, shaping federal, state, and local workforce policy while building pipelines that deliver on that vision.

On the West Coast, our network of pre-apprenticeship and test preparation programs prepare diverse, job-ready candidates and help contractors meet local hire goals tied to Project Labor Agreements on public and private projects, including UCSF and the Port of Oakland. On the East Coast, our Raising the Bar initiative connects Baltimore residents to careers on major infrastructure projects like the Key Bridge and the Amtrak Baltimore & Potomac Project. Together, these efforts expand access to quality careers, strengthen the union construction industry, and develop the next generation of skilled workers.

Looking ahead to our 2026–2028 Strategic Plan, our vision remains clear: a construction industry where everyone - regardless of background - has the chance to build a career, a future, and a voice at work. None of this would be possible without our unions, industry partners, elected officials, funders, and community allies. Thank you for standing with us as we continue to build a more just and sustainable economy - one career at a time.

In Solidarity,

Beli Acharya

Founder & Executive Director

Who We Are

Vision

We envision a strong and aligned union construction ecosystem that advances economic opportunities for our communities.

Mission

CTWI strengthens the labor movement and expands access to union construction careers by building worker-led partnerships, delivering workforce programs, and advocating for pro-labor policies.

WE ARE

***Worker-Led
Community-Centered
Industry-Driven***



Core Values

- **Community-Centered**
We center our work around the voices and experiences of our communities.
- **Collective Action**
We partner with labor, government, community, and industry partners to achieve shared workforce goals
- **Excellence**
We hold ourselves to the highest standards of transparency, quality, and measurable impact.
- **Innovation**
We embrace continuous learning and bold strategies to drive results.
- **Worker-Led**
We are powered by a team of highly skilled professionals, proudly represented by a union.

What We Do

Construction Trades Workforce Initiative (CTWI) is the nonprofit partner of the Building and Construction Trades Councils in the Greater San Francisco Bay Area and Baltimore–DC metro region. CTWI expands access to union construction careers by advancing worker-led partnerships, workforce programs, and pro-labor policies.

We collaborate with schools, community colleges, workforce systems, and juvenile and adult justice facilities to create strong pipelines into union apprenticeship programs. By connecting people to these opportunities and aligning skilled labor supply with industry demand, CTWI opens doors to family-sustaining careers while strengthening the long-term construction workforce.

Where we work

Greater SF Bay Area and
Baltimore-DC Metro Region

Who We Serve

- **Job Seekers** – Connecting individuals to life-changing career opportunities in union construction trades
- **Unions** – Strengthening the pipeline of skilled, diverse workers into apprenticeship programs
- **Contractors/Developers** – Expanding the pipeline of responsible contractors and helping them meet workforce goals
- **Public Agencies/Municipalities** – Shaping policies and labor standards that create high-road career pathways
- **Community Partners** – Building coalitions across CBOs, educational institutions, and women-led organizations
- **Workforce Development Partners** – Leading regional partnerships that deliver quality pre-apprenticeship training



Our Impact By The Numbers from 2018 – 2025

GEOGRAPHIC REACH

- 14** Cities in Greater SF Bay Area & Baltimore-DC Metro
- 4** Building Trades Councils Partners
- 50** Engaged Unions & Contractors as industry partners

PROGRAM TYPES

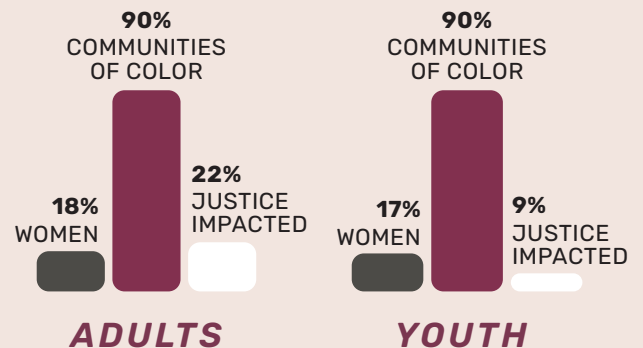
- 8** **Adult Programs**
 - 5 Community-Based
 - 3 Community College
- 9** **Youth Programs**
 - 8 High School
 - 1 Community-Based
- 2** **Justice-Involved Programs**
- 8** **Test-Prep Programs**

PROJECT OUTCOMES

2239 adult participants since 2018



PARTICIPANT DEMOGRAPHICS



FISCAL IMPACT

\$3.5 MILLION in Childcare & supportive services stipends provided directly to participants

Annual Revenue and Operating Costs in 2025

\$4 MILLION

\$4.9 MILLION

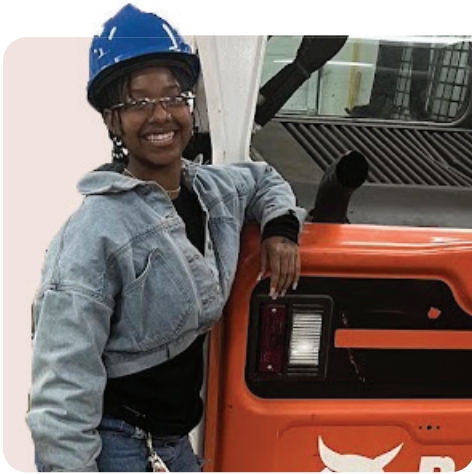
Pass-through funding secured for partner organizations

POLICY WINS

15+ Project Labor Agreements won or renewed

7 Industry publications for unions, contractors, and policymakers

Testimonials



Raising the Bar – Baltimore

Kenyonna Whitaker, IBEW 24 Apprentice

“CTWI gave me an opportunity, but there are other people just like me who would have never been able to make it. I’m looking forward to being a part of the helping hand that is basically building not just Baltimore, but building America.”

CTWI MC3 Construction Technology at Alameda County Juvenile Hall

Anthony Gavam, Sheet Metal 104 Pre-Apprentice

“I’m a sheet metal pre-apprentice. CTWI helped me through every single step. They helped me find out what I wanted and weigh all my options”



Construction Trades Test Preparation Program

Reggie Easter, IUEC Local 8

“The CTWI San Leandro Adult School Construction Math Test Prep class helped me build the confidence and skills I needed to pass trade entrance exams. After taking the class in 2021, I applied to five trades, including IUEC Local 8 and officially started as an apprentice with the Elevator Constructors in June 2024”

STRATEGY 1:

Strengthening Pathways Into the Unionized Construction Trades

STRATEGY 1: STRENGTHENING PATHWAYS INTO THE UNIONIZED CONSTRUCTION TRADES

CTWI drives regional workforce coordination across the Bay Area and Baltimore-DC regions by aligning the supply and demand sides of the construction workforce ecosystem.

Supply-Side: Building the Workforce Pipeline

On the supply side, we strengthen MC3 pre-apprenticeship programs, expand training access, and provide over \$8 million in stipends and supportive services to reduce barriers and improve retention.

MC3 PRE-APPRENTICESHIP PROGRAMS

CTWI partners with 30+ organizations to deliver quality MC3 pre-apprenticeship programs. We coordinate supply-side resources and data, align training standards with industry demand, and connect jobseekers to pathways into construction careers on PLA projects.

APPRENTICESHIP TEST PREP

Test prep programs help adults prepare for entrance apprenticeship exams in math, mechanical reasoning, and reading comprehension. These programs have served over 400 students and yielded a 70% passing rate, a significant increase from the typical 10-20% passing rate on apprenticeship entrance exams.

1200 youth & adult MC3 participants served since 2023



Demand-Side: Connecting Unions & Contractors to Local Workers

On the demand side, we partner with unions and contractors to ensure a steady pipeline of qualified workers into the trades. This approach creates clear, equitable pathways into family-sustaining union careers while helping meet the industry's growing need for skilled labor.

CONNECTING LOCAL RESIDENTS TO UNION CAREERS ON PLA PROJECTS

CTWI supports workforce development efforts on public and private Project Labor Agreement (PLA) projects, supporting contractors in meeting local hire goals while connecting them to a highly skilled, job-ready workforce.

ACCELERATING ACCESS TO UNION CAREERS THROUGH UPDATED HIRING PRACTICES

CTWI partners with apprenticeship programs and union contractors to update hiring practices and create expedited entry for MC3 pre-apprenticeship graduates.

DRIVING EMPLOYER PARTNERSHIPS

CTWI, in partnership with our industry advisory committees across both coasts, delivers paid job shadow experiences, summer internships and hiring events for adult and high school students.

19 trades Placed participants into various employers representing 19 different trades

8 Union Apprenticeship Programs offer expedited entry for MC3 Pre-Apprentices

\$200+ million

Provided technical assistance to contractors on workforce development and local hire for projects totaling \$230m between 2023 to 2025 at Port of Oakland

50+ Project Labor Agreement (PLA) projects supported through workforce development initiatives.

3 Year Vision *Building on what we have achieved, CTWI is committed to:*

INDUSTRY & COMMUNITY-ALIGNED PROGRAMS

Establish and sustain industry-responsive, inclusive programming that equips historically excluded communities with the skills and opportunities to succeed in union construction careers.

UNION CAREER PLACEMENT

Increase placement rates into union apprenticeship programs and skilled trades careers by improving workforce system alignment and advancing local hire initiatives.

MC3 PROGRAM QUALITY & COMPLIANCE

Implement data-driven, KPI-based evaluation systems to ensure partner compliance with MC3 requirements, maintain certification, and uphold the highest standards of program excellence.

SPOTLIGHT

Baltimore–DC Metro: *Raising the Bar* Pre-Apprenticeship Program



Starting in 2025, CTWI, in partnership with the Baltimore - DC Metro Building Trades Council, established Raising the Bar, an MC3 pre-apprenticeship program that expanded our geographic footprint to meet growing workforce demand across the DC Metro region, preparing local, diverse community members for careers in the union construction trades.

2025 IMPACT AND OUTCOMES

Data is from Baltimore and Prince George's county 2025 cohorts.

65

Students Enrolled

100%

Earned Industry Recognized Credentials

100%

Completion

100%

Minorities

25%

Women

70%

Union Placement

\$22/hr

Average Starting Wage

SPOTLIGHT

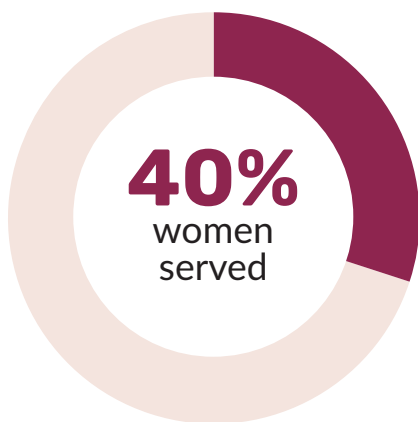
California Childcare Initiative: Removing Barriers to Participation

Through the Equal Representation in Construction Apprenticeship (ERiCA) initiative, CTWI is dismantling structural barriers that keep women and non-binary individuals out of the trades. Awarded inaugural funding by the California Division of Apprenticeship Standards in 2023, CTWI built a strong network of unions and pre-apprenticeship programs to expand access and improve retention through childcare stipends and mentorship. In 2025, CTWI secured a second round of funding to continue and scale this critical work.

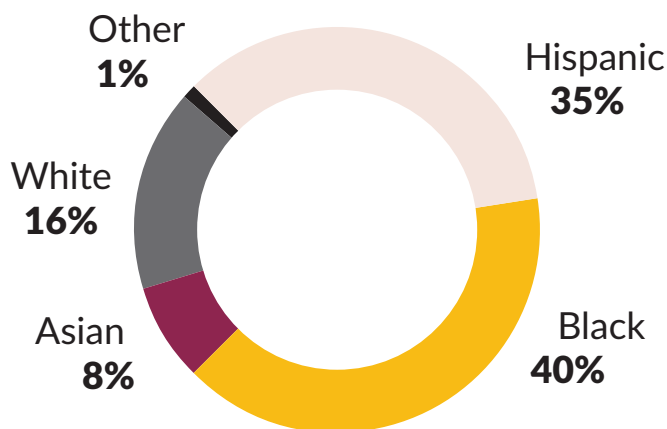


CHILD CARE STIPENDS IMPACT

\$1.6M
distributed



178
total stipend recipients



STRATEGY 2:

Growing the Unionized Industry Through Strategic Partnerships

STRATEGY 2: **GROWING THE UNIONIZED INDUSTRY THROUGH STRATEGIC PARTNERSHIPS**

CTWI serves as a bridge to ensure unions have a strong voice at the table in the design of workforce and education programs, while helping build and deepen relationships with K–12 schools, community colleges, environmental organizations, and other partners.

Aligning Systems for Local Hire and Union Career Pathways

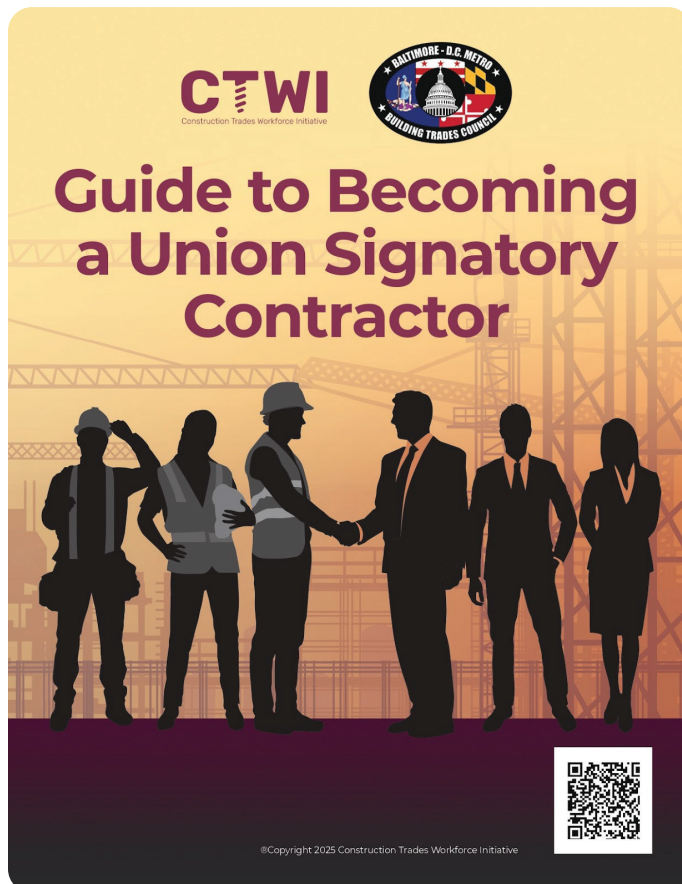
CTWI is a lead partner in a multi-stakeholder coalition—including unions, contractors, workforce partners, K–12 institutions, workforce boards, agencies, and private foundations—designing a coordinated workforce strategy for the Amtrak Baltimore & Potomac Tunnel Project. This effort aligns systems to build a local pipeline of Baltimore residents and support the project’s 51% local hire goal.

Expanding Responsible Contractors

CTWI provides technical assistance to small, local, and disadvantaged businesses on PLAs, workforce development and the signatory process.

100+ SMDBE Contractors Supported

Through targeted workshops, resources, and partnerships with industry leaders like Turner Construction, Construction Resource Center, and Emerald Cities Collaborative

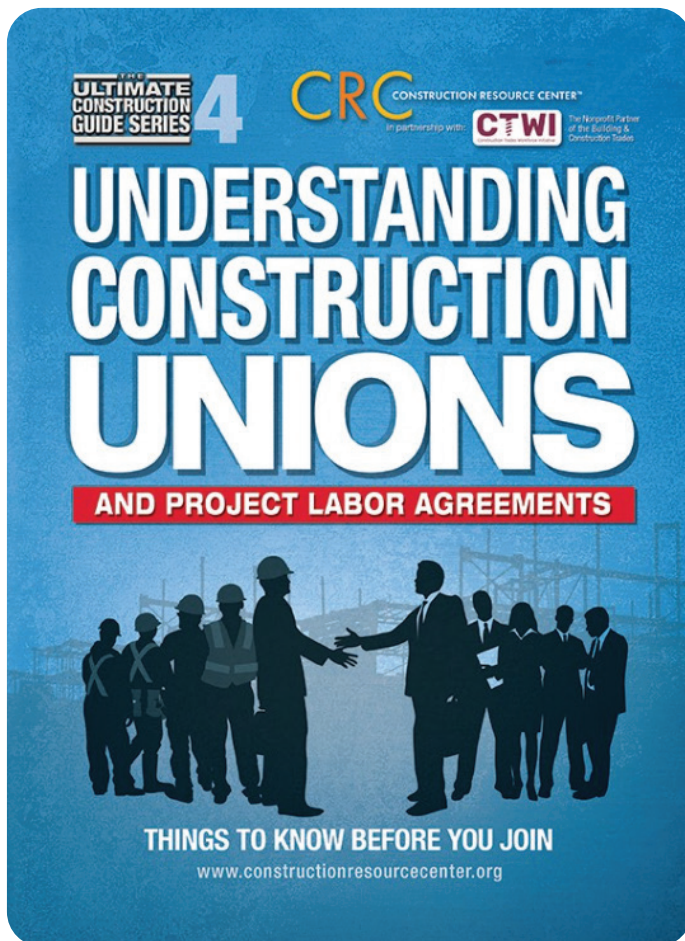


JASMINE CARTER

*Raising the Bar Graduate, Baltimore City Resident
New Surveyor Apprentice
Working on the Amtrak B&P Project*

Training Union Leaders to Invest In Pre-Apprenticeship

CTWI partnered with the United Association of Journeymen and Apprentices of the Plumbing and Pipefitting Industry of the United States and Canada (UA) to build the capacity of new Business Managers to leverage workforce development as a strategic business tool, demonstrating how collaboration can expand opportunity, improve outcomes, and strengthen union market share.



Investing in Workforce Development

Why It Matters
for UA Business Managers
and How to Do It Well



3 Year Vision *Building on what we have achieved, CTWI is committed to:*

BUILD SOLIDARITY

Build and maintain cross-sector partnerships that unify labor, community, and government stakeholders to ensure that public investments yield union career opportunities for local residents.

SERVE AS A TRUSTED LABOR PARTNER

Be recognized as a trusted partner to unions, councils, and contractors by providing education and technical assistance that expand union market share and build a resilient workforce.

STRATEGY 3:

**Increasing Job Quality
and Driving Workforce
Equity Through Data,
Research & Policy**

STRATEGY 3: INCREASING JOB QUALITY AND DRIVING WORKFORCE EQUITY THROUGH DATA, RESEARCH & POLICY

CTWI uses data, research, and policy advocacy to increase job quality, advocate for labor standards, and create union career opportunities in the clean economy. By coordinating labor, government, industry, and community partners, we drive policies that open access to family-sustaining work.

Decarbonization Policy Advocacy: High-Road Workforce Standards

Since 2021, CTWI and Rising Sun Center for Opportunity have convened the Bay Area Residential Decarbonization High Road Training Partnership (H RTP), bringing together labor leaders, employers, local governments, and climate organizations to improve job quality in residential retrofit work. The partnership developed comprehensive labor standards for publicly-funded decarbonization programs, covering wages and benefits, targeted hiring, training requirements, and compliance.

City of Berkeley and the City of Hayward are actively piloting these labor standards, ensuring construction projects deliver quality jobs and equitable hiring outcomes.



Building Trades Council Campaigns – Securing High-Road Policies

CTWI partners with our local Building Trades Councils to advance Project Labor Agreements, workforce standards, and pro-labor economic development policies. This work ensures major public investments generate union jobs, apprenticeship opportunities, and equitable hiring outcomes.



2024 Adoption of Construction Workforce Reporting Ordinance by the City of Oakland

2025 City of Hayward PLA renewed with local hire provisions that promote the utilization of MC3 graduates

Policy and Research Partnerships – Advancing Labor’s Voice

CTWI collaborates with research institutions and policy partners like the University of California - Berkeley Labor Center to educate stakeholders and elevate labor’s voice through community of practice webinars and workshops.



3 Year Vision *Building on what we have achieved, CTWI is committed to:*

PRODUCING EVIDENCE BASED RESEARCH

CTWI will collaborate with policy organizations, labor centers, and other subject matter experts to produce data-driven research projects supporting the expansion of union market share by advancing strong labor standards, promoting the use of union apprenticeship programs, and supporting the successful adoption of PLAs and related workforce policies that expand equitable workforce systems.

PROMOTING QUALITY JOBS AND APPRENTICESHIP OPPORTUNITIES

CTWI will use the data and research to advocate for policies that strengthen labor standards, expand apprenticeship utilization, and promote PLAs and workforce policies that create union pathways in both public and private construction markets, including the housing, energy and climate markets.

STRATEGY 4:

Raising Our Visibility as a Labor Advocate and Workforce Development Leader

STRATEGY 4:
RAISING OUR VISIBILITY AS A LABOR ADVOCATE
AND WORKFORCE DEVELOPMENT LEADER

CTWI elevates workers' voices and advances workforce development by actively convening the full construction ecosystem—labor, contractors, policymakers, educators, community partners, and job seekers. We build relationships, shape industry dialogue, and make workforce equity central to the future of construction.

Bay Area Construction Workforce Conference

CTWI, together with Cypress Mandela Training Center, Oakland Unified, Webcor, Swinerton, Construction Resource Center, and PG&E, convenes the annual Bay Area Construction Workforce Conference (CWC) – a flagship event for the industry and part of National Apprenticeship Week. The CWC is a strategic forum designed to strengthen partnerships, align workforce supply with project demand, and spotlight the workers building our communities.



FEATURED AT STATE AND NATIONAL CONFERENCES

- “Work Pathways in Today’s Economy”
CalMatters Ideas Festival 2025
- “Childcare as a Tool for Retention”
Tradeswomen Build Nations 2025
- “From Policy to Practice: Using PLAs to Build a Stronger, More Inclusive Construction Workforce”
California Joint Labor Legislative Conference: 2024
- “Building Bridges to Employment through Pre-Apprenticeship and CTE Pathways”
California Workforce Association Meeting of the Minds 2024



Driving the Workforce Development Conversation

CTWI continues to serve as an expert on construction workforce development and labor policy participating and facilitating workshops, panels, and webinars across the nation, promoting the power of the unionized building trades to connect individuals to family-sustaining careers and economically transforming communities.

Shaping Workforce Policy & Apprenticeship Systems

CTWI's leadership team serves on the Oakland Workforce Development Board and the Maryland Apprenticeship and Training Council, helping shape regional and state workforce systems.



3 Year Vision *Building on what we have achieved, CTWI is committed to:*

SERVING AS LABOR & WORKFORCE ADVOCATE

Raise CTWI's profile as a labor advocate and workforce development leader through a multi-channel communications strategy to enhance our ability to advance labor's interests.

ELEVATING WORKER VOICE

Build labor's influence among industry stakeholders by highlighting the experiences and achievements of union workers in the trades.

STRATEGY 5:

Strengthening Financial Systems to Ensure Sustainable Growth

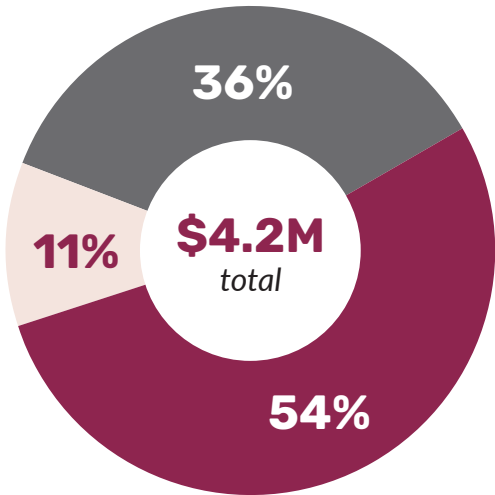
STRATEGY 5:
STRENGTHENING FINANCIAL SYSTEMS TO ENSURE SUSTAINABLE GROWTH

CTWI maintains robust fiscal systems and policies to ensure the sustainable and effective use of funds across our organization and partner network.

Responsible Fiscal Stewardship

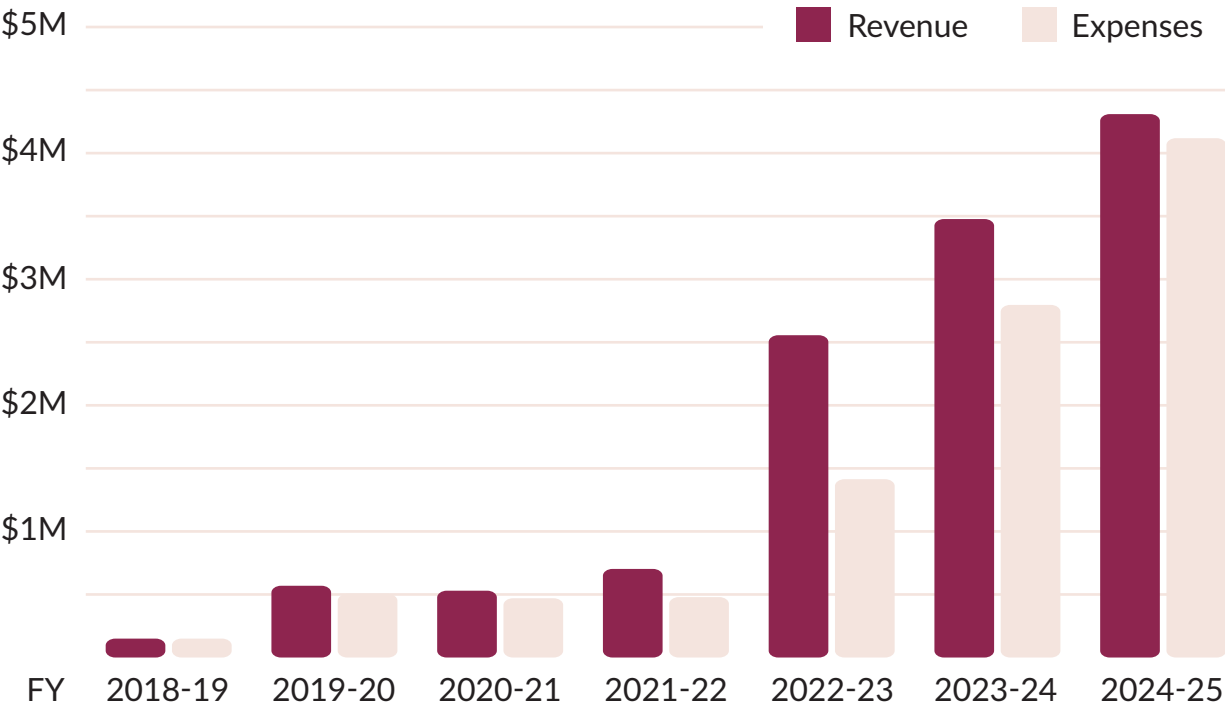
Since our inception, we have achieved clean audit results every year, including annual audits since 2018 and a single audit in 2025. In 2025, we also successfully completed a Department of Labor Enhanced Desk Monitoring Review covering five separate grants, demonstrating our continued commitment to financial accountability and excellence.

**FINANCIAL YEAR 2025-26
BUDGET BREAKDOWN**

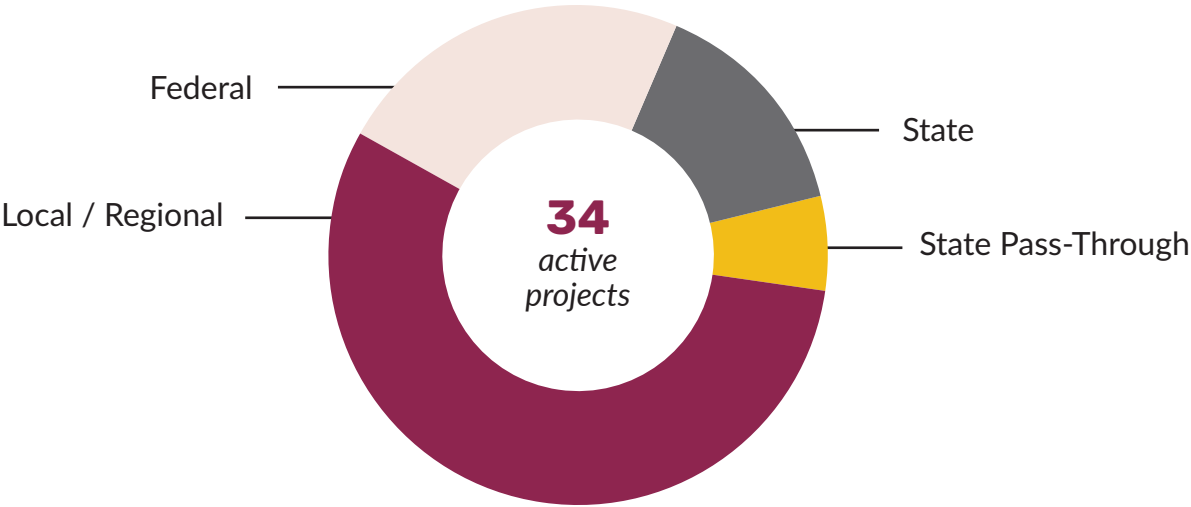


- Pass-Through to Partners: \$1,492,760
- Operational & Administrative Costs: \$450,532
- Direct Programming Costs: \$2,256,665

REVENUE VS EXPENSES BY FISCAL YEAR Including Partner Costs



PROJECTS BY FUNDING SOURCE - FINANCIAL YEAR 2025-26



3 Year Vision *Building on what we have achieved, CTWI is committed to:*

FINANCIAL SUSTAINABILITY

Diversify and grow funding streams to reduce reliance on public grants through the increase in fee for service contracts and private foundations by 30%.

EFFICIENT FINANCIAL UTILIZATION

100% of revenue sources will have zero-based budgets developed in collaboration with relevant team members housed in our accounting system.

SAFEGUARDING OUR FUTURE:

Maintain an operating reserve of at least 1 year and launch a long-term investment strategy.

STRATEGY 6:

**Investing in Our People and
Fostering a Collaborative,
High-Performing Work Culture**

STRATEGY 6:
INVESTING IN OUR PEOPLE AND FOSTERING
A COLLABORATIVE, HIGH-PERFORMING WORK CULTURE

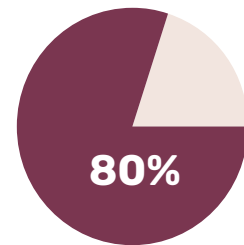
CTWI's impact is driven by the strength of our team. We intentionally invest in staff growth, leadership development, and organizational culture to build a high-performing workplace where collaboration, innovation, and mission alignment thrive.

A National Team

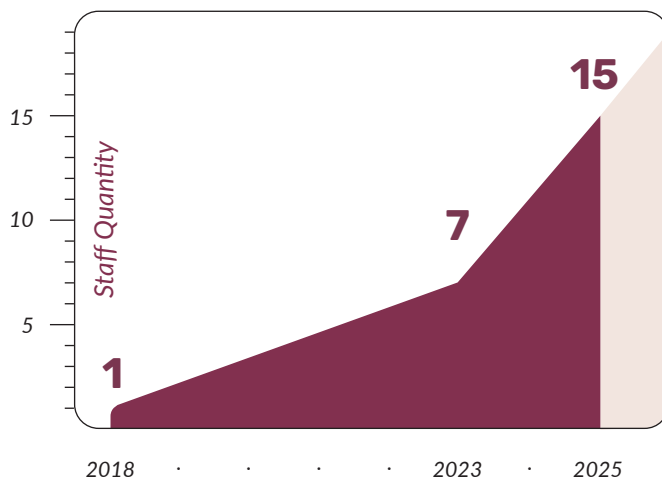
In 2026, CTWI expanded its national team by hiring two Program Managers to oversee our programs across Maryland and Washington DC.

CTWI Staff

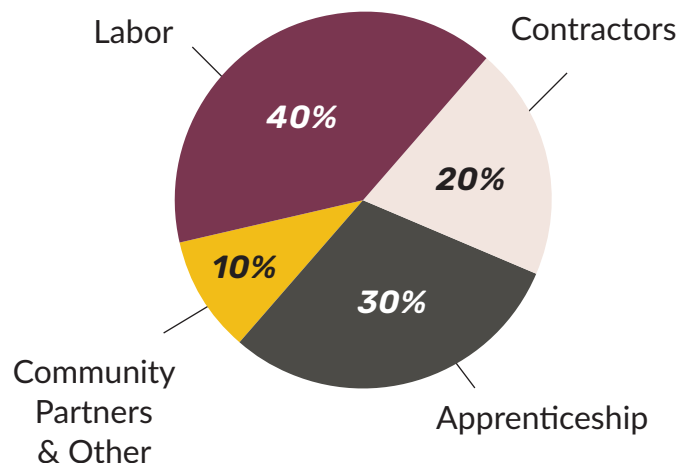
80% of CTWI staff are women and/or People of Color



CTWI FULL-TIME STAFF GROWTH



Board Composition by Sector



Providing a Career with Dignity

All CTWI staff are covered under the Teamsters Collective Bargaining Agreement, with 100% of health care costs fully funded by the organization. CTWI also contributes 10% of each employee's wages toward retirement. Employee well-being is a core priority at CTWI, and over the past five years the organization has invested more than \$300,000 in employee health care coverage and \$115,000 in retirement contributions, between 2021 and 2025.

At CTWI, we don't just promote union careers, we *offer* union careers.

Growing Our People

CTWI has invested over 1000 hours in staff professional development and coaching, ranging from nonprofit management to leadership training. This investment strengthens our ability to address complex industry challenges using holistic, research-based strategies.



3 Year Vision *Building on what we have achieved, CTWI is committed to:*

SUSTAINING AND ENHANCING OUR COLLABORATIVE CULTURE

Maintain a culture defined by collaboration, mutual support, innovation, and empowerment as measured by staff feedback.

ENSURING EQUITY AND EXCELLENCE IN HIRING AND PROMOTIONS

Review and strengthen rigorous, equitable hiring and promotion processes that accurately assess the skills and qualities necessary for organizational success.

CTWI's 2026-2028 Strategic Plan

STRATEGY 1

Strengthen Pathways Into the Unionized Construction Trades

INDUSTRY & COMMUNITY-ALIGNED PROGRAMS

Establish and sustain industry-responsive, inclusive programming that equips historically excluded communities with the skills and opportunities to succeed in union construction careers, while increasing public awareness of these careers and strengthening connections between community and employer partners across the workforce ecosystem.

UNION CAREER PLACEMENT

Increase placement rates into union apprenticeship programs and skilled trades careers by improving workforce system alignment and advancing local hire initiatives.

MC3 PROGRAM QUALITY & COMPLIANCE

Implement data-driven, KPI-based evaluation systems to ensure partner compliance with MC3 requirements, maintain certification, and uphold the highest standards of program excellence.

STRATEGY 2

Grow the Unionized Industry through Strategic Partnerships

BUILD SOLIDARITY

Build and maintain cross-sector partnerships that unify labor, community, and government stakeholders to ensure that public investments yield union career opportunities for local residents.

TRUSTED LABOR PARTNER

Be recognized as a trusted partner to unions, councils, and contractors by providing education and technical assistance that expand union market share and build a resilient workforce.

STRATEGY 3

Increase Job Quality and Drive Workforce Equity Through Data, Research and Policy

PRODUCE EVIDENCE BASED RESEARCH

CTWI will collaborate with policy organizations, labor centers, and other subject matter experts to produce data-driven research projects supporting the expansion of union market share by advancing strong labor standards, promoting the use of union apprenticeship programs, and supporting the successful adoption of PLAs and related workforce policies that expand equitable workforce systems.

PROMOTE QUALITY JOBS AND APPRENTICESHIP OPPORTUNITIES

CTWI will use the data and research to advocate for policies that strengthen labor standards, expand apprenticeship utilization, and promote PLAs and workforce policies that create union pathways in both public and private construction markets, including the housing, energy and climate markets.

STRATEGY 4

Raise Our Visibility as a Labor Advocate and Workforce Development Leader

LABOR & WORKFORCE ADVOCATE

Raise CTWI's profile as a labor advocate and workforce development leader through a multi-channel communications strategy to enhance our ability to advance labor's interests.

ELEVATE WORKER VOICE

Build labor's influence among industry stakeholders by highlighting the experiences and achievements of union workers in the trades.

STRATEGY 5

Maintain a Strong Foundation for Growth

FINANCIAL SUSTAINABILITY:

Diversify and grow funding streams to reduce reliance on public grants through the increase in fee for service contracts and private foundations by 30%.

EFFICIENT FINANCIAL UTILIZATION:

100% of revenue sources will have zero-based budgets developed in collaboration with relevant team members housed in our accounting system.

SAFEGUARD OUR FUTURE:

Maintain an operating reserve of at least 1 year and launch a long-term investment strategy

STRATEGY 6

Invest in our people and foster a collaborative, high-performing work culture

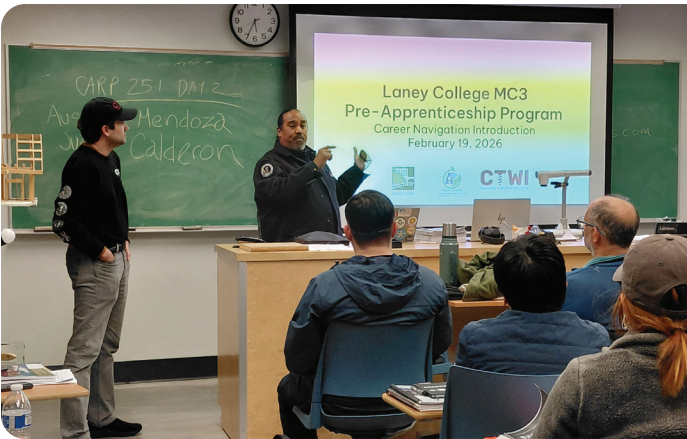
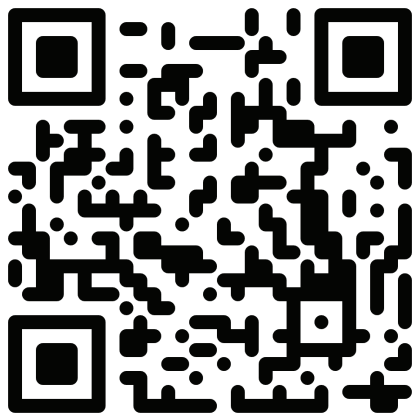
SUSTAINING AND ENHANCING CTWI'S COLLABORATIVE CULTURE

CTWI will have a culture defined by collaboration, mutual support, innovation, and empowerment as measured by staff feedback.

CTWI will implement rigorous, equitable hiring and promotion processes that accurately assess the skills and qualities necessary for organizational success.



Join the Movement



CTWI Board Members

Andreas Cluver

President of the Board
Alameda Building Trades Council

Jill Perry

Treasurer of Board
Retired

Tim Frank

Secretary of the Board
Labor and Environmental Policy Consultant

Tim Sbranti

Executive Committee
Contra Costa Building Trades Council

Dylan Boldt

Executive Committee
Sprinkler Fitter Local 853

Danny Bernadini

Executive Committee
Napa/Solano Building Trades Council

Elena Anaya

Board Member
Turner Construction (Retired)

Kitty Creech

Board Member
Davillier Sloan

Meg-Anne Pryor

Board Member
Operating Engineers JATC

Chuck Leonard

Board Member
UA Local 342

Nicholas Cummings

Board Member
Baltimore-DC Metro Building Trades Council

James Reamy

Board Member
IUPAT DC 51

Steven O'Donnell

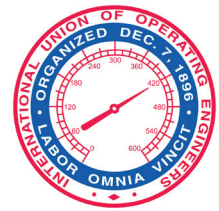
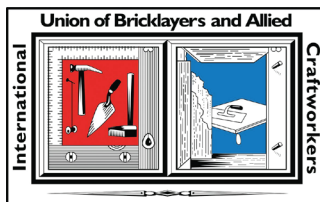
Board Member
Clark Construction

Partners & Supporters

BUILDING TRADES COUNCILS



UNION AFFILIATES (INTERNATIONALS)



ADULT PROGRAM PARTNERS



RISING SUN
CENTER FOR OPPORTUNITY



Caroline Center
Committed to Women • Committed to Work



SCHOOL AND COMMUNITY COLLEGE PARTNERS

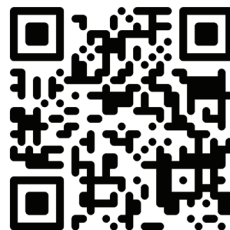


DONORS





Construction Trades Workforce Initiative



LEARN MORE



DONATE