



**ANNE CAMPBELL · WASHINGTON**

Alameda Labor Council, AFL-CIO (24)  
Local Election Questionnaire 2014  
November General Election

Thank you for responding to this Candidate Questionnaire from the  
Alameda Labor Council, AFL-CIO.

In Alameda County, more than 100,000 working families have a voice on the job through over 109 local unions. Prior to each election cycle, union members meet in Central Labor and Building Trades Councils to interview candidates and determine which candidates support working families' issues and merit labor's endorsement.

Your responses to the questions here will be used to make endorsement decisions at the local level, and will be used to demonstrate the difference between candidates in communications to union members. Please be candid, complete, forthright in your responses, and prompt in returning the completed questionnaire.

Completed questionnaires should be signed and returned by the date specified in your invitation letter to:

Jamie Queiroz, Political Director, [jamie@alamedalabor.org](mailto:jamie@alamedalabor.org).

Alameda Labor Council, AFL-CIO,  
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Oakland CA 94621  
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In addition to completing this questionnaire, we ask all candidates to:

- Include as an attachment to your e-mail, a high resolution photo (headshot).
- Note that candidate interviews may be recorded and candidates will be asked to sign a release agreement.
- Attach a copy of your resume.
- Attached a complete endorsement list.
- Bring a signed original of your questionnaire to your interview.

Thank you.

## Background

- Have you failed to vote in any national, state, local or special elections? Very rarely, but yes.
- Which public offices have you held? (Include dates of service) District 4 Director, Oakland Unified School District Board of Education
- Describe your work with union members in previous positions.

During my tenure at the City of Oakland, I served in the City Administrator's Office, Mayor's Office, Budget Office and Fire Department. I built very strong, positive working relationships with union members and leaders throughout the city and county.

- Briefly describe your work background.

After graduating from college, I served as Executive Director of a non-profit in Pennsylvania that provided educational and college readiness support to disadvantaged youth. I left that position to come to California for graduate school. After finishing graduate school, I began a 12 year tenure at the City of Oakland where I



worked in various capacities. I currently serve as Assistant City Manager in Emeryville and as School Board member for Oakland's District 4.

- Briefly describe your educational background.

I graduated from Butler Area Senior High School in PA. I received a Bachelors of Science degree from Carnegie Mellon University in Pittsburgh, PA. I received a Masters of Public Policy from the Goldman School of Public Policy at UC Berkeley.

- Are you a union member? No. To which unions have you belonged? None.
- What was your level of participation (steward, officer, member of bargaining team, etc.)? N/A
- What fraternal, professional, civic or social organizations do you belong and what is your participation?

I am a member of the National Women's Political Caucus, the League of Women Voters, the Wellstone Democratic Club, the Sierra Club, and Montclair Elementary School PTA. I serve as a Board Member for Oakland Children's Fairyland and Girls Inc. I serve as an Advisory Board Member for East Bay Agency for Children (EBAC).

- Will you seek higher office? I am solely focused on my campaign for Oakland City Council at this time.
- How much money does your campaign expect to raise? \$121,000 How much do you currently have on hand? \$52,000
- How will you win? My spring plan has been to win all major endorsements that will be key in my race, to focus on fundraising and to deliver my message at house parties in as many neighborhoods as possible. Beginning in July, the campaign will focus on lining up staff and volunteers for a focused canvassing and calling campaign. By August, our ground campaign will be in full swing, with house parties, canvassing and phone banking to connect me with as many voters as possible.

### Leadership & Priorities

1. What are your goals and priorities in elected office? What issues will this election help to shape?



1) Ensuring Oakland becomes a Safe City by:

- Ensuring that every neighborhood is safe, beautiful and clean with excellent schools through the work, services and programs provided by Public Works, Human Services, Parks and Recreation and OUSD
- Ensuring police officers have the support and training necessary for their roles.
- Increasing efforts to make community policing simply the way we police the city
- Funding and maintaining focus on the implementation of Ceasefire

2) Ensuring Oakland provides Excellent Education for all youth through:

- Working with OUSD to ensure ALL students have the wrap-around services necessary for their academic and social success
- Provide support to Head Start and early intervention programs
- Ensure the issue of chronic absenteeism becomes a top City priority
- Increase partnerships with the business community to provide summer and year-round jobs for Oakland youth
- Be a strong advocate for the Reading by 2020 Campaign to ensure all students are reading at grade level by 3rd grade

3) Ensuring Oakland is Building a Strong Local Economy by:

- Maintaining and improving the City's strong financial picture through sound budgeting practices and financial policies
- Supporting Oakland's local independent businesses, makers and artists and ensuring that they can thrive in District 4 business districts and in the City as a whole
- Building consensus on the Council to speak with a unified voice to the business and developer community to build trust in investing here
- Ensuring the regulatory infrastructure and commitment to affordable housing so that smart growth does not mean resident displacement
- Ensuring that necessary infrastructure projects are included with the City's growth plan

4) Creating excitement and enthusiasm for innovation in City Hall by:

- Building consensus and collaboration on the Council to change the public's perception of Oakland City Hall and to build strong relationships between Council and city employees
- Recognizing and encouraging city employees who are innovating in their departments
- Creating events and opportunities encouraging Oakland's Maker, Creative and Technology communities to engage with City Hall



2. How will you achieve these objectives? Please describe how you have worked with unions in the past to meet goals.

I have worked in the City of Oakland for over 12 years. I have always enjoyed positive, strong working relationships with employees in every Agency and Department in the City. I have always had and always will have an open door to any employee or union in the City to come speak with me about issues and ideas for the City. We are all smarter when we work together.

3. What public administration or leadership experience do you have? Please explain the programs you have developed and implemented for the benefit of the public.

I have spent over 12 years in Oakland city government. I started as a budget and policy analyst in the Budget Office when Robert Bobb was City Manager and Jerry Brown was Mayor. I learned the City's budget and finances in-depth during these years first in the Budget Office and then in the City Manager's Office directly. I served as Chief of Staff to Mayor Jerry Brown at the time that the idea of the 10K Initiative was born, so I have seen a Mayor with a very clear vision galvanize the city employees and the community behind an idea and bring it to reality. I was asked to oversee the implementation of Measure Y after it was passed and brought a diverse group together from OPD, Alameda County Probation, OFD, and the Department of Human Services to ensure that the implementation was coordinated across departments and agencies. I served as Chief of Staff to the Oakland Fire Department, so I have intimate knowledge of OFD's budget, operational and staffing issues. And finally, I served as Mayor Jean Quan's Chief of Staff. I managed the staff in the Mayor's Office and acted as a key contributor in the administration for the past two years.

I now serve as the District 4 representative on the Oakland Unified School Board and as Assistant City Manager in the City of Emeryville. In both roles, I am focused on the budget and finances and key projects and initiatives. As School Board Member, I have taken a leadership role in completely revamping OUSD's budget process to ensure that more funds are getting directly into schools and into classrooms so that schools have the books, counselors and wrap-around services for kids they need to be successful. As School Board member, I am also working on strengthening partnerships between the City and OUSD to provide jobs and pathways for students to ensure that when they graduate they are prepared for college and career. In Emeryville, I am pulling the FY 2014-16 city budget together with the City Manager, overseeing the Emeryville Center for Community Life project in partnership with the Emeryville Unified School District and I am managing the contract with the Alameda County Fire Department to provide fire services to Emeryville, among other projects.

4. What do you think 3 largest challenges facing the City today and how will you solve them?

The three largest challenges facing the City of Oakland government are:

**Aging Infrastructure:** Prioritize facilities, streets and sewers in the budget. Advocate for the passage of Measure BB.

**Public Safety:** Prioritize all of the areas that make our city safe – (1) partnerships with OUSD to ensure excellent neighborhood schools and pathways from high school into apprenticeship, jobs, community college and/or college; (2) investment in Oakland, in concert with community needs/desires and encourage and



support business creation and development to increase jobs; (3) housing developments for a mixed income population and protections for industrial land in Oakland to encourage our Makers movement; (4) community policing and Ceasefire implementation; (5) wildfire prevention; (6) blight and illegal dumping abatement.

**Eroding government organizational structure due to high turnover in top management positions:** Work in partnership with City administration to make Oakland city government a great place to work.

5. What distinguishes your goals and priorities from other candidates'?

I will pay attention and take action for my entire district and the entire city. I will take a realistic and pragmatic approach to addressing Oakland's issues, and I have the in-depth knowledge and real experience with getting things done here that will allow me to succeed at that. I will work collaboratively and I have strong working relationships throughout the City of Oakland at all levels. This fact makes me stand out as a candidate and will help me hit the ground running as a Councilmember. I have incredibly diverse support for my campaign and will benefit from the input and advice shared with me by a large cross-section of Oaklanders as we move forward on issues that matter to all of us.

6. How would you ensure that less affluent areas of the city receive the same level of services as more affluent areas?

Councilmembers have to be active, involved and engaged in every part of their Districts. I will make it my business to know what is going on in every part of my District and will ensure that less affluent neighborhoods are clean, safe and beautiful places to live – even if I do not hear complaints from those constituents.

As Councilmember, I will also listen to the needs and concerns of the rest of the City Council to ensure geographic equity throughout the City and will request reports from the Administration on services being provided throughout the City to ensure that there is geographic equity throughout the City for a certain type of service. This dynamic exists on the School Board as well. We must balance the needs of the entire City. We must represent our Districts, but work collaboratively to serve the city equitably at the same time. This often means spending additional resources in less affluent areas in an attempt to balance out the needs of all students/schools.

7. What do you think the 3 main issues or concerns are impacting voters in your district and how would you address them?

**Public Safety:** There are a wide variety of public safety concerns in district 4 – car and house break-ins, robberies, desire for more police, and wildfire. I will take a very active role in our NCPCs to understand neighborhood concerns and forge strong relationships with community members and OPD. I will maintain my strong ties with our neighborhood schools to ensure that all children are safe and thriving in their schools. I will lead an effort to re-establish the Wildfire Prevention Assessment District.

**Thriving Business Districts:** I will listen to the neighbors and community surrounding the business districts in District 4 to determine the products and services that are missing in our business districts. I will take an active



role in working with business district leaders, property owners and developers to bring those products and services to our business districts and to redevelop sites that need a face lift.

**Functional City Hall that they can trust:** I will be an accessible City Councilmember who answers all constituent questions and requests. I will serve all neighborhoods in my District and will go out of my way to serve the less affluent areas of my District. I will be a leader who can be trusted to be honest and always act on the best interests of the city and its residents.

### Right to Organize

8. Please describe the actions you have taken to support workers' right to organize locally.

Last month, I joined food workers and Teamster members for an emergency briefing organized by Assemblymember Rob Bonta on the organizing struggle at Taylor Farms. I was proud to announce that OUSD had completely divested from Taylor Farms and signed onto a letter in support of the workers.

9. If elected, how will you help workers who desire to form a union?

I will sign letters of support, speak at public forums, refuse to patronize employers who conduct antiunion campaigns, and personally speak to employers.

10. Do you support the Lift Oakland Minimum Wage campaign? How would you articulate the campaign's goals and objectives?

Yes – I support the Lift Oakland Minimum Wage campaign. Lift Up Oakland is a coalition of community members, workers, people of faith and students united to raise the minimum wage to \$12.25 and provide paid sick days.

11. Do you support the right of Home Care workers to organize and fight for better wages in the city and county? What public actions would you take to support your position?

Yes – I support the rights of Home Care workers. I will sign letters of support, speak at public forums and personally speak to employers.

12. Please check which actions you would be willing to undertake:

- Sign a letter of support to workers and the public
- Personally speak to an employer about remaining neutral during an organizing drive
- Speak at a public forum on the right to organize
- Refuse to patronize an employer who conducts an antiunion campaign
- Pass an ordinance or support an initiative supporting worker rights and living wages
- Support legislative action to prevent taxpayer funds from being used against workers during organizing campaigns
- Assist workers in obtaining a first contract

### Public Worker Issues

13. Should union members be involved in the budget process? What steps will you take to ensure their meaningful participation?



Yes – I believe that union members should be involved in the budget process. I will meet with any union members who wish to participate to discuss my views on the budget and to listen to union members' ideas and concerns. I will advocate on behalf of unions to ensure that the City Administration and my City Council colleagues meet early and often with unions to discuss the budget and to listen to union members' ideas and concerns.

14. What role should the City Council play in labor issues? How can the council support workers?

City Councilmembers can support workers by having an open door policy, listening to workers' concerns and bringing those to the Administration. City Council can play an important role in labor issues by finding common ground and getting to agreement.

15. Which form of union security do you support for public employees: union shop, open shop, agency shop, modified agency shop? Explain why.

I support union shop because it provides that employers will hire labor union members and that employees will join the union within a specified time period or pay an agency fee.

16. Do public employees have the right to strike? Would you vote for an injunction against a strike?

Yes – public employees have the right to strike. I would not vote against a strike.

17. Many retirees can no longer afford to stay in the communities they served for many years. Describe the steps you would take to ensure that long-term city employees have adequate pension benefits.

I will consult with impacted labor unions when there are discussions about pension benefits.

18. Will you consult with the impacted unions if there are attempts to put "pension reform" on the ballot or change the current pension system for city employees?

Yes, absolutely.

19. As an elected official, the Brown Act allows you to be accessible to workers and their representatives on work-related issues, including the negotiation process. What steps will you take to be accessible to workers and their representatives, and if needed, act as a facilitator when negotiations reach impasse?

I will have an open door policy and will encourage workers and union leaders to meet with me during negotiations. I will step up to act as a facilitator if negotiations reach impasse.

20. Do you support the use of electronic monitoring devices to record employees' actions?

I support body cameras for police officers.

21. Will you consult with union representatives before contracting with a law firm or consultant to manage the jurisdiction's labor relations?

Yes.



## Contractors

22. As a City Councilmember, how would you encourage building owners, (who control the building service economy), to provide livable wages and benefits to the janitors and security officers who service their buildings?

I will support efforts to raise the minimum wage, and will sign on to letters and will speak personally with building owners.

How would you ensure that all buildings owned by the city and leased to private entities use unionized janitors and security officers?

I will prioritize this issue in my discussions with City administration. I will be a strong advocate for union concerns and will build consensus with my Council colleagues on these issues.

23. How would you ensure that only responsible contractors are used for services overseen by the city?

I will advocate for this in my meetings with City administration and will introduce and work to adopt new or change existing policy if needed.

## Economic Development & Quality Services

24. Describe your position on contracting out ("privatization") of public services. What actions have you taken to oppose it?

I do not favor privatizing existing government services, and will only consider such requests from the Administration if they conform to the requirements of the City Charter and our existing MOUs. Philosophically, I am against privatization. It undermines public control over public resources, and there is no compelling evidence that this approach delivers a higher value to residents in the long term. In my current position as a school board member, I have of course rejected calls to privatize educational delivery.

25. **Prequalification & Responsible Contractor Requirements** protect taxpayers, communities and workers by ensuring private corporations profiting from public resources act responsibly. *Prequalification* means that contractors are screened for performance record, prior violations, bonding and insurance, CalOSHA citations, financial health, participation in apprenticeship programs, mechanic's liens, etc., prior to bidding. *Responsible contractor requirements* mean that bidders demonstrate the capacity to complete the contract successfully and in compliance with applicable laws (including protection for worker rights.) Do you support prequalification and responsible contractor requirements?

Yes.

26. While the Council welcomes new development to the urban areas of Alameda County, many union members are concerned that working families will be shut out of benefits from new development and related public investment.

- How will you ensure affordable housing is built along with new market rate housing?
- How will you ensure an open and transparent approvals process that includes assessments of the social and economic impacts of development?
- Do you support **Community Impact Reports** that describe project impacts on communities, small businesses, and local jobs?



With the demise of Redevelopment, the funding for affordable housing has been greatly reduced. I will work to preserve the 20% affordable housing set-aside for tax increment funds. I will also advocate at the state level for a permanent source of affordable housing.

The City still has a number of tools at its disposal to encourage affordable housing. Density bonuses and parking incentives can make providing affordable units in private developments pencil-out, and affordable housing should always be on the agenda for large projects that include community benefits agreements. Additionally, I believe the partnership between the City of Oakland and the Oakland Housing Authority could be strengthened, so that all opportunities provided by HUD for new Housing Choice Vouchers are pursued.

The largest, most important, and most often overlooked tool the city has for affordable housing provision are its Residential Rent Stabilization Program and its Just Cause for Eviction Ordinance. These programs are the first line of defense for keeping Oaklanders in Oakland and keeping housing affordable. I look forward to supporting the program and ensuring that Oakland tenants are aware of their rights.

California has shown national, and international, leadership with CEQA and the required review and mitigation of environmental impacts. Development has social and community impacts as well, and Community Impact Reports can help inform decision-makers of the consequences of their actions. I would also support the wider use of Health Impact Assessment, which puts public and community health front and center in project impacts analysis.

27. When government approves franchises or awards contracts to private corporations, what rights should be protected for workers and what benefits should be returned to the public?

Workers' rights, such as prevailing wages and benefits should be protected under franchises or contracts. The public should be assured that the contracting conforms to the City Charter and existing MOUs so that public control of assets is not undermined.

28. **Project Labor Agreements, also known as PLAs**, assure labor peace, local employment, and better quality in public works projects. PLAs join contractors, subcontractors, builders and developers together with unions to negotiate an agreement for the life of the project.
- Wage rates, work rules and working conditions are specified under a PLA.
  - Over the past 60 years, PLA's have brought projects like the Hoover Dam, the San Diego Water Authority and the San Francisco Airport in on time and on budget, while investing in a skilled, productive, locally-based workforce.
  - The Port of Oakland Social Justice PLA is successfully bringing community residents into living wage construction jobs.

Would you work to ensure that PLAs are used for public construction projects? Yes. Why or why not? Yes; PLAs have been found to be an effective strategy that benefits the private sector by controlling costs and preventing disruptions in construction schedules and benefits the community by providing useful benefits such as jobs and training opportunities for local residents.



29. What is your understanding of the Community Jobs policies adopted by the City Council in the redevelopment of the Oakland Army Base?

The policies and agreements forged on the Oakland Army Base project were unprecedented and represent many wins for Oakland workers. Some of these wins include: all jobs are living wage; 50% local; 25% disadvantaged workers; and a new West Oakland jobs and training center.

### Tax Policy and Essential Services

30. Big-box retailers like Wal-Mart pay minimal wages and deny benefits to more than 60 percent of their employees. They are passing the costs of health care on to public health systems. At the same time, many cities offer tax/fee breaks to new stores to compete for sales tax revenue. Describe the actions you would take to promote good jobs with benefits.

11 years ago, I co-founded Oakland Unwrapped, which is now called Oakland Grown, to support Oakland's local independent businesses and artists. This is an ongoing effort to give local businesses the tools to fight big box retailers, and better capture dollars within our own communities. This is just one of the actions I plan to move forward (along with supporting measures to increase the minimum wage) that will have immediate impact on workers in Oakland. As the City contemplates several big construction projects, I will ensure that Oakland workers are given a real stake in making these projects happen.

31. Working people, students, seniors and low-income communities rely on public transportation for access to education, medical care and work opportunities. What are your transit priorities and how would you meet them?

Vulnerable populations are extremely dependent upon quality public transportation options, and I would work with regional authorities to strengthen transportation access -- particularly at night when the number of choices is not adequate. The quality of Oakland's streets is a very high priority for me because quality streets are important for bus transportation and biking. As the AC Transit and BART systems are part of our public transportation backbone, they must be included in any plan to ensure vulnerable populations have access to reliable transportation.

32. Prop 13's cap on property taxes gives an advantage to commercial property owners over individual homeowners because commercial properties often turn over less frequently. Do you support a split roll for commercial property to alleviate the burden on individual taxpayers? Explain why.

Yes.

33. In a difficult budget year, how would you prioritize raising taxes and cutting public services?

I would prioritize raising taxes for services or programs that are important to voters. I would prioritize cutting services or contracts that would not result in layoffs of public employees.

34. Did you support Alameda County Measure AA? Yes.

35. Do you support Alameda County Transportation Measure BB? Yes.



**Health Care**

- 36. Would you support or oppose efforts to cap the amount hospitals can charge the uninsured for medical services? Support.
- 37. Do you feel that all Oakland residents should have access to healthcare services regardless of immigration status? Yes.
- 38. Will you consult with the impacted unions before contracting out workers compensation carriers? Yes.

**Principles**

- 39. Have you ever crossed a picket line? No.
- 40. Are there circumstances under which you would cross a picket line? No.
- 41. What steps would you take to support a boycott, when sanctioned by a Central Labor Council, California Labor Federation or AFL-CIO? Will your campaign refuse to use restaurants, hotels, or other public accommodations on the boycott list (available at [www.calaborfed.org](http://www.calaborfed.org))? Yes.
- 42. If endorsed, will you carry the union endorsement on your mail and materials? Yes.
- 43. Will you consult with the Alameda Labor Council prior to making appointments to boards and commissions? Yes.
- 44. Will you consult with the Alameda Labor Council prior to making endorsements of other candidates? Yes.

*I attest that these answers represent my actions and beliefs, are now part of my public record, and may be used by the Council to keep union members informed about important issues.*

\_\_\_\_\_  
Signature

\_\_\_\_ June 27, 2014 \_\_\_\_\_  
Date

\_\_\_\_ Anne Campbell Washington \_\_\_\_\_  
Print Name

*If completed electronically, please provide us with a signed copy via fax or at your interview.*