San Francisco Workforce Construction Program
Presentation Agenda:

1. Introductions

2. Overview of San Francisco OEWD

3. San Francisco Workforce Policies for Construction
   a. Mandatory Local Hiring
   b. First Source Hiring Program
   c. OCII & MOH Section 3 Workforce Policies
   d. Special Agreements: DDA, EOP, CBA, PLA
   e. Tracking & Reporting

4. CityBuild Construction Workforce Program

5. Strategic Discussion – Open Forum Q&A
   – Lessons learned and recommendations
Office of Economic and Workforce Development

THE MISSION OF THE OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT (OEWD) is to support the ongoing economic vitality of San Francisco. Under the direction of Mayor Edwin M. Lee, OEWD provides city-wide leadership for workforce development, business attraction and retention, neighborhood commercial revitalization, international business facilitation, and development planning.

The Mission of the Workforce Development Division is to Advance shared prosperity in San Francisco by retaining, attracting, and creating the conditions to grow jobs; and training, preparing and connecting residents to these jobs; with the goal of helping all residents achieve economic self sufficiency.
OEWD Sector Strategy Initiatives

CityBuild

HealthCare Academy

Hospitality Initiative

TechSF

Top Employer
Webcor Builders

Entry-Level Average Wage $19.67

Top Employer
IHSS

Entry-Level Average Wage $13.93

Top Employer
St. Regis Hotel

Entry-Level Average Wage $13.10

Top Employer
Salesforce.com

Entry-Level Average Wage $24.84
Construction Sector: CityBuild Program

Create training opportunities that assist with developing a qualified construction workforce.

Connect local residents with existing construction employment opportunities for career advancement.

Assist contractors with meeting their labor needs and contractual obligations as the centralized administrator of workforce policies.
San Francisco Construction Workforce Policies

Local Hire - public projects above $600,000

- Mandatory requirement, 30% local participation by trade
- 50% of apprentice hours, by trade, must also be performed by local residents

First Source - private projects above 25K SqFt commercial space or 10 residential units & Public Professional Services Contracts above $50k

- Contractors must notify CityBuild of all new hiring opportunities
- Good faith efforts to employ disadvantaged workers (50% of new hires)

OCII - projects awarded by former Redevelopment Agency

- 50% of work hours by trade performed by SF residents
- 25.6% diversity goal, 6.9% female goal on Mission Bay Projects

Section 3 - Housing developments supported by HUD funds

- 30% of new hires are Section 3 residents
- 25.6% diversity goal, 6.9% female goal
Active Construction Projects

<table>
<thead>
<tr>
<th>Type</th>
<th>Estimated Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works</td>
<td>$5B</td>
</tr>
<tr>
<td>Private Construction</td>
<td>$6.5B</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$11.5B</strong></td>
</tr>
</tbody>
</table>

- **SALESFORCE TOWER ($1B)**  
  Est complete: Summer 2018
- **TRANSBAY TERMINAL ($1.5B)**  
  Est complete: Spring 2019
- **CENTRAL SUBWAY ($1.6B)**  
  Est complete: Summer 2018
- **CMPC ($1B)**  
  Est complete: Summer 2018
- **MOSCONES EXPANSION ($500M)**  
  Est complete: Spring 2018
- **SFO TERMINAL 1 ($1.7B)**  
  Est complete: Spring 2018
Construction Projects Starting in 2017

- **CHASE CENTER ($1B)**
  - 10-15 YEAR PHASE
  - EST. COMPLETE: FALL 2019

- **PIER 70 ($1.4B)**
  - 10-15 YEAR PHASE
  - EST. COMPLETE: FALL 2021

- **TREASURE ISLAND ($1.5B)**
  - 20 YEAR PHASE

- **PARK MERCED ($1.3B)**
  - 10-15 YEAR PHASE

- **SCHLAGE LOCK ($637M)**
  - 10 YEAR PHASE

- **SFO EXPANSIONS ($3B)**
  - EST. COMPLETE: 2020

- **CANDLESTICK POINT ($2-3B)**
  - 10 YEAR PHASE

---

<table>
<thead>
<tr>
<th>Type</th>
<th>Estimated Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Works</td>
<td>$4B</td>
</tr>
<tr>
<td>Private Construction</td>
<td>$10B+</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$14B+</strong></td>
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</tbody>
</table>
Construction Projects 2018 and Beyond

<table>
<thead>
<tr>
<th>Type</th>
<th>Estimated Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Public Capital Plan</td>
<td>$3B annually through FY23/24</td>
</tr>
<tr>
<td>Private Construction</td>
<td>$10B+</td>
</tr>
<tr>
<td>Annual Total</td>
<td>$13B+</td>
</tr>
</tbody>
</table>
Construction Work Hour Data & Forecast

OCII  Local Hire  Public First Source  Private First Source
San Francisco Local Hiring Policy

Mandatory Local Hiring Requirement

- Applies to contracts for San Francisco public works estimated at or above $600,000 (previously $400,000)
- Initiated at 20% of total hours per trade by San Francisco residents, increases 5% annually up to 50% per trade
- 50% of apprentice hours per trade by San Francisco residents
- Reciprocity Agreement with San Mateo County for inclusion of residents as local on projects located in San Mateo

### Mandatory Local Hire Escalation

<table>
<thead>
<tr>
<th>Year</th>
<th>Local Hire Escalation</th>
<th>Action</th>
</tr>
</thead>
<tbody>
<tr>
<td>Year 1 (2011)</td>
<td>20% Local</td>
<td></td>
</tr>
<tr>
<td>Year 2 (2012)</td>
<td>25% Local</td>
<td></td>
</tr>
<tr>
<td>Year 3 (2013)</td>
<td>30% Local</td>
<td>Review</td>
</tr>
<tr>
<td>Year 4 (2014)</td>
<td>30% Local</td>
<td>Review</td>
</tr>
<tr>
<td>Year 5 (2015)</td>
<td>30% Local</td>
<td></td>
</tr>
<tr>
<td>Year 6 (2016)</td>
<td>30% Local</td>
<td>Review</td>
</tr>
<tr>
<td>Year 7 (2017)</td>
<td>30% Local</td>
<td>Amend</td>
</tr>
</tbody>
</table>

March, 2017 – Amendment to move to Administration Code Chapter 82 and set permanent 30% requirement
# Mayor’s Construction Workforce Advisory Committee

<table>
<thead>
<tr>
<th>Committee Chair</th>
</tr>
</thead>
<tbody>
<tr>
<td>Naomi Kelly, San Francisco City Administrator</td>
</tr>
</tbody>
</table>

## Committee Members

| Bob Alvarado, Executive Officer  
Northern California Carpenters Regional Council | Oscar De La Torre, Business Manager  
Northern California District Council of Laborers | John O’Rourke, Business Manager  
IBEW Local 6 |
|-------------------------------------------------|-------------------------------------------------|-------------------------------------------------|
| James Bryant, Western Region Director  
A. Phillip Randolph Institute | Miguel Galarza, Chair  
Build Bayview | Florence Kong, President  
Build Bayview |
| Kent M. Lim, President  
Kent M. Lim & Company, Inc. | Bob Nibbi, President  
Nibbi Brothers General Contractors | Jes Pedersen, President/CEO  
Webcor Builders |
| Harlan Kelly, General Manager  
San Francisco Public Utilities Commission | Mohammed Nuru, Director  
San Francisco Public Works | Ed Reiskin, Director  
San Francisco Municipal Transportation Authority |
Local Hiring Policy Timeline

**2011**

Mar 25: Implementation of the Mandatory Local Hiring Policy for Construction

Jun 2: San Francisco reaches reciprocity agreement with San Mateo County

**2012**

Sep 12: First meeting of the Mayor’s Construction Workforce Advisory Committee

Dec 4: Advisory Committee convenes to review local construction training programs and assess apprenticeship pipelines.

**2013**

Feb 22: Advisory Committee convenes to review workforce data and labor market analysis

Jun 5: Advisory Committee reviews policy recommendations on Local Hiring, the construction pipeline and First Source Hiring

Oct 30: Advisory Committee recommends extending the Policy’s review period for 12 months and holding the requirement at 30%
Local Hiring Policy Timeline

2014

Mar 25: BOS approves Committee’s recommendations to extend the Policy’s review period for 12 months and hold the requirement at 30%

May 15: Advisory Committee reviews and issues policy recommendations on pending legislation to expand Local Hire to cover private construction and public events on City-owned property – BOS final approval: Jun 19

Nov 4: Advisory Committee approves recommendation to hold requirement at 30% until next scheduled legislative review period

2015

Mar 6: USDOT launches Local Preference Pilot Program allowing Local Hire on FTA projects

Mar 20: BOS approves Committee’s recommendation to hold requirement at 30% until the next scheduled legislative review period in 2017

Jul 2: Threshold on Chapter 6 public works contracts is increased from $400,000 to $600,000

Dec 15: BOS approves prevailing wage, apprenticeship and Local Hiring requirements on city property sold or leased for housing development

2016

Mar 29: USDOT extends Local Preference Pilot Program to March 6, 2017
## Local Hire Projects Cumulative Work Hours
### March 25, 2011 – March 1, 2017

<table>
<thead>
<tr>
<th>Department</th>
<th>Total Hours</th>
<th>Apprentice Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Local</td>
</tr>
<tr>
<td>MTA</td>
<td>164,109</td>
<td>73,856</td>
</tr>
<tr>
<td>Port</td>
<td>428,513</td>
<td>114,549</td>
</tr>
<tr>
<td>PUC</td>
<td>2,038,136</td>
<td>856,857</td>
</tr>
<tr>
<td>RPD</td>
<td>606,064</td>
<td>230,019</td>
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<tr>
<td>SFO</td>
<td>2,147,155</td>
<td>838,811</td>
</tr>
<tr>
<td>SFPW</td>
<td>2,981,451</td>
<td>1,027,060</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>8,365,427</strong></td>
<td><strong>3,141,151</strong></td>
</tr>
</tbody>
</table>
# Cumulative Work Hours by Trade

**March 25, 2011 – March 1, 2017**

<table>
<thead>
<tr>
<th>Trade</th>
<th>Total Hours</th>
<th>Apprentice Hours</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>Local</td>
</tr>
<tr>
<td>ASBESTOS REMOVAL WORKER</td>
<td>150,709</td>
<td>25,821</td>
</tr>
<tr>
<td>CARPENTER AND RELATED TRADES</td>
<td>603,181</td>
<td>245,877</td>
</tr>
<tr>
<td>CEMENT MASON</td>
<td>287,141</td>
<td>106,165</td>
</tr>
<tr>
<td>DRYWALL INSTALLER/LATHER</td>
<td>301,481</td>
<td>61,130</td>
</tr>
<tr>
<td>ELECTRICIAN</td>
<td>1,132,846</td>
<td>584,539</td>
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<tr>
<td>GLAZIER</td>
<td>60,233</td>
<td>17,196</td>
</tr>
<tr>
<td>IRON WORKER</td>
<td>359,153</td>
<td>109,156</td>
</tr>
<tr>
<td>LABORER AND RELATED CLASSIFICATIONS</td>
<td>3,224,390</td>
<td>1,262,971</td>
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<tr>
<td>OPERATING ENGINEER</td>
<td>712,633</td>
<td>311,766</td>
</tr>
<tr>
<td>PAINTER</td>
<td>185,839</td>
<td>41,415</td>
</tr>
<tr>
<td>PILE DRIVER</td>
<td>80,538</td>
<td>14,390</td>
</tr>
<tr>
<td>PLASTER TENDER</td>
<td>22,350</td>
<td>3,557</td>
</tr>
<tr>
<td>PLASTERER</td>
<td>45,161</td>
<td>7,333</td>
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<tr>
<td>PLUMBER</td>
<td>313,925</td>
<td>136,622</td>
</tr>
<tr>
<td>ROOFER</td>
<td>128,070</td>
<td>31,897</td>
</tr>
<tr>
<td>SHEET METAL WORKER</td>
<td>187,453</td>
<td>59,707</td>
</tr>
<tr>
<td>OTHER TRADES</td>
<td>570,327</td>
<td>121,611</td>
</tr>
<tr>
<td><strong>Grand Total</strong></td>
<td><strong>8,365,427</strong></td>
<td><strong>3,141,151</strong></td>
</tr>
</tbody>
</table>
Local Hiring Ordinance

Penalties

- Financial penalties are equal to the number of hours deficient in a trade, multiplied by the prevailing wage of that trade, as determined by the California Department of Industrial Relations.

- Contractor and subcontractors are jointly liable for not meeting hiring requirements.

- If a project is deficient in any trade, OEWD will work with the prime contractor to develop a Corrective Action Plan to avoid assessment of penalties.
Local Hiring Ordinance
Off-Ramps and Exemptions

• If Contractor is unable to meet Local Hiring requirements, penalties may be avoided by completing one or more of the following:
  ▪ **Sponsoring new apprentices** in trades in which non-compliance is likely and retaining those apprentices for duration of project
  ▪ **Receiving off-site credit** for employing San Francisco workers on non-covered projects within the Bay Area

• **A trade is exempt from the Local Hiring requirements under the following conditions:**
  ▪ It comprises less than 5% of a project’s total hours
  ▪ It is included in OEWD’s list of exempt trades
Questions
First Source Hiring Program

San Francisco Administrative Code Chapter 83 requires that contractors use good faith efforts to employ San Francisco residents in 50% of new positions.

- First Source applies to Public Construction Contracts in excess of $350,000 or Professional Services Contracts that are not otherwise covered by the Mandatory Local Hiring Ordinance

- First Source Hiring requirements apply to private developments receiving planning approval that meet the following conditions:
  - Commercial projects 25,000 of square feet or more
  - Residential projects of 10 or more units

- Developers are required to enter into a First Source Memorandum of Understanding with OEWD prior to the issuance of building permits

- Partnership with Planning Department and Department of Building Inspection to ensure First Source agreements are executed

- Applies to lessees of commercial space for new hire entry-level positions
Good Faith Efforts

**Step 1:** Execution of Agreement – The Project Sponsor shall execute an Agreement which details the requirements of the policy.

**Step 2:** Submission of Workforce Project forms prior to start of work

**Step 3:** Preconstruction Meeting – Schedule meeting with CityBuild staff prior to start of work

**Step 4:** Provide Monthly Workforce Summary reports to CityBuild to identify new hire vs. existing core members for compliance

**Step 5:** Notify CityBuild of any new hire opportunities

**Penalties for Non Compliance**

- Liquidated Damages may be assessed for each instance of non-compliance: $5,000 for the first “New Hire” not properly noticed and $10,000 for each subsequent violation
- Failure to enter into a First Source MOU with OEWD may delay release of permits by the Department of Building Inspections
- A Corrective Action Plan may be negotiated to avoid penalties
Office of Community Infrastructure and Investment (OCII)
Workforce Requirements

• Good faith efforts to employ:
  • San Francisco residents to perform 50% of total work hours with priority to project area residents

• Three current major Project Areas:
  • Bayview Hunter’s Point, Mission Bay, and Transbay

For Mission Bay Project Area:
  • Minority/Ethnically diverse workers to perform 25.6% of total work hours.
  • Female workers to perform 6.9% of total work hours
Section 3 Hiring Program for Mayor’s Office of Housing

Applies to projects with HUD funding

Good faith efforts by contractors to meet the following goals:

• 30% of new-hire opportunities are fulfilled by Section 3 residents
• 6.9% of all work hours by trade are performed by female workers
• 25.6% of all work hours by trade are performed by minority workers

Section 3 Resident:

• Public housing resident or Section 8 Participant
• Socio-economically disadvantaged
• On public housing projects, public housing residents get priority placements
Special Agreements

• **Disposition Development Agreements (DDA)** - negotiations with developer in priority areas such as housing, open space, transportation, and workforce prior to approval of developments

• **Equal Opportunity Program (EOP) or Community Benefits Agreement (CBA)**
  • Set good faith efforts for local hiring percentages
  • Priority for specific neighborhood hiring goals
  • Determine opportunities for local businesses
  • Expand employment opportunities beyond construction
    • *Example: CPMC Hospital, Park Merced Development*

• **Project Labor Agreements (PLA)**
  • Set hiring requirements specific to project(s) associated to PLA
  • Provide opportunities for local businesses
  • Determine labor regulation standards
    • *Example: SFO Expansion, Sewer Safety Improvements, Los Angeles Redevelopment, Port of LA, and LA Public Works, Port of Seattle*
Questions
### Tracking & Reporting

**As-Needed Curb Ramp Construction for Paving Program No.2 (2605J)**

- **Local Hire Contract ID:** 2605J ($1,383,901.12)

#### Local Hiring Workforce Projection
- **LC General Engineering & Construction, Inc.**
  - Local Hire ID: 2605J
  - **Status:** Ready for CPR
  - **Submitted By:** Shirley Chu
  - **Submitted Date:** 7/15/2015

#### Local Hiring Plan (Only prime can submit this form)
- **LABORER AND RELATED CLASSIFICATIONS**
  - Local Hire ID: 2605J
  - **Action:** Submitted
  - **Submitted By:** Shirley Chu
  - **Submitted Date:** 7/15/2015
  - **Processed By:** Tajuaana Gray
  - **Processed Date:** 7/21/2015

- **CEMENT MASON**
  - Local Hire ID: 2605J
  - **Action:** Submitted
  - **Submitted By:** Shirley Chu
  - **Submitted Date:** 7/15/2015
  - **Processed By:** Tajuaana Gray
  - **Processed Date:** 7/21/2015
Tracking & Reporting

FORM 1: LOCAL HIRING WORKFORCE PROJECTION

Contractor: Turner Construction
Project Name: 10003.71 - Temporary Boarding Area B and Security Screening Checkpoint CMGC
Contract #: 10003.71-TBHS

The Contractor must complete and submit this Local Hiring Workforce Projection (Form 1) within 15 calendar days from notice award of the contract. The Contractor must include information regarding all of its Subcontractors who will perform construction work on the project regardless of Tier and Value Amount. Notice to Proceed (NTP) will not be issued until the City receives a completed Form 1 from Contractor. The Contractor shall be responsible for any delays to NTP and resulting damages incurred by the City caused by Contractor’s failure to submit an accurate and complete Form 1 for its workforce and the workforce of its Subcontractors in a timely manner.

Will you and your Subcontractors be able to meet the mandatory Local Hiring Requirements?

☐ YES (Please provide information for all contractors performing construction work in Table 1 below.)
☐ NO (Please complete Table 1 below and Form 4: Conditional Waivers.)

INSTRUCTIONS FOR COMPLETING TABLE 1:
1. Please organize the contractors’ information based on their Trade Craft work.
2. For contractors performing work in various Trade Craft, please list contractor name in each Trade Craft (i.e. if Contractor X will perform two trades, list Contractor X under two Trade categories.)
3. If you anticipate utilizing apprentices on this project, please note the requirement that 50% of apprentice hours must be performed by San Francisco residents.
4. Additional blank form is available at our Website: www.oewd.org. For assistance or questions in completing this form, contact the CityBuild (415) 581-2363 or Email @ Local.hire.ordinance@sfgov.org.

TABLE 1: WORKFORCE PROJECTION

<table>
<thead>
<tr>
<th>Trade Craft</th>
<th>Contractor</th>
<th>Est. Total Work Hours</th>
<th>Est. Total Local Work Hours</th>
<th>Est. Total Local Work Hours %</th>
</tr>
</thead>
<tbody>
<tr>
<td>CARPENTER AND RELATED TRADES</td>
<td>D W Nicholson Corporation</td>
<td>Journey: 370</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apprentice: 93</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL CARPENTER AND RELATED TRADES</td>
<td></td>
<td>Journey: 370</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apprentice: 93</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>463</td>
<td></td>
</tr>
<tr>
<td>ELECTRICIAN</td>
<td>D W Nicholson Corporation</td>
<td>Journey: 504</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apprentice: 126</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td>TOTAL ELECTRICIAN</td>
<td></td>
<td>Journey: 504</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>Apprentice: 126</td>
<td></td>
<td></td>
</tr>
<tr>
<td>TOTAL</td>
<td></td>
<td></td>
<td>630</td>
<td></td>
</tr>
</tbody>
</table>
FORM 2: LOCAL HIRING PLAN

Contractor: Turner Construction Company
Project Name: 10003.71 - SFIA Interim Boarding Area B (IBAB) and Security Screening Checkpoint - CMGC
Contract #: BP-270000-Special

If the Engineer’s Estimate for this Project exceeds $1 million, then Contractor must submit a Local Hiring Plan using this Form 2 through the City’s Project Reporting System. NTP will not be issued until Contractor submits a completed Form 2. Contractor shall be responsible for any delays to NTP and resulting damages incurred by the City caused by the Contractor’s failure to submit a completed Form 2 in a timely manner. The Local Hiring Plan must be approved in writing by OEWD before any Application for Payment can be approved and progress payment paid to Contractor. The OEWD-approved Local Hiring Plan will be a Contract Document and will be the basis for determining Contractor’s and its Subcontractors’ compliance with the local hiring requirements. Any OEWD-approved Conditional Waivers (Form 4) will be incorporated into the OEWD-approved Local Hiring Plan.

COMPLETE AND SUBMIT A SEPARATE FORM 2 FOR EACH TRADE THAT WILL BE UTILIZED ON THIS PROJECT.

INSTRUCTIONS:

1. Please complete tables below for Contractor and all Subcontractors that will be contributing Project Work Hours to meet the Local Hiring Requirement.
2. Please note that a Form 2 will need to be developed and approved separately for each trade craft that will be utilized on this project.
3. If you anticipate utilizing apprentices on this project, please note the requirement that 50% of apprentice hours must be performed by San Francisco residents.
4. The Contractor and each Subcontractor identified in the Local Hiring Plan must sign this form before it will be considered for approval by OEWD.
5. If applicable, please attach all OEWD-approved Form 4 Conditional Waivers.
6. Additional blank form is available at our Website: www.oewd.org. For assistance or questions in completing this form, contact the CityBuild (415) 581-2363 or Email @ Local.hire.ordinance@sfgov.org.

List Trade Craft. Add numerical values from Form 1: Local Hiring Workforce Projection and input in the table below.

<table>
<thead>
<tr>
<th>Trade Craft</th>
<th>Total Work Hours</th>
<th>Total Local Work Hours</th>
<th>Local Work Hours%</th>
<th>Total Apprentice Work Hours</th>
<th>Total Local Apprentice Work Hours</th>
<th>Local Apprentice Work Hours %</th>
</tr>
</thead>
<tbody>
<tr>
<td>LABORER AND RELATED CLASSIFICATIONS</td>
<td>314</td>
<td>233</td>
<td>74.20%</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

List all contractors contributing to the project work hours to meet the Local Hiring Requirements for the above Trade Craft.
## Tracking & Reporting

### Report Parameters
- **Select Projects (Up to 50)**: As-Needed Curb Ramp Construction for Paving Program No.2 (2605J)
- **Select Contractors (3)**:
  - CMC Traffic Control Specialists dba CMC Construction
  - L C General Engineering & Construction, Inc.
  - MH CONSTRUCTION
- **Select Trades (4)**:
  - CARPENTER AND RELATED TRADES
  - CEMENT MASON
  - LABORER AND RELATED CLASSIFICATIONS
  - OPERATING ENGINEER

### Locality
- Local Options: Moscone, MSA, San Francisco, Service Territory _ECupdatedMar2017_
- Display or Reset options

### Exempt Threshold: 5%
- Local Threshold: 30%
- Apprentice TH: 50%
- Secondary Threshold: 4%
- Threshold: Offramp Setting

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### L C General Engineering & Construction, Inc.

<table>
<thead>
<tr>
<th>Trade</th>
<th>Total Work Hours: 30% Requirement</th>
<th>Apprentice Work Hours: 50% Requirement</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
<td>%</td>
</tr>
<tr>
<td>CARPENTER AND RELATED TRADES</td>
<td>537.00</td>
<td>7.38%</td>
</tr>
<tr>
<td>CEMENT MASON</td>
<td>3,231.50</td>
<td>44.39%</td>
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<tr>
<td>LABORER AND RELATED CLASSIFICATIONS</td>
<td>2,992.00</td>
<td>41.10%</td>
</tr>
<tr>
<td>OPERATING ENGINEER</td>
<td>519.50</td>
<td>7.14%</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>7,280.00</td>
<td>100.00%</td>
</tr>
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</table>

### Compliance Notes:
1. Total local OPERATING ENGINEER hours are less than the required 30%.
2. Trades which represent less than 5% of the total work hours are exempt from local hiring requirements.

<table>
<thead>
<tr>
<th>Trade</th>
<th>Deficiency</th>
<th>Offramp</th>
<th>Median Prevailing Wage</th>
<th>Potential Penalty</th>
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<tbody>
<tr>
<td>OPERATING ENGINEER (Total)</td>
<td>111.85</td>
<td>0.00</td>
<td>$48.48</td>
<td>$5,422.49</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td>111.85</td>
<td>0.00</td>
<td></td>
<td>$5,422.49</td>
</tr>
</tbody>
</table>
Tracking & Reporting

Most Recent Placements

<table>
<thead>
<tr>
<th>Client Name</th>
<th>Project Name</th>
<th>Start Date</th>
<th>Liaison</th>
</tr>
</thead>
<tbody>
<tr>
<td>Linda Frazier</td>
<td>2204JR - Pavement Renovation, Sewer Roadway Project</td>
<td>09/25/2017</td>
<td>Judy Sorro</td>
</tr>
<tr>
<td>Alvin Wilson</td>
<td>Transbay Block 9 (500 Folsom)</td>
<td>04/12/2017</td>
<td>Gilbert De Anda</td>
</tr>
<tr>
<td>Ayesha Calloway</td>
<td>801 Brannan</td>
<td>04/11/2017</td>
<td>Judy Sorro</td>
</tr>
<tr>
<td>Mateka Oliver</td>
<td>Rosa Parks (RAD Phase 2)</td>
<td>04/10/2017</td>
<td>Janet Gomes</td>
</tr>
<tr>
<td>Edmundo Contreras</td>
<td>Alemany (RAD Phase 2)</td>
<td>04/10/2017</td>
<td>Janet Gomes</td>
</tr>
<tr>
<td>Joshua Cossey</td>
<td>Hunters Point Shipyard Blocks 56 and 57</td>
<td>04/10/2017</td>
<td>Gilbert De Anda</td>
</tr>
<tr>
<td>Jason Whittenberg</td>
<td>Hunters Point Shipyard Blocks 56 and 57</td>
<td>04/10/2017</td>
<td>Gilbert De Anda</td>
</tr>
<tr>
<td>Semi Sione</td>
<td>Hunters Point Shipyard Blocks 56 and 57</td>
<td>04/10/2017</td>
<td>Gilbert De Anda</td>
</tr>
<tr>
<td>Alberto Rosillo</td>
<td>990 Pacific - Chinatown (RAD)</td>
<td>04/10/2017</td>
<td>Janet Gomes</td>
</tr>
<tr>
<td>Milton Thomas</td>
<td>CPMC Cathedral Hill Hospital - Van Ness a.</td>
<td>04/10/2017</td>
<td>Janet Gomes</td>
</tr>
</tbody>
</table>

My Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Department</th>
<th>Contractor</th>
</tr>
</thead>
<tbody>
<tr>
<td>027F(R)</td>
<td>DPW</td>
<td>Bauman Landscape, Inc.</td>
</tr>
<tr>
<td>2776</td>
<td>PRIS</td>
<td>Suffolk Construction Company</td>
</tr>
<tr>
<td>1036 Mission</td>
<td>MOH</td>
<td>Saarman Construction</td>
</tr>
<tr>
<td>1036 Mission (TNDC)</td>
<td>MOH</td>
<td>Roberts-Oyabashi Corporation</td>
</tr>
<tr>
<td>150 Van Ness Ave (Vertical Construction)</td>
<td>PRIS</td>
<td>Clark Construction</td>
</tr>
<tr>
<td>1527 - 1645 Pine Street</td>
<td>PRIS</td>
<td>Swinerton Builders</td>
</tr>
<tr>
<td>1563 Mission (TI) - Heathright 360</td>
<td>PRIS</td>
<td>Hathaway Dinwiddie Construction Co.</td>
</tr>
<tr>
<td>1831J - Highland Avenue Bridge Replacement</td>
<td>DPW</td>
<td>MH Construction Management Co. Inc</td>
</tr>
<tr>
<td>200 8th Street</td>
<td>MOH</td>
<td>Roberts-Oyabashi Corporation</td>
</tr>
</tbody>
</table>

Flagged Clients

<table>
<thead>
<tr>
<th>Client Name</th>
<th>Created By</th>
<th>Date</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>Renae Wilborn</td>
<td>Morales Lili</td>
<td>04/04/2017</td>
<td>feels she was discriminated against. They did not offer training to her. Bathroom problems... [more]</td>
</tr>
<tr>
<td>Andre Travis</td>
<td>Morales Lili</td>
<td>04/04/2017</td>
<td>laid off with Truebeck due to lack of work. Only worked about a week.</td>
</tr>
<tr>
<td>Tony Lee</td>
<td>Morales Lili</td>
<td>04/04/2017</td>
<td>Working with CCSC, left town for a couple years. Is looking to get re-certified in CCSC. [more]</td>
</tr>
<tr>
<td>Wilson Au</td>
<td>Morales Lili</td>
<td>03/30/2017</td>
<td>Got in touch with his CCDS case manager and is in an accident and is slowly improving. [more]</td>
</tr>
<tr>
<td>Nadeem Choudhry</td>
<td>Morales Lili</td>
<td>03/24/2017</td>
<td>Nadeem came into the office to get re-certified and back into the trades, he was in jail for... [more]</td>
</tr>
<tr>
<td>Tiana Reddic</td>
<td>Morales Lili</td>
<td>03/22/2017</td>
<td>currently Tiana is a stocker scraper with local 22. She has been laid off until the end of... [more]</td>
</tr>
</tbody>
</table>

Flagged Projects

<table>
<thead>
<tr>
<th>Project Name</th>
<th>Created By</th>
<th>Date</th>
<th>Note</th>
</tr>
</thead>
<tbody>
<tr>
<td>DPW 182467 - 2014 - As Needed Event</td>
<td>Nicole Salvador</td>
<td>04/11/2017</td>
<td>Project transferred from Stephanie to Nicole.</td>
</tr>
<tr>
<td>2776 Maintenance</td>
<td>Joyce Wong</td>
<td>04/09/2017</td>
<td>No hours reported.</td>
</tr>
<tr>
<td>2771 Port Modular Restroom Project</td>
<td>Joyce Wong</td>
<td>04/09/2017</td>
<td>Not in Elation.</td>
</tr>
<tr>
<td>2762 Pier 31 Building and Roof Replacement</td>
<td>Joyce Wong</td>
<td>04/09/2017</td>
<td>Deficient 866.35 asbestos removal worker hours. Potential... [more]</td>
</tr>
<tr>
<td>2740 Crane Cove Park Surchage</td>
<td>Joyce Wong</td>
<td>04/09/2017</td>
<td>All trades above 5% are deficient. Potential penalty... [more]</td>
</tr>
<tr>
<td>SFPUC WD-2710 - As Needed Project Work</td>
<td>Joyce Wong</td>
<td>04/09/2017</td>
<td>Project is in compliance.</td>
</tr>
<tr>
<td>SFPUC WD-2738 - As Needed Unit #2 Project</td>
<td>Joyce Wong</td>
<td>04/09/2017</td>
<td>Project is in compliance.</td>
</tr>
<tr>
<td>SFDC WD-617 - As Needed Sewer Reloc</td>
<td>Joyce Wong</td>
<td>04/09/2017</td>
<td>Project is in compliance.</td>
</tr>
</tbody>
</table>
Questions
CityBuild Programs

• **CityBuild Academy (CBA)**
  - 18 Week Pre-Apprenticeship Training
  - Hands-on training, CCSF Credit, instruction in construction trades
  - Graduates are indentured into local apprenticeship programs and are provided employment
  - Trainees receive certifications, including: OSHA 10, Forklift/Skid Steer, First Aid CPR, and Boom Lift

• **Construction Administration & Professional Services Academy (CAPSA)**
  - 18 Week training and career development program
  - Training in QuickBooks, Microsoft Office, and basic accounting
  - Graduates receive referrals and placement support for employment

• **Specialized Certifications**
CityBuild Employment Networking Service (ENS)

- ENS connects San Francisco resident trades workers with job opportunities and assist contractors in meeting workforce hiring needs.

- CityBuild provides an average of 1,000 work placements for skilled contraction workers annually.
CityBuild Outreach and Partnerships

**Outreach**
- SF Unified School District – Recruitment and Referral of HS Graduates
- District Attorney’s Office
- SF Adult Probation Department
- Five Keys Charter School
- Community Based Organizations: Mission Hiring Hall, Charity Cultural Services Center, A. Philip Randolph Institute San Francisco, Young Community Developers, Asian Neighborhood Design, Anders & Anders Foundation, Brightline Defense Project
- Neighborhood Access Points – Bayview, Chinatown, Mission, Western Addition, and Visitacion Valley

**Industry Partnerships**
- **Laborers** – MC3-certified instructor and direct entry
- **Carpenters** – curriculum and direct entry
- **Ironworkers** – rebar and welding instruction
- **Cement Masons** – hands on instruction and direct entry
- **Plasterers** – advanced apprenticeship placement
- **Operating Engineers** – priority consideration
- **Sheet Metal Workers** – exam prep
- **Painters and Allied Trades** – direct entry agreement and course instruction
- **Electricians** – direct to interview
- **SF Fire Department** – NERT Training
- **Habitat for Humanity**

948

**RACE / ETHNICITY**

- African American: 35%
- Asian / Pacific Islander: 36%
- Latino: 17%
- White: 8%
- Other: 4%

**AGE**

- Under 25: 52.8%
- 25-39: 26.8%
- 40-59: 19.7%
- 60+: 0.7%

**GENDER**

- Male: 86.6%
- Female: 13.3%
- Transgender: 0.1%

- Under 25
- 25-39
- 40-59
- 60+
Total Served by CityBuild Construction Employment Services
July 1, 2015 – June 30, 2016

2,170

Race / ETHNICITY
- African American: 45%
- Asian / Pacific Islander: 9%
- Latino: 21%
- White: 9%
- Other: 16%

AGE
- Under 25: 11%
- 25-39: 40%
- 40-59: 39%
- 60+: 3%
- Unknown: 7%

GENDER
- Male, 81.6%
- Female, 14.9%
- Transgender, 0.0%
- Unknown, 3.5%
Total Served by Workforce Development Programs
July 1, 2015 – June 30, 2016

6,623

RACE/ETHNICITY

- African American 38%
- Asian / Pacific Islander 21%
- Latino 20%
- White 13%
- Other 8%

AGE

- Under 25 21%
- 25-39 35%
- 40-59 37%
- 60+ 5%
- Unknown 2%

GENDER

- Female 38%
- Male 60%
- Transgender 1%
- Unknown 1%
Leveraging Public Investment

Construction Workers on City Contracts by Neighborhood of Residence, 2011-2016

Share of Female Construction Workers on City Contracts vs. Those Living in San Francisco

Race and Ethnicity of Construction Workers on City Contracts vs. All Construction Workers Living in San Francisco

Sources: Elation Systems, CA Employment Development Department, and U.S. Census Bureau, American Community Survey
CityBuild Women’s Advancement

- Increasing **construction career opportunities** and **upward mobility** for Tradeswomen

- Strong **workforce engagement**, with 44% of female apprentices and 52% of journeywomen

- CityBuild **work placements** have increased **twelve times** since 2005

- CityBuild Academy placements have **tripled** since 2006
Chase Center Training

Purpose:
• Expand pipeline of trade workers; create economic opportunities
• Support workforce needs of upcoming development
• Provide employers with skilled workers; large public-private partnership

Job Readiness and Skills Development: 4 Weeks
• Basic skills development
• Industry Certifications

Trade Specific Modular Training: 5 Weeks
• Trade specific hands-on training
• Cement Masonry, Pile Drivers, Laborers, and Iron Work
Questions
Lessons Learned

Local Hire Programs

- Good faith efforts vs. mandatory requirements
- Coalition building with public and private partnerships
- Stakeholder buy-in such as advisory committees
- Contract rights for work with the City
- Start small and constant communication
- Built-in off-ramps, exemptions, and review periods
- Database system for tracking and reporting
- Staffing support for services to stakeholders
Lessons Learned

Training and Employment

• Sector training targeting economically disadvantaged residents from specific neighborhoods
• Coalition building for private, public, and labor partnership
• Develop pathway for employment career in construction and real job placement
• Support community based organizations for local outreach, recruitment, and supportive services
• Include school systems both high school and college
• Financial support through budget process and agreements from DDA, EOP, CBA, or other negotiations
Recommendations

• Review existing regulations, City contracting, or procurement for implementing hiring preference policies

• Bridge government regulations and workforce development agencies for collaboration

• Expand partnership through stakeholder engagement like creating advisory committees made up of labor, business, community, and department leaders

• Develop template for Community Benefits Agreement or Equal Opportunity Program for local business and workforce goals
Recommendations

• Identify resources and creative financial support to fund workforce training initiatives

• Recruit partners for workforce development in training and case management (community organizations, colleges, vocational training programs, business and labor leaders)

• Real jobs and supportive services for career advancement

• Evaluate reporting systems for database and compliance tracking

• Invest in staffing to support compliance and workforce
Thank You

CONTACT:
Ken Nim, Workforce Compliance Manager
ken.nim@sfgov.org
(415) 701-4853

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