

# San Francisco Local Hiring Policy for Construction

## 2011-2012 Annual Report

*March 27, 2012*



**To the San Francisco Board of Supervisors**

# SAN FRANCISCO

## LOCAL HIRING POLICY FOR CONSTRUCTION

### 2011-12 Annual Report

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# Message from the Mayor

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Greetings!

On behalf of the City and County of San Francisco's Office of Economic and Workforce Development (OEWD), I'm pleased to present this first annual report on the San Francisco Local Hiring Policy for Construction.

Creating jobs and stimulating the local economy is my highest priority, and it has been at the forefront of most of my major initiatives as Mayor. Back in October of 2011, I released a 17-Point Jobs Plan that included hiring more San Franciscans through policies like this one.



In December of 2010, during the midst of the worst economic and jobs crisis in decades, the Board of Supervisors amended Chapter 6.22(G) of the City's Administrative Code, moving from a "good faith" standard of local hiring on City-funded construction projects to mandatory levels of local hiring. In this first year, the Policy required 20% of local-resident hiring by construction trade, and will move to 25% on March 25, 2012 for all covered projects released for bid.

I'm heartened by the results from this first year. While our local hire projects are still in their early stages, the reporting indicates the hiring levels are being met. I'd like to acknowledge the hard work of my staff and that of awarding departments, who coordinated across multiple departments to successfully implement and administer the new Policy within a very demanding timeline. Thanks also to the many contractors who continue to bid on City public works projects and hire locally.

At the same time, I know there's a lot of work ahead in order to prepare for the increase to 25%. I've asked OEWD to continue to provide training and educational workshops to community members, jobseekers, contractors, and labor groups, to ensure we're more than prepared as a City. My hope is this effort is one of many to continue employing more San Franciscans and providing more opportunities for local businesses as we build and develop this great City.

All the best,

A handwritten signature in black ink, which appears to read "Edwin M. Lee". The signature is fluid and cursive.

Edwin M. Lee  
Mayor

# Introduction

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## OFFICE OF ECONOMIC & WORKFORCE DEVELOPMENT MISSION STATEMENT

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 and development planning.

OEWD's programs are responsible for strengthening San Francisco's many diverse neighborhoods and commercial corridors, creating a business climate where companies can grow and prosper, and ensuring a continually high quality of life for all San Franciscans.

The **strategy** of the Workforce Development Division of the Office of Economic and Workforce Development is designed to improve the responsiveness of the workforce system to meet the demands of sustainable and growing industries, providing employers with skilled workers and expanding employment opportunities for San Francisco residents. This dual customer approach is designed to be flexible and responsive to the changing needs of the labor market.

## SAN FRANCISCO LOCAL HIRING POLICY FOR CONSTRUCTION

In December of 2010, the San Francisco Board of Supervisors approved amendments to Chapter 6.22(g) of the San Francisco Administrative Code and formally adopted the **San Francisco Local Hiring Policy for Construction ("Policy")**, becoming one of the strongest pieces of legislation in the country to promote the utilization of local citizens on locally sponsored projects. Effective March 25, 2011, public construction projects funded by the City and County of San Francisco with an engineer's estimate of \$400,000 or more will require mandatory participation levels of local residents by trade.

**The City's OEWD** was designated to implement and oversee the Policy. The department provides overall administrative guidance and is responsible for producing this annual report to the Board of Supervisors. In the first year of the Policy, the mandatory local hiring requirement was **20% by trade**.

# Executive Summary

## PURPOSE

This *Annual Report to the San Francisco Board of Supervisors on the Local Hiring Policy for Construction* was produced by the City's OEWD to inform the Board of the progress achieved during the Policy's first year of implementation. The report presents department and project-level performance data and discusses workforce demographics. It also lays out challenges the City has encountered. As well, the report proposes remedies and priorities for Year Two.

### 1. Implementation

The combined efforts and commitment of all Policy stakeholders – City departments, community advocates, labor affiliates, trades workers, and the contractor community – have made **YEAR ONE** implementation of the Local Hire Policy for Construction a successful endeavor. Between **March 25, 2011 and March 1, 2012**, the City successfully integrated the Policy into all 50 of the awarded projects that occurred within its guidelines.

### 2. The City

- Installed the Policy's administrative processes, documents and procedures.
- Upgraded the Project Reporting System (PRS) to facilitate documentation, compliance monitoring and reporting.
- Oriented hundreds of staff, contractors, labor representatives and community partners as to the workings of the Policy.
- Negotiated a reciprocity agreement with San Mateo County that benefits both San Francisco and San Mateo County residents.



### 3. Early Findings

Preliminary data for **22 active Public Works Projects** indicate that **34% of total craft hours** and **68% of apprentice hours** have been performed by **San Francisco Residents**.

Twenty-two (22) of the 50 projects awarded got underway in the latter portion of 2011. The performance data presented in this report is gleaned from these 22 active projects. As most of these projects are still in progress, the data provides only an indication as to the preliminary impact of the Policy, rather than definitive results.

- Six Trades performed the majority of the work. These and all other crafts, with the exception of two, reported local resident participation of 20% or more.
- Women performed less than one percent of all the craft hours, and San Francisco women performed about 1.8% of all craft hours performed by local residents.
- San Francisco workers reside throughout the City but more than 60% live in 94134, 94124, 94110, 94112 or 94107 zip codes.

### 4. Year Two Priorities

In Year Two, the City will continue to seek support from Policy stakeholders, particularly a newly forming Mayor's Local Hiring Advisory Committee. It will enhance its partnerships with labor and the contracting community to devise strategies for moving San Franciscans into its craft pipeline.

# Year One Implementation Highlights

1. STAKEHOLDER COLLABORATION

2. RECIPROCITY AGREEMENT

3. REPORTING SYSTEMS UPGRADE

## MARCH 25, 2011 – MARCH 1, 2012

During Year One, the City launched the Local Hiring Policy for Construction on 50 applicable projects. The Policy was fully integrated into these projects and so were a full complement of compliance monitoring and local resident referral services. In putting the Policy into operation, the City focused its activities in two key areas:

- I. Putting in place the administrative infrastructure required to implement the Policy on all applicable City projects, and;
- II. Orientating City departments, contractors, labor unions, and community workforce organizations regarding Policy requirements and procedures.

### 1. Stakeholder Collaboration

The City convened Working and Policy Groups to facilitate the implementation of the Policy. These groups updated all City contracting policies and procedures, and incorporated the Policy into all bid documents and contracts. OEWD hosted public hearings, community meetings, contractor workshops and inter-departmental training to educate stakeholders on the new Policy and to receive feedback on the implementation rollout. This intensive effort contributed greatly to putting the Policy into full operation within its sixty (60) day mandate.

### 2. Reciprocity Agreement

The San Francisco Board of Supervisors finalized a Reciprocity Agreement with the San Mateo County Board of Supervisors that enables contractors working on City sponsored projects located in San Mateo County to receive local hire credit for employing both San Francisco and San Mateo County residents.

### 3. Reporting Systems Upgrade

The City upgraded its Payroll Reporting System (PRS) that is used by City contractors to report weekly payroll and residency information for their workers. New modules were added that allow contractors who are working on projects covered by the Local Hiring Policy to submit compliance forms and receive progress reports online. Also, the improvements enable OEWD to more efficiently track workers, thus enhancing the integrity of residency and demographic data.

**TABLE 1: ACTIVE LOCAL HIRE PROJECTS IN YEAR ONE**

	PUC	DPW	RPD	Port	SFO	MTA	Total
Number of Active Projects	6	8	4	2	1	1	22
Total Award	\$16mil	\$11.5mil	\$10.8 mil	\$2.5mil	\$2.9 mil	\$1.3mil	\$45mil

REPORTING PERIOD: 3/25/11 – 3/1/12



## SUMMARY DATA FOR ALL CITY DEPARTMENTS

**MARCH 25, 2011 – MARCH 1, 2012**

During this first year, **twenty-two (22)** of the 50 City-sponsored projects covered by the Local Hiring Policy got underway. These projects began in the latter part of 2011. All of the performance information presented in this report is drawn from the data reported through the City’s Project Reporting System for these **22 active projects**. These data are based on a **total of 75,994** reported craft hours and provide **only an indication of the preliminary impact of the City’s new legislation**, rather than definitive results. Following is summary data resulting from these 22 public works projects, sponsored by five City departments.



### ••• Hours of San Francisco Residents

**34% of the total work hours** and **68% of the apprentice hours** have been performed by San Francisco residents.

### ••• Total Number of San Francisco Workers

Of the total 542 **craft workforce**, San Francisco residents comprise **28% or 153** of these workers.

**TABLE 2: HOURS WORKED BY SAN FRANCISCO RESIDENTS BY CITY DEPARTMENTS**

CITY DEPARTMENTS	Craft Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
Public Utilities Commission	30,830	9,335	30%	2,118	1,782	84%
Department of Public Works	22,793	8,296	36%	2,958	1,800	61%
Recreation & Parks Department	4,613	1,978	43%	218	106	49%
*San Francisco International Airport	6,026	1,183	20%	1,077	547	51%
Port of San Francisco	8,979	3,592	40%	819	558	68%
Municipal Transportation Agency	2,703	1,529	57%	420	395	94%
<b>Total</b>	<b>75,944</b>	<b>25,913</b>	<b>34%</b>	<b>7,609</b>	<b>5,187</b>	<b>68%</b>

REPORTING PERIOD: 3/25/11 – 3/1/12

*\*Pursuant to the terms of the Local Hiring Policy for Construction and a Memorandum of Understanding (MOU) with San Mateo County, SFO projects require a 7% local resident participation rate by trade. This rate is met through a combination of San Francisco and San Mateo County resident hiring. Local percentages for SFO projects reflect hours worked by both San Francisco and San Mateo County residents.*



# Local Hire – Year One

From the summary data depicted in **Tables 2 and 3**, it appears that the contractors working on these projects occurring across all City departments are achieving the required Year One San Francisco resident participation rate of 20%, as well as the San Francisco apprentice participation rate of 50%. However, as the reported hours only represent a fraction of the anticipated craft hours that will be expended throughout these projects, the data can only be considered preliminary and it provides some indication of what is happening. Once additional data is available for these 22 projects and for the other 28 projects that have yet to commence, a more thorough assessment will be possible.

**TABLE 3: CRAFT & APPRENTICE HOURS BY TRADE FOR ALL DEPARTMENTS**

Trade	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
Carpet, Linoleum, Soft Floor Layer	6,026	1,183	20%	1,077	547	51%
Carpenter And Related Trades	4,135	1,561	38%	582	550	95%
Cement Mason	2,475	1,410	57%	796	796	100%
Driver and Teamsters	3,344	556	17%	**	**	**
Laborer And Related Classifications	46,548	16,434	35%	4,649	3,182	68%
Operating Engineer	8,131	2,905	36%	88	8	9%
Slurry Seal Worker	1,425	189	13%	**	**	**
*(12) Other Trades	3,860	1,675	43%	417	104	25%
<b>Total</b>	<b>75,944</b>	<b>25,913</b>	<b>34%</b>	<b>7,609</b>	<b>5,187</b>	<b>68%</b>

REPORTING PERIOD: 3/25/11 – 3/1/12

\*Other trades include Asbestos Removal Worker, Iron Worker, Electrician, Drywall Installer/Lather, Landscape Maintenance Laborer, Painter, Parking and Highway Improvement Painter, Pile Driver, Plumber, Roofer, Sheet Metal Worker, and Tile Setter. Minimal hours were reported for these trades but all except Asbestos Removal Workers exceeded the 20% resident participation level.

\*\* These are non-apprenticeable trades and no apprentice hours were reported.

The performance data for each of the City’s awarding departments follows. This data includes the rate of participation for San Francisco residents and for San Francisco apprentices regarding all covered projects advertised for bid that commenced work between March 25, 2011 and March 1, 2012. Again, this data is derived from the 22 projects that were active in Year One.





## Local Hire Performance by Department

### PUBLIC UTILITIES COMMISSION

SIX CONSTRUCTION PROJECTS  
\$16 million



**TABLE 4: PARTICIPATION OF SAN FRANCISCO RESIDENTS ON PUC PROJECTS**

PROJECTS	Completion %	Local Hire Participation	Local Apprentice Participation
WD-2606 Forest Hill Pump Station	24%	10%	92%
WW-418 Various Locations Sewer	53%	28%	99%
WW-433 Buchanan Sewer Replacement	75%	26%	100%
WW-480, Various Locations Sewer	40%	16%	100%
WW-488, As-Needed Main Sewer	31%	32%	**
*WW-520 Spot Sewer Repair	*	42%	67%
<b>TOTAL</b>		<b>30%</b>	<b>84%</b>

REPORTING PERIOD: 3/25/11 – 3/1/12

\* Construction work is performed on an As-Needed basis and therefore does not have a percentage completion.

\*\* This project only utilized journey level workers to perform their work.

As of March 1, 2012, San Francisco resident rates of participation on Public Utilities Commission (PUC) projects have ranged from 10% to 42% and have averaged 30%. Only two of the active projects currently have participation levels below the required 20%. However, as shown in **TABLE 4**, none of the PUC projects were completed during Year One of the Policy. Moreover, three of the projects are less than 50% complete. This explains the preliminary nature of the performance data. Once these projects are completed there will be more information available regarding the department's performance relative to the Policy.

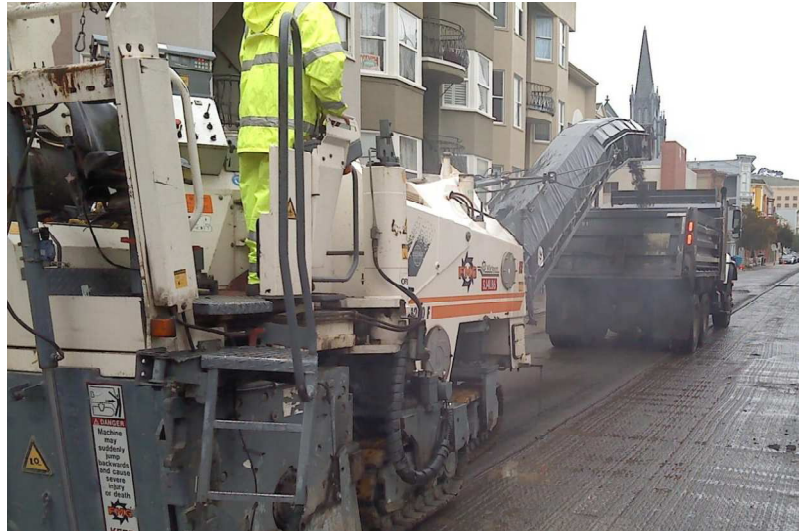


# Local Hire Performance by Department

## DEPARTMENT OF PUBLIC WORKS

**NINE CONSTRUCTION PROJECTS**

**\$12.8 million**



**TABLE 5: PARTICIPATION OF SAN FRANCISCO RESIDENTS ON DPW PROJECTS**

PROJECTS	Completion %	Local Hire Participation	Local Apprentice Participation
As-Needed Sidewalk (2035D-4)	*	36%	9%
As-Needed Sidewalk Repair (2116D)	*	75%	100%
Contract 60 New Traffic Signals (1812J) – MTA Project, managed by DPW	65%	57%	94%
Guerrero Street Pavement (1764J)	90%	21%	99%
Lawton Street Pavement (1765J)	90%	38%	100%
Mission and Geneva (1667J)	99%	50%	60%
SOMA West Improvements (1378J)	10%	4%	**
Various Locations Pavement (1787J)	99%	21%	***
Various Locations Slurry Sealing (1779J)	99%	11%	***
<b>TOTAL</b>		<b>39%</b>	<b>65%</b>

**REPORTING PERIOD: 3/25/11 – 3/1/12**

\* Construction work is performed on an As-Needed basis and therefore does not have a percentage of completion.

\*\*This project is still in its preliminary stage and the contractor has yet to utilize apprentices.

\*\*\*This project only utilized journey level workers to perform their work.

As of March 1, 2012, San Francisco resident rates of participation on Department of Public Works (DPW) projects have averaged 39%. Only two of the nine active projects currently have resident participation rates below 20% and three have rates of 50% and above. While none of these DPW projects have been completed, five are at least 90% complete, providing more accurate hiring data. Of these five projects, all but one has resident completion rates that exceed 20%. The single project with a lower participation rate is utilizing Slurry Seal Workers, a trade in which San Francisco residents are currently underrepresented and that has been targeted by the City as a focus for its pipeline.



# Local Hire Performance by Department

## RECREATION & PARKS DEPARTMENT

FOUR CONSTRUCTION PROJECTS

**\$10.8 million**



**TABLE 6: PARTICIPATION OF SAN FRANCISCO RESIDENTS ON RPD PROJECTS**

PROJECTS	Completion %	Local Hire Participation	Local Apprentice Participation
Balboa Park Site Improvements	25%	29%	49%
Cayuga Clubhouse Renovation(3027V)	10%	52%	**
Fulton Playground Rehabilitation (3035V)	10%	9%	**
Restroom Renovation (3076V)	50%	94%	***
<b>TOTAL</b>		<b>43%</b>	<b>49%</b>

REPORTING PERIOD: 3/25/11 – 3/1/12

*\*\*These projects are still in the preliminary stage and the contractor has yet to utilize apprentices. Once vertical construction starts, apprentices will be represented.*

*\*\*\* This project only utilized journey level workers to perform their work.*

The data for the Recreation and Parks Department (RPD) is very preliminary as only one of its projects achieved 50% completion. However, the participation rate of San Francisco residents is trending in a positive direction.

## SAN FRANCISCO INTERNATIONAL AIRPORT

ONE CONSTRUCTION PROJECT

\$2.5 million



**TABLE 7: PARTICIPATION OF LOCAL RESIDENTS ON SFO PROJECTS**

SFO PROJECTS	Completion %	Local Hire Participation	Local Apprentice Participation
Terminal 3 Carpet Replacement	95%	20%	51%
<b>TOTAL</b>		<b>20%</b>	<b>51%</b>

REPORTING PERIOD: 3/25/11 – 3/1/12

SFO only had one active project during the report period. This project achieved a 20% rate of resident participation. However, in accordance with the MOU between the City and San Mateo County, “Local” for SFO projects includes San Francisco and San Mateo County residents. Therefore, the percentage of Local hire and local apprentice participation reflects hours reported for both San Francisco and San Mateo County residents.



## Local Hire Performance by Department

### PORT OF SAN FRANCISCO

*TWO  
CONSTRUCTION  
PROJECTS*  
**\$2.9 million**



**TABLE 8: PARTICIPATION OF SAN FRANCISCO RESIDENTS ON PORT PROJECTS**

PORTSF PROJECTS	Completion %	Local Hire Participation	Local Apprentice Participation
HSH JOS BUILDING	10%	21%	69%
Pier 35 North Apron Repair	99%	66%	0%
<b>TOTAL</b>		<b>40.01%</b>	<b>68.17%</b>

REPORTING PERIOD: 3/2511 – 3/1/12

The Port of San Francisco only had two active projects during the report period, one of which is only 10% complete. Resident participation for both of these projects is above the 20% level.

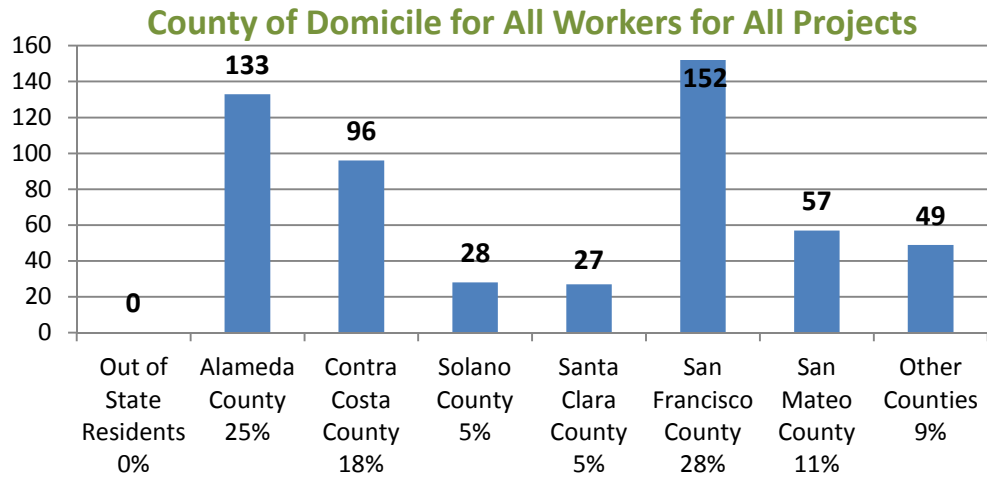


# Worker Demographic Information

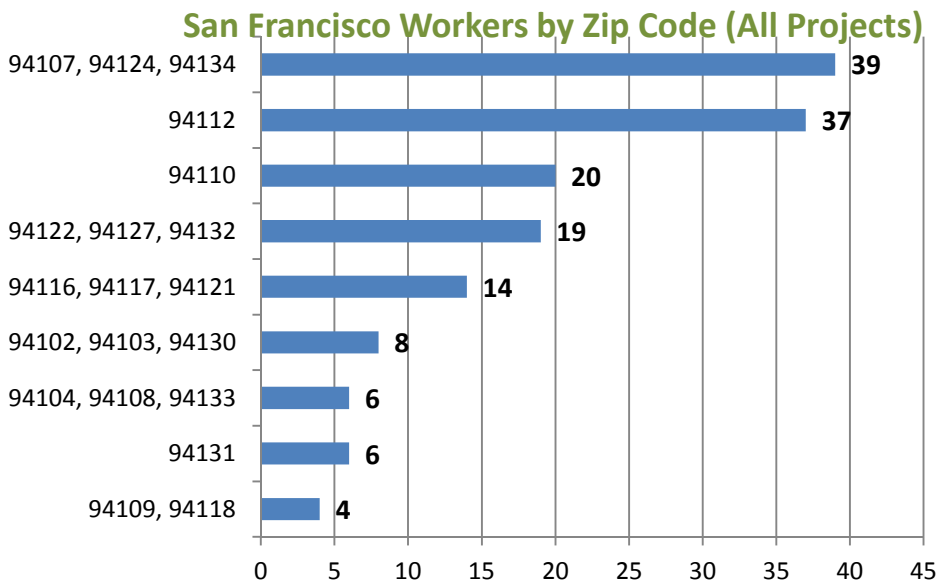
## Domicile Data

The next two charts report more detailed residency information regarding the entire pool of workers, as well as relative to San Francisco workers specifically.

**CHART 1**  
**March 25, 2011-**  
**March 1, 2012**



**CHART 2 - March 25, 2011- March 1, 2012**



Workers living in San Francisco constituted the largest number of workers for all 22 active projects, followed by Alameda and Contra Costa Counties. Other Bay Area workers occurred in smaller numbers from San Mateo, Santa Clara and Solano Counties. Of note, **there were no reports of out-of-state workers** for any of the projects.

While San Franciscans working on projects covered by the Policy were from neighborhoods throughout the City, the majority or 63% lived in five local zip codes: 94124, 94134, 94112, 94110, and 94107.

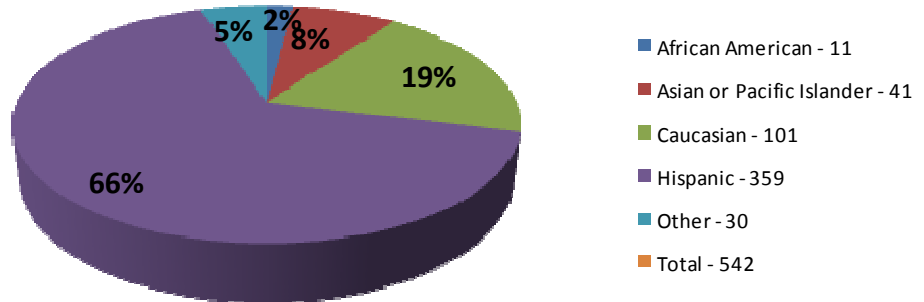


# Worker Demographic Information

The ethnic, residency and gender data was gleaned from the weekly reports submitted by contractors working on the 22 active City projects, which are subject to the Policy during the period March 25, 2011 through March 1, 2012.

**CHART 3**  
March 25, 2011-  
March 1, 2012

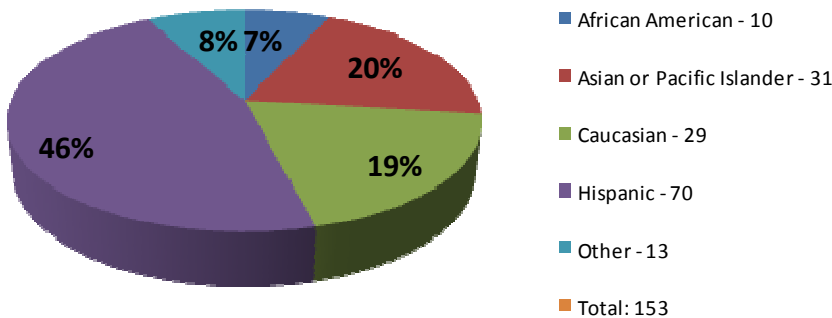
## Ethnicity of All Workers for All Projects



The following chart provides ethnicity information for San Francisco on the 22 active projects.

**CHART 4**  
March 25, 2011 - March 1, 2012

## Ethnicity of San Francisco Workers for All Projects



### ANALYSIS

In comparing the ethnic composition of the entire workforce and that of the San Francisco workforce, it appears that African Americans and Asian Pacific Islanders make up a larger proportion of local workers than that of the general pool of workers. However, the proportion of Hispanic workers decreases relative to San Francisco workers, while Caucasian workers remain steady.

### Gender Data

With regards to the participation of women on the 22 active projects, the following chart highlights the rate of female participation. Of note, San Francisco tradeswomen accounted for 89% of all women working on active projects even though they performed only 0.5 % of the total hours. San Francisco women performed 1.8% of all hours worked by local residents. There were 6 women reported.

**CHART 5**  
Participation of Women on Covered Projects  
March 25, 2011-March 1, 2012

	Total Hours
Total Women	508.82
Total Local Resident Women	454.93
<b>Total All Workers</b>	<b>75,944</b>

# Implementation Challenges and Remedies

## NEW PROGRAM COMES WITH LEARNING CURVES

••• ***New Program Comes with Learning Curves*** – Implementing the new Policy impacted multiple awarding departments, hundreds of contractors and union affiliates, as well as City staff. Departments had to rewrite bid and contract documents, OEWD had to create new compliance processes and forms, and the entire contracting community had to be educated on how the new Ordinance would change the process of doing business in San Francisco. There was a considerable learning curve for all parties involved.

**REMEDY:** Recognizing this challenge, Mayor Lee created a Local Hire Working Group, comprised of representatives from all the awarding departments, OEWD and his office, to oversee the rollout of the new Ordinance. This group coordinated the implementation activities and troubleshoot issues. Its members also reached out to contractor groups, union affiliates, and community organizations. They educated these stakeholders and kept them apprised of the City's progress. This proactive approach contributed greatly to the City's ability to put the Policy into operation on 100% of the applicable projects.



## TRACKING DISADVANTAGED WORKERS

••• ***Tracking Disadvantaged Workers Problematic*** The new Policy calls for participation of disadvantaged workers ***as defined as:***

- Someone who resides in a census tract within the City having an unemployment rate in excess of 150% of the City's unemployment rate, or
- Having a household income of less than 80% of the Average Mean Income(AMI), or
- Someone who faces or has overcome at least one of the following barriers: homelessness, being a custodial single parent, public assistance recipient, lack of a GED or high school diploma, participation in a vocational English as a Second Language program, or having a criminal record or other involvement in the criminal justice system.

OEWD has encountered difficulties obtaining this data for all workers on covered projects.

**REMEDY:** OEWD is exploring the possibility of incorporating an overlay of census tract information with workers' resident addresses in the City's Project Reporting System to create a mechanism for tracking disadvantaged workers. In the short term, OEWD is utilizing worker zip code information to provide some indication of "disadvantaged" status based on demographics regarding particular distressed neighborhoods in the City and County of San Francisco. Likewise, workers referred through or registered with OEWD's system are all "disadvantaged" based on self-reporting of one of the categories, and this data is being tracked.



# Year Two Implementation Priorities

## 1. STRENGTHENING PARTNERSHIPS

## 2. BUILDING THE PIPELINE

## 3. ADVISORY COMMITTEE

Preliminary data seems to indicate that the City is meeting its 20% hourly participation rate of San Francisco workers for covered projects. However, the escalation of the local hire participation requirement for Year Two and beyond, may present a challenge to the City that must be addressed in order to ensure continuation of this positive trend. The City is responding strategically to this challenge by focusing its Year Two implementation activities on three priority tasks:

### 1. STRENGTHENING PARTNERSHIPS

The City will enhance the cooperation between OEWD and contractors working on covered projects. In Year One, contractors worked actively with OEWD to familiarize themselves with the new processes and to submit the required paperwork. They identified local labor needs in advance and engaged with OEWD to hire San Francisco residents to meet their requirements. In Year Two, OEWD will enhance its proactive outreach to individual contractors and contractor associations by explaining the Policy and to promote OEWD local hire services. OEWD will also continue to work on simplifying local hire processes while promoting compliance.

### 2. BUILDING THE PIPELINE

The City will work diligently to build the pipeline of local residents for trades that have historically lower participation rates for San Francisco residents. OEWD will work with union affiliates and contractors to identify strategies that can increase the number of San Francisco residents entering these trades. Special emphasis will be placed on extending opportunities to women, whose participation rates are dropping in many craft areas. OEWD alliances with community organizations, CityBuild Academy partners and other workforce organizations will be key factors in implementing these pipeline strategies.

### 3. ADVISORY COMMITTEE

The City has been proactive in outreach to the contracting, labor and workforce communities during the initial implementation phase of the Local Hiring Policy. Drawing from the success of these efforts, Mayor Lee will appoint a Local Hiring Advisory Committee to provide strategic directions on all issues relating to the implementation of the Local Hiring Policy for Construction.



# Building the Pipeline for San Francisco Workers

## OEWD'S CITYBUILD ACADEMY

*“The local hire ordinance plays an important role, not just for my 2 children and me, but for all San Francisco residents interested in building their city.”*

San Francisco’s **CityBuild Academy**, its network of **community-based partners** and **City College of San Francisco**, stand as the City’s best means of **Building the Pipeline** of local workers to meet upcoming contractor demands. In the past 6 years, the Academy has trained and graduated **502** disadvantaged San Franciscans, of which **421** have worked in union apprenticeship programs for the following trades:

Bricklayer	Painter
Carpenter	Pile Driver
Cement Mason	Plasterer
Drywall Installer/Lather	Plumber Pipefitter
Electrician	Roofer
Floor Covering	Waterproofing
Glazier	Sheet Metal Worker
Hod Carrier	Sprinkler Fitter
Iron Worker	Taper
Laborer	Tile Finisher
Operating Engineer	Tile Setter



Candice Williams graduated from CityBuild Academy Cycle 13 in December, 2011. She was indentured into Laborer’s Union Local 261 and was hired onto a SFPUC project, which is covered under the Local Hiring Policy.

••• **CityBuild Academy** is an 18-week construction skills training program. Graduates receive college credits and 10 construction-related certifications: OSHA 10, Forklift, Scissor Lift, Skid Steer, CPR and First Aid, HAZWOPER, Traffic Control Safety Awareness, Confined Space Safety Awareness, Scaffold Erection, Stairways and Ladders Safety Awareness, and Fall Protection Safety Awareness. Industry specialists confirm that the baseline skills acquired at the Academy prepare graduates for entry into apprenticeship programs and placement relative to entry level construction opportunities.

### ••• **Specialized Training Expands Work Opportunities for Local Workers**

The Academy has partnered with the Iron Workers’ Apprenticeship Training Facility regarding its “Gladiators Training” program. The program prepares students to work with reinforced concrete and rebar. This effort paves the way for such specialized training to assist San Francisco residents in other craft areas. In Year Two, OEWD will utilize this partnership model to work with other unions and their apprenticeship programs, to increase the pipeline of apprentices in craft areas where San Francisco residents are currently underrepresented.



“The Board adopted the Local Hiring Policy for Construction to push past Good Faith hiring efforts and create job opportunities for San Franciscans as we rebuild the City’s infrastructure. The policy has been in operation for one year and is already delivering benefits to local workers. As we move forward, I will continue to work with my colleagues on the Board, the Mayor, City staff, and all stakeholders to ensure the Policy continues to advance training opportunities and jobs for San Franciscans.”

*-Supervisor John Avalos, District 11*

## CONCLUSION

In passing this historic legislation, the City addressed the challenge of creating job opportunities for San Franciscans. The City and County’s construction projects were recognized as vehicles for directing residents to construction trades opportunities generated by these projects. As a City, we are facing some key challenges in **YEAR TWO of the Policy**. The targeted resident participation level will increase to 25% for all trades and a significant number of larger infrastructure projects will get underway.

These factors will present challenges in those trade areas where residents are currently underrepresented. The City will need the continuous support of all stakeholders, particularly that of the Mayor’s Local Hiring Advisory Committee, to successfully move forward. It will need to strengthen its partnerships with labor and the contracting community to devise effective strategies for directing more San Franciscan’s into its craft pipeline.



YEAR TWO will produce data that will allow the City to more fully assess the impact of the Policy. At this time next year, we will be able to more definitively determine whether the Local Hiring Policy for Construction is producing the results – the jobs for San Franciscans—as Policy authors intended.

***The Office of Economic and Workforce Development would like to thank our partners in this effort:***

**San Francisco Board of Supervisors**

**Office of the City Administrator**

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**SF Public Utilities Commission**

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**Human Rights Commission**

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**Community Partners**

A. Philip Randolph Institute  
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Asian Neighborhood Design  
Brightline Defense Project  
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**Contractor Associations**

Associated General Contractors  
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**Labor Organizations**

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