CityBuild Construction Pipeline Training and Career Pathways
Presentation Agenda:

- CityBuild Stakeholder Partnerships
- In-depth look at CityBuild Academy
- Employment Networking Services
- Construction Administration and Professional Services Academy
- Lessons Learned & Recommendations
Office of Economic and Workforce Development

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
CityBuild Goals

- 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.
Stakeholder Partnerships

- Community-Based Organizations
- Trade Unions and Apprenticeship Programs
- Construction Industry Employers
- City Agencies

CityBuild
CityBuild Academy (CBA)

Since 2006, CityBuild Pre-apprenticeship Training Academy has successfully trained over 1,200 San Francisco residents to become entry-level workers in the local Construction Industry.

**KEYS TO SUCCESS:**

- 18-week training that focuses on both hard and soft skills
- City-wide recruitment and outreach through Community Organizations
- Partnerships with several local Labor Unions and Apprenticeship Programs
- Support from many large and small construction firms
Phases of a CBA Cycle

**OUTREACH AND RECRUITMENT**

**JOB READINESS TRAINING AND INTERVIEW ASSESSMENT**

**ENROLLMENT: 18-WEEK PRE-APPRENTICESHIP TRAINING**

**MODULAR AND SPECIAL TRAININGS WITH INDUSTRY PARTNERS**

**VOCATIONAL ENGLISH AS A SECOND LANGUAGE COURSE**

**CASE MANAGEMENT AND CAREER COUNSELING**

**GRADUATION – JOB PLACEMENT – UNION MEMBERSHIP**

**RETENTION AND MENTORSHIP**
Phases of a CBA Cycle

**Outreach and Recruitment**

**City-Wide Efforts**
- SF Unified School District
- District Attorney’s Office
- SF Adult Probation Department
- Five Keys Charter School
- Neighborhood Access Points

**Community-Based Recruitment Partners**
Phases of a CBA Cycle

OUTREACH AND RECRUITMENT

MINIMUM REQUIREMENTS:
18 years or older
HS Diploma or GED
Valid Driver’s License
Proof of SF Residency
Ability to lift at least 70 lbs.
Basic Math and Reading Skills
Ability to pass Drug Test
Phases of a CBA Cycle

**Job Readiness Training and Interview Assessment**

**JRT Curriculum & Assessment with CBO Partners**

- 1-week Classroom Training
- Intro to Construction Trades
- Soft Skills Development
- Construction Career Exploration
- 1-week Physical Education Assessment
- Final Panel Interview
Phases of a CBA Cycle

**Enrollment: 18-Week Pre-apprenticeship Training**

**Training Curriculum**

**Hands-on Construction Skills**
- Basic Carpentry and General Laborer Skills Development
  - Tools Identification
  - Power Tools Safety and Skills
  - Scaffolding Safety
  - Rough Framing
  - Intro to Welding

**Physical Education**

**Classroom Education**
- Blueprint Reading
- Construction-related Math
- Labor and Community Studies
- Energy Efficiency and Green Building
- Life/Job-Readiness Skills

**Industry Certifications**

**Skills Assessment and Certifications**
- OSHA 10
- CPR/First Aid
- HAZWOPER
- Forklift
- Scissor Lift
- Skid Steer

**Safety Awareness Certifications:**
- Traffic Control
- Confined Space
- Scaffold/Stairways
- Fall Protection
MODULAR AND SPECIAL TRAININGS WITH INDUSTRY PARTNERS

Modular Trainings
- Chase Center Training
- Gleneagles Training Academy

Special Training opportunities with Industry Partners

Gladiator Rebar Program
Women in Welding
Decking

Cement Masons: Concrete Finishing
Plasterers: Intro to Plastering

Commercial Painting, Taping, Glazing and Floor Covering

San Francisco
Office of Economic and Workforce Development
VOCATIONAL ENGLISH AS A SECOND LANGUAGE COURSE

- Assessment provided by City College
- Concurrent class offered onsite
- Focused on Construction Industry-related vocabulary

CASE MANAGEMENT AND CAREER COUNSELING

- Ongoing case management from Community-Based Organization partners
- Weekly career counseling from CityBuild Employment Liaisons

Supportive Services:

- Subsidized travel
- Lunch stipend
- Uniform and boots
- Trade-specific tools
- Union indenture fee
- Emergency funds (when needed)
Phases of a CBA Cycle

Graduation – Job Placement – Union Membership

Placement into High-Demand Trades

- Laborers
- Carpenters
- Ironworkers
- Drywallers
- Glaziers
- Sheet Metal Workers
- Tile Workers
- ...and MORE

Direct Entry Agreements

- Laborers
- Carpenters
- Ironworkers
- Plasterers
- Cement Masons

San Francisco
Office of Economic and Workforce Development
Phases of a CBA Cycle

**RETENTION AND MENTORSHIP**

**RETENTION EFFORTS:**
- Ongoing Case Management and Career Counseling
- Continual Employment Networking Services
- Quarterly Reunion Events to Discuss:
  - Current job market & opportunities
  - Money management
  - Skills upgrade opportunities
  - Peer mentorship

**PEER TO PEER MENTORSHIP:**
- Visits to the Academy
- Networking at Reunion Events
- On-the-job network of CBA graduates
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 sq ft commercial space or 10 residential units, and any 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
Employment Networking Services

Available workers check in weekly to stay eligible for Employment Networking Services.

CBA graduates and out-of-work SF residents create pipeline of available workers.

CityBuild networks with contractors and monitors their compliance of Workforce Hiring Policies to identify job opportunities.

Contractors contact CityBuild when there is a hiring opportunity.

CityBuild networks available workers with contractor hiring opportunities.
Employment Networking Services

**Requirements to Access Services**

- Re-certify residency information on an annual basis
- Attend drop-in hours to at least once a month to meet with Employment Liaisons
- Update CityBuild with new information (phone number, certifications, skills, etc.)
- Remain active and in good standing with union membership and apprenticeship program (for union workers)
- Be able to pass a drug test (if required by employer)
Questions

Photo by Peter Biaggi, SFO Control Tower project
In addition to Career Pathways into construction field work, CityBuild has also partnered with Mission Hiring Hall and City College to train San Francisco residents to become entry-level administrative workers for construction companies and professional services firms.

**Keys to Success:**

- 18-week training that focuses on Construction Industry-related Administrative Skills
- Includes Job-Readiness Training such as Resume and Cover Letter Writing, Interview Skills, and Public Speaking Skills
- Participation from Employer Partners who provide special training curriculum and internship opportunities
- Internship and Job Placement Assistance through ENS
Construction Administration and Professional Services Academy

**TRAINING CURRICULUM**

**Construction Industry Overview**
- Construction bidding process
- Lean construction
- Building information modeling
- Document management
- Project start-up
- Construction Scheduling
- Contracts, insurance and bonds

**Administrative Skills**
- Basic Accounting – Quickbooks Pro
- Billing & Bookkeeping
- Microsoft Office

**CAREER PATHWAYS**

**Entry-level Administrative Positions**
- Office Administrator
- Project Assistant
- Project Engineer
- Executive Assistant
- Document Control Specialist

**Professional Services Opportunities**
- AutoCAD Drafter
- Entry-level Engineer (Civil & Mechanical)
- Apprentice Architect
Stakeholder Partnerships - Recap

CityBuild

- Community-Based Organizations
- Trade Unions and Apprenticeship Programs
- Construction Industry Employers
- City Agencies
Lessons Learned
Training and Employment

• Develop pathways for career in construction with practical training opportunities and real job placement assistance

• Partner with local community-based organizations for outreach, recruitment and assessments, case management, and retention

• Support from construction industry stakeholders, employers, and government agencies

• Use compliance monitoring as a tool to identify and create hiring opportunities
Recommendations
Training and Employment

- Leverage and support existing construction pipelines and training programs
- Designate a lead agency to maintain a central source of available workers
- Stakeholder buy-in: employer engagement and hiring commitments, minimum industry standard expectations, labor association collaboration, and apprenticeship pathways
- Start small and use a phased approach
Questions and Break

Photo by Lewis Hernandez – SFO Control Tower Demolition project