



Directions

Use this scoring rubric to explore the pros and cons of undertaking a CBA negotiation. This worksheet can be completed on paper, digitally, or as a facilitated group exercise. For each question, select one of:

✓ = CBA Favorable — = CBA Neutral ✗ = CBA Not Favorable

Target Audience

This worksheet is suitable for individuals or groups seeking to determine whether and how to engage in a proposed project. For the toolkit, this worksheet is focused on Fenceline Communities, EJ organizations, Tribal nations, and other disenfranchised groups and the organizations that support them.

Section One: Values

Is a CBA aligned with who we are and what we want?

Check one box in each row.

✓	—	✗
<input type="checkbox"/> A CBA clearly aligns with our community's priorities and values.	<input type="checkbox"/> A CBA partially aligns with our values, but there are concerns.	<input type="checkbox"/> A CBA does not align with our community's priorities and values. <i>Do not proceed.</i>
<input type="checkbox"/> Some level of project development is acceptable or desirable in our community.	<input type="checkbox"/> The community is divided or uncertain about whether development is acceptable.	<input type="checkbox"/> The project is fundamentally unacceptable regardless of benefits.
<input type="checkbox"/> With strong negotiation, benefits could reasonably outweigh harms.	<input type="checkbox"/> It is unclear whether benefits would outweigh harms.	<input type="checkbox"/> The likely harms far outweigh potential benefits.
<input type="checkbox"/> Without a CBA, our community is unlikely to receive meaningful benefits.	<input type="checkbox"/> Some benefits may occur without a CBA, but they are uncertain.	<input type="checkbox"/> The community will likely receive sufficient benefits without negotiating a CBA.

Count your responses

Number of	✓	<input type="text"/>
Number of	—	<input type="text"/>
Number of	✗	<input type="text"/>

Reflections and Notes – Values

Section Two: Leverage

Does a CBA actually give us power here?

Check one box in each row.

✓	—	✗
<input type="checkbox"/> The project is likely to move forward regardless of whether a CBA exists.	<input type="checkbox"/> It is unclear whether a CBA would influence whether the project proceeds.	<input type="checkbox"/> The project depends significantly on community agreement.
<input type="checkbox"/> There are few meaningful opportunities to influence the project without a CBA.	<input type="checkbox"/> Some influence may be possible without a CBA.	<input type="checkbox"/> Strong influence is possible without negotiating a CBA.
<input type="checkbox"/> We have (or can secure) multi-year funding to support negotiation.	<input type="checkbox"/> Funding is uncertain or short-term.	<input type="checkbox"/> We do not have sufficient funding to sustain negotiation.
<input type="checkbox"/> The project relies on public funding, creating leverage.	<input type="checkbox"/> Public funding may be involved, but leverage is unclear.	<input type="checkbox"/> The project does not rely on public funding.
<input type="checkbox"/> The project depends on government approvals that create leverage points.	<input type="checkbox"/> Government approvals are involved, but leverage is limited.	<input type="checkbox"/> The project requires few approvals that provide leverage.

Count your responses

Number of ✓

Number of —

Number of ✗

Reflections and Notes – Leverage

Section Three: Trust

Who are we dealing with?

Check one box in each row.

✓	—	✗
<input type="checkbox"/> The sponsor has a track record of honoring commitments.	<input type="checkbox"/> The sponsor's reliability is unclear.	<input type="checkbox"/> The sponsor has failed to honor past commitments.
<input type="checkbox"/> The sponsor does not have a history of serious labor or legal violations.	<input type="checkbox"/> The sponsor's record is mixed or unclear.	<input type="checkbox"/> The sponsor has a history of labor violations or illegal practices.
<input type="checkbox"/> Existing government oversight does not adequately protect community interests, making a CBA important.	<input type="checkbox"/> Oversight offers partial protections.	<input type="checkbox"/> Existing oversight already adequately protects community concerns.

Count your responses

Number of ✓

Number of —

Number of ✗

Reflections and Notes - Trust

Section Four: Capacity

Can we realistically do this?

Check one box in each row.

✓	—	✗
<input type="checkbox"/> We have the capacity (or a partner with capacity) to negotiate effectively.	<input type="checkbox"/> Our capacity is limited or uncertain.	<input type="checkbox"/> We do not have sufficient capacity to negotiate.
<input type="checkbox"/> We are likely to have a fair opportunity to influence negotiation terms.	<input type="checkbox"/> It is unclear whether we would have meaningful influence.	<input type="checkbox"/> We are unlikely to have a fair opportunity to shape terms.
<input type="checkbox"/> Our community is prepared for long-term engagement.	<input type="checkbox"/> Commitment levels are mixed or uncertain.	<input type="checkbox"/> We are not prepared for sustained long-term engagement.

Count your responses

Number of ✓

Number of —

Number of ✗

Reflections and Notes – Capacity

Section Five: Context

What else could affect this decision?

Check one box in each row.

✓	—	✗
<input type="checkbox"/> The developer appears open to negotiating seriously.	<input type="checkbox"/> The developer’s openness is uncertain.	<input type="checkbox"/> The developer appears unwilling to negotiate meaningfully.
<input type="checkbox"/> A government body is requiring or strongly encouraging a CBA.	<input type="checkbox"/> Government involvement is unclear or weak.	<input type="checkbox"/> No government entity is requiring or encouraging a CBA.
<input type="checkbox"/> There are no existing campaigns likely to be negatively affected by negotiation.	<input type="checkbox"/> Existing campaigns may be affected, but impact is unclear.	<input type="checkbox"/> Negotiating a CBA could significantly undermine ongoing campaigns.
<input type="checkbox"/> There are no competing stakeholder groups, or coalition-building is feasible.	<input type="checkbox"/> Competing groups exist, but resolution is possible.	<input type="checkbox"/> Competing groups create significant fragmentation or conflict.

Count your responses

Number of ✓

Number of —

Number of ✗

Reflections and Notes – Context

Scoring Rubric Tally the total in each column per section and discuss with your team. There are no “correct” answers.	✓	—	✗
Values: Is a CBA aligned with who we are and what we want?			
Leverage: Does a CBA actually give you power here?			
Trust: Who are you dealing with?			
Capacity: Can we realistically do this?			
Context: What else could affect this decision?			
Overall			

Facilitation questions:

- Are most ✗ responses clustered in one section?
- Are concerns structural or temporary?
- What changes are likely in the next 6–12 months?
- What would need to shift to move from ✗ to — or ✓?