



SAN FRANCISCO

LOCAL

HIRING

POLICY FOR CONSTRUCTION

2012-2013 ANNUAL REPORT

To the San Francisco Board of Supervisors



GREETINGS FROM THE MAYOR

On behalf of the City and County of San Francisco, I am pleased to present to you the second annual report for the San Francisco Local Hiring Policy for Construction.

Supporting the local economy and putting San Franciscans to work has been at the forefront of most of my major initiatives as Mayor. With the construction industry leading the way in the City's economic growth and recovery, I am pleased that the Local Hiring Policy is providing employment opportunities for our residents.

The results from the first and second year of implementation are promising. While projects with a 25 percent local hiring requirement are still in their early stages, reporting indicates the requirements are being met.

As we move into the third year of the Mandatory Local Hiring Policy, I have established the Construction Workforce Advisory Committee to guide the direction of the Local Hiring Policy and to develop recommendations addressing the needs of the construction industry.

Creating and maintaining jobs in San Francisco has been my priority as Mayor, as these jobs benefit residents and local businesses. This in turn fuels our economy and keeps our City moving forward.

With warmest regards,

A handwritten signature in cursive script that reads "Edwin M. Lee".

Edwin M. Lee
Mayor

INTRODUCTION

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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. These programs create a business climate where companies can grow and prosper, and ensure a high quality of life for all San Franciscans.

The goal of the Workforce Development Division of OEWD is to expand employment opportunities for San Francisco residents by providing employers with skilled workers to meet the demands of sustainable and growing industries.

ABOUT THE 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 adopted the San Francisco Local Hiring Policy for Construction (the “Policy”). The Policy became one of the strongest pieces of legislation in the country to promote the utilization of local residents on locally sponsored projects.

In the first year of the Policy, the mandatory local hiring requirement was 20% by trade. Projects advertised during the second year, from March 25, 2012 to March 24, 2013, have a requirement of 25% by trade. Projects advertised after March 25, 2013 have a requirement of 30% by trade.

OEWD is designated to implement the Policy and is responsible for producing this annual report to the Board of Supervisors.

EXECUTIVE SUMMARY

PURPOSE

The second annual report on the Local Hiring Policy for Construction was produced to inform the Board of Supervisors of the progress achieved during the Policy's first two years of implementation. The report presents department and trade performance data, discusses workforce demographics and identifies priorities for Year Three.



METHODS OF ANALYSIS

OEWD utilizes certified payroll records from the City's Project Reporting System¹ (PRS) to verify hours worked by San Francisco residents on projects covered by the Policy. Data entered into the City's PRS between March 25, 2011 and March 1, 2013 was used to produce this report and does not include work hours generated under the Policy's off-ramps. These off-ramps include off-site credits for projects not covered by the Policy and sponsorship of local apprentices through direct entry agreements. Findings for 25% requirement projects can be considered preliminary, as limited hours have been worked and reported into the PRS.

REPORT OVERVIEW

From March 25, 2011 to March 24, 2012, a total of 78 projects were advertised and awarded with the 20% local hiring requirement. On these projects, San Francisco residents worked approximately 34% of all craft hours.

Between March 25, 2012 and March 24, 2013, OEWD tracked 40 projects with the 25% mandatory local hiring requirement. PRS data indicates that 32% of all reported craft hours were worked by San Francisco residents.

MAYOR'S CONSTRUCTION WORKFORCE ADVISORY COMMITTEE

In July 2012, Mayor Lee established the Construction Workforce Advisory Committee. The Committee is comprised of 12 stakeholders representing City departments, labor unions, contractors and non-profit community based organizations. This committee serves in an advisory role to guide the direction of the Local Hiring Policy and to develop recommendations addressing the needs of the local construction workforce.

YEAR THREE PRIORITIES

OEWD will strive to maximize employment opportunities for San Francisco residents in the construction industry. Consistent with that goal, the department will sponsor training programs that support a qualified workforce and assist contractors in meeting their workforce needs. OEWD will continue to strengthen and expand partnerships with contractors, contractor associations, labor unions and apprenticeship programs.

¹ Elation Systems, Inc. www.elationsys.com

FIRST YEAR OVERVIEW

PROJECTS OVERVIEW

Many of the 78 projects currently covered by the 20% local hiring requirement are at or nearing completion. These projects are managed by six different departments within the City and County of San Francisco: the Public Utilities Commission (PUC), the San Francisco International Airport (SFO), the Department of Public Works (DPW), the Recreation and Parks Department (RPD), the Port of San Francisco (Port) and the Municipal Transportation Agency (MTA).

TABLE 1: CONSTRUCTION PROJECTS WITH 20% LOCAL HIRING REQUIREMENT

Department	PUC	SFO	DPW	RPD	PORT	MTA	Total
Number of Active Projects	24	10	26	8	9	1	78
Total Award Amount	\$71.7M	\$118.2M	\$35.7M	\$31.6M	\$84.1M	\$1.3M	\$342.7M

LOCAL HIRING PERFORMANCE

As shown in Table 2, projects covered by the 20% local hiring requirement reported 852,073 total work hours. Of this amount, local residents worked 286,828 hours, or 34%. Local residents also worked 53,024 of 88,814, or 60%, of total apprentice hours.

TABLE 2: CONSTRUCTION PROJECT HOURS WITH 20% LOCAL HIRING REQUIREMENT

Department	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
PUC	247,479	89,575	36%	19,644	15,711	80%
SFO	104,248	40,214	39%	13,429	8,049	60%
DPW	166,340	63,936	38%	11,833	8,743	74%
RPD	100,824	33,876	34%	9,921	6,033	61%
Port	226,939	56,324	25%	32,875	13,670	42%
MTA	6,243	2,903	47%	1,112	818	74%
Total	852,073	286,828	34%	88,814	53,024	60%



SECOND YEAR OVERVIEW

PROJECTS OVERVIEW

As shown in Table 3, there are 40 projects covered by the 25% local hiring requirement. To date, the Port and MTA have not reported any hours worked on projects subject to the 25% requirement.

TABLE 3: CONSTRUCTION PROJECTS WITH 25% LOCAL HIRING REQUIREMENT

Department	PUC	SFO	DPW	RPD	PORT	MTA	Total
Number of Active Projects	11	1	21	7	0	0	40
Total Award Amount	\$68.2M	\$557K	\$57.4M	\$17.3M	\$0	\$0	\$ 143.6M

LOCAL HIRING PERFORMANCE

As Table 4 illustrates, projects covered by the 25% local hiring requirement reported 93,595 total work hours. Of this amount, local residents worked 29,800 hours, or 32%. Local residents also worked 5,568 of 10,027, or 56%, of total apprentice hours.

TABLE 4: CONSTRUCTION PROJECT HOURS WITH 25% LOCAL HIRING REQUIREMENT

Department	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
PUC	18,831	5,384	29%	1,461	1,050	72%
SFO	2,741	1,602	58%	219	200	91%
DPW	66,285	21,165	32%	8,164	4,253	52%
RPD	5,737	1,649	29%	183	65	36%
Port	0	0	0%	0	0	0%
MTA	0	0	0%	0	0	0%
Total	93,595	29,800	32%	10,027	5,568	56%



LOCAL HIRING PERFORMANCE BY TRADE

20% REQUIREMENT

Table 5 shows total trade hours reported for projects subject to the 20% requirement. Most trades exceeded the 20% local requirement and the 50% local apprentice requirement. A few trades did not meet the specific requirements; however, they qualified for exemptions or effectively utilized the off-ramps.

TABLE 5: LOCAL HIRING PERFORMANCE BY TRADE, 20% LOCAL HIRING REQUIREMENT

Trade	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
Carpenter And Related Trades	48,875	22,627	46%	6,241	2,637	42%
Carpet, Linoleum, Soft Floor Layer	7,430	1,285	17%	1,233	601	49%
Cement Mason	27,340	8,462	31%	3,736	3,603	96%
Drywall Installer/Lather	15,628	3,206	21%	797	704	88%
Electrician	66,203	27,553	42%	10,801	5,560	51%
Glazier	6,603	1,399	21%	1,145	148	13%
Ironworker	42,982	11,192	26%	7,433	3,579	48%
Laborer And Related Classifications	395,301	142,303	36%	32,756	25,283	77%
Operating Engineer	89,760	30,731	34%	3,696	2,974	80%
Painter	5,159	1,982	38%	622	376	60%
Pile Driver	21,288	4,179	20%	5,173	1,231	24%
Plumber	27,456	9,614	35%	8,540	4,526	53%
Plasterer	396	198	50%	0	0	0%
Roofer	10,825	1,543	14%	2,560	1,237	48%
Sheet Metal Worker	24,060	6,225	26%	3,135	357	11%
Tile Setter	587	436	74%	16	0%	0%
Other Trades*	62,181	13,896	22%	932	210	23%
Total	852,073	286,828	34%	88,814	53,024	60%

*Asbestos Removal Worker, Asbestos Worker – Heat and Frost Insulator, Boilermaker, Brick Tender, Bricklayer/Blocklayer, Driver, Electrical Utility Lineman, Elevator Constructor, Field Surveyor, Landscape Maintenance Laborer, Metal Roofing Systems Installer, Modular Furniture Installer, Parking and Highway Improvement, Parking and Highway Improvement Painter, Slurry Seal Worker, Teamster, Terrazzo Finisher, Tile Finisher, Traffic Control/Lane Closure.

LOCAL HIRING PERFORMANCE BY TRADE

25% REQUIREMENT

Table 6 shows total trade hours reported for projects subject to the 25% requirement. Most trades exceeded the 25% local requirement and the 50% local apprentice requirement. The data presented in Table 6 represents only a small sampling of total projects awarded under the 25% requirement.

TABLE 6: LOCAL HIRING PERFORMANCE BY TRADE, 25% LOCAL HIRING REQUIREMENT

Trade	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
Carpenter And Related Trades	2,155	1,120	52%	150	89	59%
Cement Mason	5,665	1,489	26%	542	542	100%
Electrician	1,332	284	21%	131	0	0%
Drywall Installer/Lather	632	351	56%	0	0	0%
Ironworker	336	32	10%	57	0	0%
Laborer And Related Classifications	50,441	17,916	36%	5,128	3,114	61%
Operating Engineer	11,849	3,476	29%	104	104	100%
Painter	332	216	65%	16	0	0%
Pile Driver	93	64	69%	27	0	0%
Plumber	1,201	845	70%	300	300	100%
Roofer	8,918	2,380	27%	3,486	1,395	40%
Sheet Metal Worker	479	145	30%	86	24	27%
Other Trades*	10,163	1,483	15%	2	2	100%
Total	93,595	29,800	32%	10,027	5,568	56%

*Asbestos Removal Worker, Bricklayer/Blocklayer, Driver, Electrical Utility Lineman, Field Surveyor, Landscape Maintenance Laborer, Slurry Seal Worker, Teamster, Tile Finisher, Tile Setter, Traffic Control/Lane Closure, Tree Trimmer.



LOCAL HIRING PERFORMANCE BY DEPARTMENT: PUC

ABOUT PUC PROJECTS

The San Francisco Public Utilities Commission (PUC) provides water and wastewater services to San Francisco, wholesale water to three Bay Area counties, and green hydroelectric and solar power to San Francisco’s municipal departments. PUC projects covered by the Policy are primarily infrastructure upgrades and repairs.

PROJECTS OVERVIEW

Table 7 shows an overview of the reported hours for covered PUC projects. For the 24 projects covered by the 20% local requirement, local residents worked 36% of total project hours and 80% of apprentice hours. For the 11 projects covered by the 25% requirement, local residents worked 29% of total project hours and 72% of apprentice hours.

TABLE 7: PUC CONSTRUCTION PROJECTS BY REQUIREMENT

Local Hiring Requirement	Number of Projects	Total Hours			Apprentice Hours		
		Total	Local	Local %	Total	Local	Local %
20%	24	247,479	89,575	36%	19,644	15,711	80%
25%	11	18,831	5,384	29%	1,461	1,050	72%
Total	35	266,310	94,959	36%	21,104	16,761	79%

LOCAL HIRING BY TRADE

Table 8 (opposite page) displays these project hours on a trade-by-trade basis, reflecting projects covered by both the 20% and 25% requirements. Lower numbers for projects with the 25% requirement reflect the delay between the date of bid advertisement and commencement of work.

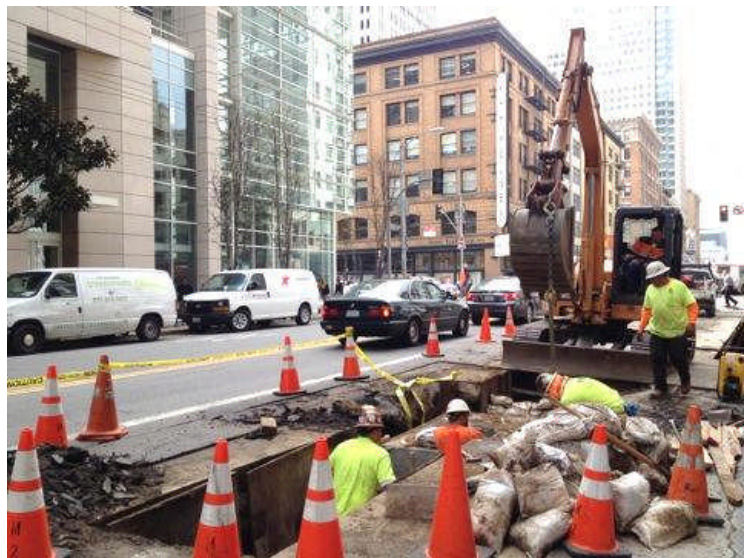


TABLE 8: PUC CONSTRUCTION PROJECT HOURS BY TRADE, 20% AND 25% REQUIREMENT

Trade	% Req.	Total Hours			Apprentice Hours		
		Total	Local	Local %	Total	Local	Local %
Carpenter And Related Trades	20%	2,263	1,407	62%	201	201	100%
	25%	715	274	38%	83	33	39%
Cement Mason	20%	4,107	1,303	32%	730	730	100%
	25%	0	0	0%	0	0	0%
Electrician	20%	3,849	1,250	32%	767	43	6%
	25%	730	10	1%	0	0	0%
Ironworker	20%	418	0	0%	124	0	0%
	25%	65	0	0%	33	0	0%
Laborer And Related Classifications	20%	174,388	63,277	36%	16,367	13,471	82%
	25%	11,876	3,624	31%	1,205	920	76%
Operating Engineer	20%	45,167	18,911	42%	1,181	1,181	100%
	25%	4,201	1,169	28%	0	0	0%
Painter	20%	212	0	0%	0	0	0%
	25%	88	0	0%	16	0	0%
Pile Driver	20%	115	64	55%	43	0	0%
	25%	93	64	69%	27	0	0%
Plumber	20%	1,155	108	9%	77	0	0%
	25%	281	98	35%	98	98	100%
Roofer	20%	76	6	8%	31	6	19%
	25%	0	0	0%	0	0	0%
Sheet Metal Worker	20%	176	7	4%	0	0	0%
	25%	0	0	0%	0	0	0%
Tile Setter	20%	39	0	0%	16	0	0%
	25%	0	0	0%	0	0	0%
Other Trades*	20%	15,515	3,242	21%	108	80	74%
	25%	785	146	19%	0	0	0%
Total 20%		247,479	89,575	36%	21,104	16,761	79%
Total 25%		18,831	5,384	29%	42,008	33,321	79%

*20% Other Trades: Asbestos Removal Worker, Boilermaker, Driver, Field Surveyor, Slurry Seal Worker, Teamster.

25% Other Trades: Bricklayer/Blocklayer, Driver, Electrical Utility Lineman, Teamster.



LOCAL HIRING PERFORMANCE BY DEPARTMENT: SFO

ABOUT SFO PROJECTS

San Francisco International Airport (SFO) is a world-class airport serving tens of millions of domestic and international passengers annually. The most notable SFO project covered by the Policy is the Terminal 3 Boarding Area E Improvements project.

In accordance with an agreement between the City and County of San Francisco and San Mateo County, both San Francisco and San Mateo County residents working on public works projects at SFO are considered local workers. Additionally, the local hiring requirement for SFO projects was 7% in the first year of the Policy and 8% in the second year.

PROJECTS OVERVIEW

Table 9 shows an overview of the reported hours for covered SFO projects. For the 10 projects covered by the 7% local requirement, local residents worked 39% of total project hours and 60% of apprentice hours. For the one project covered by the 8% requirement, local residents worked 58% of total project hours and 91% of apprentice hours.

TABLE 9: SFO CONSTRUCTION PROJECT HOURS BY REQUIREMENT

Local Hiring Requirement	Number of Projects	Total Hours			Apprentice Hours		
		Total	Local	Local %	Total	Local	Local %
7%	10	104,248	40,214	39%	13,429	8,049	60%
8%	1	2,741	1,602	58%	219	200	91%
Total	11	106,989	41,816	39%	13,648	8,249	60%

LOCAL HIRING BY TRADE

Table 10 (opposite page) displays these project hours on a trade-by-trade basis, reflecting projects covered by both the 7% and 8% requirements. Lower numbers for projects with the 8% requirement reflect the delay between the date of bid advertisement and commencement of work.



TABLE 10: SFO CONSTRUCTION PROJECT HOURS BY TRADE, 7% AND 8% REQUIREMENT

Trade	% Req.	Total Hours			Apprentice Hours		
		Total	Local	Local %	Total	Local	Local %
Carpenter And Related Trades	7%	9,946	3,768	38%	912	136	15%
	8%	230	11	5%	3	0	0%
Carpet, Linoleum, Soft Floor Layer	7%	6,828	1,191	17%	1,149	547	48%
	8%	19	0	0%	0	0	0%
Cement Mason	7%	1,036	79	8%	52	44	85%
	8%	0	0	0%	0	0	0%
Drywall Installer/Lather	7%	1,150	354	31%	131	75	57%
	8%	632	351	56%	0	0	0%
Electrician	7%	22,582	14,406	64%	3,262	2,795	86%
	8%	226	226	100%	0	0	0%
Ironworker	7%	13,100	3,872	30%	2,738	1,293	47%
	8%	16	0	0%	0	0	0%
Laborer And Related Classifications	7%	24,016	7,941	33%	2,270	1,349	59%
	8%	163	34	21%	0	0	0%
Operating Engineer	7%	6,614	1,917	29%	453	453	100%
	8%	0	0	0%	0	0	0%
Painter	7%	885	482	54%	124	116	94%
	8%	244	216	89%	0	0	0%
Pile Driver	7%	633	99	16%	386	0	0%
	8%	0	0	0%	0	0	0%
Plumber	7%	4,128	1,602	39%	804	362	45%
	8%	845	691	82%	195	195	100%
Roofer	7%	1,322	704	53%	599	460	77%
	8%	0	0	0%	0	0	0%
Sheet Metal Worker	7%	3,234	1,867	58%	397	357	90%
	8%	89	73	82%	21	5	24%
Tile Setter	7%	0	0	0%	0	0	0%
	8%	160	0	0%	0	0	0%
Other Trades*	7%	8,777	1,936	22%	155	65	42%
	8%	118	0	0%	0	0	0%
Total 7%		104,248	40,214	39%	13,429	8,049	60%
Total 8%		2,741	1,602	58%	219	200	91%

*20% Other Trades: Asbestos Removal Worker, Asbestos Worker – Heat and Frost Insulator, Brick Tender, Bricklayer/Blocklayer, Driver, Parking and Highway Improvement, Parking and Highway Improvement Painter, Teamster, Terrazzo Finisher, Terrazzo Worker.
 25% Other Trades: Asbestos Removal Worker, Tile Finisher.



LOCAL HIRING PERFORMANCE BY DEPARTMENT: DPW

ABOUT DPW PROJECTS

The Department of Public Works (DPW) designs, builds, maintains and improves the City’s facilities and urban space in partnership with the San Francisco community. Many of the DPW projects covered by the Policy are street improvements, as well as renovation and new construction of public facilities.

PROJECTS OVERVIEW

Table 11 shows an overview of the reported hours for covered DPW projects. For the 26 projects covered by the 20% local requirement, local residents worked 38% of total project hours and 74% of apprentice hours. For the 21 projects covered by the 25% local requirement, local residents worked 32% of total project hours and 52% of apprentice hours.



TABLE 11: DPW CONSTRUCTION PROJECT HOURS BY REQUIREMENT

Local Hiring Requirement	Number of Projects	Total Hours			Apprentice Hours		
		Total	Local	Local %	Total	Local	Local %
20%	26	166,340	63,936	38%	11,833	8,743	74%
25%	21	66,285	21,165	32%	8,164	4,253	52%
Total	47	232,625	85,101	37%	19,997	12,996	65%

LOCAL HIRING BY TRADE

Table 12 (opposite page) displays these project hours on a trade-by-trade basis, reflecting projects covered by both the 20% and 25% requirements. Lower numbers for projects with the 25% requirement reflect the delay between the date of bid advertisement and commencement of work.

TABLE 12: DPW CONSTRUCTION PROJECT HOURS BY TRADE, 20% AND 25% REQUIREMENT

Trade	% Req.	Total Hours			Apprentice Hours		
		Total	Local	Local %	Total	Local	Local %
Carpenter And Related Trades	20%	1,214	735	61%	24	24	100%
	25%	902	696	77%	64	56	88%
Carpet, Linoleum, Soft Floor Layer	20%	32	32	100%	0	0	0%
	25%	0	0	0%	0	0	0%
Cement Mason	20%	11,371	6,007	53%	2,820	2,816	100%
	25%	4,611	1,489	32%	542	542	100%
Drywall Installer/Lather	20%	259	0	0%	0	0	0%
	25%	0	0	0%	0	0	0%
Electrician	20%	3,196	1,308	41%	59	14	23%
	25%	142	48	34%	79	0	0%
Glazier	20%	108	0	0%	15	0	0%
	25%	0	0	0%	0	0	0%
Ironworker	20%	32	4	13%	9	0	0%
	25%	16	16	100%	0	0	0%
Laborer And Related Classifications	20%	109,768	44,139	40%	8,417	5,616	67%
	25%	35,272	13,088	37%	3,823	2,136	56%
Operating Engineer	20%	11,581	4,476	39%	189	157	83%
	25%	7,196	2,125	30%	104	104	100%
Painter	20%	333	56	17%	0	0	0%
	25%	0	0	0%	0	0	0%
Pile Driver	20%	9	0	0%	9	0	0%
	25%	0	0	0%	0	0	0%
Plumber	20%	1,230	364	30%	23	9	39%
	25%	42	42	100%	0	0	0%
Roofer	20%	1,373	108	8%	175	108	62%
	25%	8,893	2,380	27%	3,486	1,395	40%
Sheet Metal Worker	20%	427	174	41%	84	0	0%
	25%	390	72	18%	65	19	28%
Tile Setter	20%	157	72	46%	0	0	0%
	25%	0	0	0%	0	0	0%
Other Trades*	20%	25,250	6,462	26%	11	0	0%
	25%	8,822	1,211	14%	2	2	100%
Total 20%		166,340	63,936	38%	11,833	8,743	74%
Total 25%		66,285	21,165	32%	8,164	4,253	52%

*20% Other Trades: Asbestos Removal Worker, Driver, Landscape Maintenance Laborer, Modular Furniture Installer, Parking and Highway Improvement, Parking and Highway Improvement Painter, Slurry Seal Worker, Teamster, Terrazzo Worker, Traffic Control/Lane Closure.

25% Other Trades: Asbestos Removal Worker, Driver, Field Surveyor, Landscape Maintenance Laborer, Slurry Seal Worker, Teamster, Traffic Control Lane Closure.



LOCAL HIRING PERFORMANCE BY DEPARTMENT: RPD

ABOUT RPD PROJECTS

The Recreation and Parks Department (RPD) administers more than 220 parks, playgrounds and open spaces, including recreation centers, athletic facilities and other venues. A majority of the RPD covered projects, such as Palega Recreation Center and Lafayette Park, are funded by the 2008 Clean and Safe Neighborhood Parks Bond.

PROJECTS OVERVIEW

Table 13 shows an overview of the reported hours for covered RPD projects. For the 8 projects covered by the 20% local requirement, local residents worked 34% of total project hours and 61% of apprentice hours. For the 7 projects covered by the 25% requirement, local residents worked 29% of total project hours and 36% of apprentice hours.

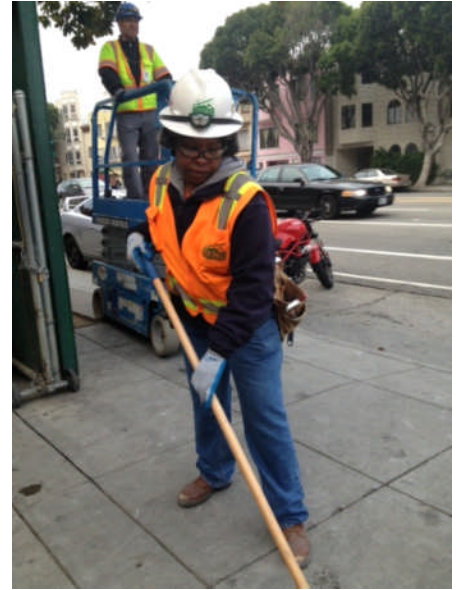


TABLE 13: RPD CONSTRUCTION PROJECT HOURS BY REQUIREMENT

Local Hiring Requirement	Number of Projects	Total Hours			Apprentice Hours		
		Total	Local	Local %	Total	Local	Local %
20%	8	100,824	33,876	34%	9,921	6,033	61%
25%	7	5,737	1,649	29%	183	65	36%
Total	15	106,561	35,525	33%	10,104	6,098	60%

LOCAL HIRING BY TRADE

Table 14 (opposite page) displays these project hours on a trade-by-trade basis, reflecting projects covered by both the 20% and 25% requirements. Lower numbers for projects with the 25% requirement reflect the delay between the date of bid advertisement and commencement of work.

TABLE 14: RPD CONSTRUCTION PROJECT HOURS BY TRADE, 20% AND 25% REQUIREMENT

Trade	% Req.	Total Hours			Apprentice Hours		
		Total	Local	Local %	Total	Local	Local %
Carpenter And Related Trades	20%	16,190	10,024	62%	3,330	1,402	42%
	25%	284	138	49%	0	0	0%
Carpet, Linoleum, Soft Floor Layer	20%	262	40	15%	40	40	100%
	25%	0	0	0%	0	0	0%
Cement Mason	20%	3,541	173	5%	0	0	0%
	25%	1,054	0	0%	0	0	0%
Drywall Installer/Lather	20%	327	34	10%	29	0	0%
	25%	0	0	0%	0	0	0%
Electrician	20%	3,617	1,754	48%	553	220	40%
	25%	235	0	0%	52	0	0%
Ironworker	20%	5,293	1,709	32%	423	119	28%
	25%	239	16	7%	24	0	0%
Laborer And Related Classifications	20%	49,077	13,537	28%	4,000	3,634	91%
	25%	3,067	1,071	35%	100	58	58%
Operating Engineer	20%	11,070	3,665	33%	934	273	29%
	25%	403	139	34%	0	0	0%
Painter	20%	600	266	44%	75	6	8%
	25%	144	144	100%	0	0	0%
Plasterer	20%	305	198	65%	0	0	0%
	25%	0	0	0%	0	0	0%
Plumber	20%	2,601	1,073	41%	184	184	100%
	25%	34	14	42%	7	7	100%
Roofer	20%	1,077	219	20%	315	157	50%
	25%	0	0	0%	0	0	0%
Sheet Metal Worker	20%	418	114	27%	39	0	0%
	25%	0	0	0%	0	0	0%
Tile Setter	20%	236	236	100%	0	0	0%
	25%	0	0	0%	0	0	0%
Other Trades*	20%	6,212	836	13%	0	0	0%
	25%	278	127	46%	0	0	0%
Total 20%		100,824	33,876	34%	9,921	6,033	61%
Total 25%		5,737	1,649	29%	183	65	36%

*20% Other Trades: Asbestos Removal Worker, Bricklayer/Blocklayer, Driver, Field Surveyor, Modular Furniture Installer, Parking and Highway Improvement Painter, Slurry Seal Worker, Teamster, Terrazzo Finisher.

25% Other Trades: Driver, Field Surveyor, Tree Trimmer.



LOCAL HIRING PERFORMANCE BY DEPARTMENT: **Port of San Francisco**

ABOUT PORT PROJECTS

The Port of San Francisco is responsible for the management and development of San Francisco's waterfront. The most notable covered Port project is the Pier 27 Cruise Ship Terminal.

PROJECTS OVERVIEW

Table 15 shows an overview of the reported hours for covered Port of San Francisco projects. For the 9 projects covered by the 20% local requirement, local residents worked 25% of total project hours and 42% of apprentice hours. As of March 1, 2013 there were no Port of San Francisco projects advertised or awarded with the 25% local hiring requirement.

Table 15: PORT CONSTRUCTION PROJECT HOURS BY REQUIREMENT

Local Hiring Requirement	Number of Projects	Total Hours			Apprentice Hours		
		Total	Local	Local %	Total	Local	Local %
20%	9	226,939	56,324	25%	32,875	13,670	42%
25%	0	0	0	0%	0	0	0%
Total	9	226,939	56,324	25%	32,875	13,670	42%

LOCAL HIRING BY TRADE

Table 16 displays these project hours on a trade-by-trade basis for projects covered by the 20% requirement.

TABLE 16: PORT CONSTRUCTION PROJECT HOURS BY TRADE, 20% REQUIREMENT

Trade	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	SF	Local %
Carpenter And Related Trades	19,262	6,695	35%	1,775	875	49%
Carpet, Linoleum, Soft Floor Layer	308	22	7%	44	14	32%
Cement Mason	6,842	756	11%	125	4	3%
Drywall Installer/Lather	13,893	2,819	20%	637	629	99%
Electrician	31,827	7,976	25%	5,685	2,273	40%
Glazier	6,495	1,399	22%	1,130	148	13%
Ironworker	24,140	5,607	23%	4,140	2,168	52%
Laborer And Related Classifications	33,811	11,703	35%	1,076	621	58%
Operating Engineer	14,927	1,591	11%	940	911	97%
Painter	3,130	1,179	38%	423	254	60%
Pile Driver	20,532	4,017	20%	4,736	1,231	26%
Plasterer	91	0	0%	0	0	0%
Plumber	18,343	6,468	35%	7,453	3,972	53%
Roofer	6,978	507	7%	1,441	507	35%
Sheet Metal Worker	19,805	4,063	21%	2,615	0	0%
Tile Setter	155	128	83%	0	0	0%
Other Trades*	6,402	1,398	22%	659	66	10%
Total	226,939	56,324	25%	32,875	13,670	42%

*Other Trades: Asbestos Removal Worker, Asbestos Worker – Heat and Frost Insulator, Brick Tender, Bricklayer/Blocklayer, Driver, Electrical Utility Lineman, Elevator Constructor, Field Surveyor, Landscape Maintenance Laborer, Metal Roofing Systems Installer, Modular Furniture Installer, Parking and Highway Improvement, Parking and Highway Improvement Painter, Teamster, Tile Finisher.



LOCAL HIRING PERFORMANCE BY DEPARTMENT: MTA

ABOUT MTA PROJECTS

The San Francisco Municipal Transportation Agency (SFMTA) manages and operates San Francisco's transportation network, encompassing pedestrians, bicycling, transit, traffic and parking, and regulates the taxi industry.

PROJECTS OVERVIEW

Table 17 shows an overview of the reported hours for covered MTA projects. For the 1 project covered by the 20% local requirement, local residents worked 46% of total project hours and 74% of apprentice hours. As of March 1, 2013 there were no hours reported on MTA projects with the 25% local hiring requirement.

TABLE 17: MTA CONSTRUCTION PROJECT HOURS BY REQUIREMENT

Local Hiring Requirement	Number of Projects	Total Hours			Apprentice Hours		
		Total	Local	Local %	Total	Local	Local %
20%	1	6,243	2,903	46%	1,112	818	74%
25%	0	0	0	0%	0	0	0%
Total	1	6,243	2,903	46%	1,112	818	74%

LOCAL HIRING BY TRADE

Table 18 displays these project hours on a trade-by-trade basis for projects covered by the 20% requirement.

TABLE 18: MTA CONSTRUCTION PROJECT HOURS BY TRADE, 20% REQUIREMENT

Trade	Total Hours			Apprentice Hours		
	Total	Local	Local %	Total	Local	Local %
Cement Mason	444	145	33%	9	9	100%
Electrician	1,132	860	76%	476	215	45%
Laborer And Related Classifications	4,241	1,705	40%	627	594	95%
Operating Engineer	401	171	43%	0	0	0%
Other Trades	25	22	88%	0	0	0%
Total	6,243	2,903	46%	1,112	818	74%

*Other Trade: Driver

WORKER DEMOGRAPHICS

The following charts illustrate residency and ethnicity data for all workers on covered projects. Demographic data is quantified in total workers, rather than in hours, and is self-reported by workers through the City's Project Reporting System. The following data represents work performed on covered projects between March 2011 and March 2013.

FIGURE 1: ALL WORKERS BY COUNTY OF RESIDENCE

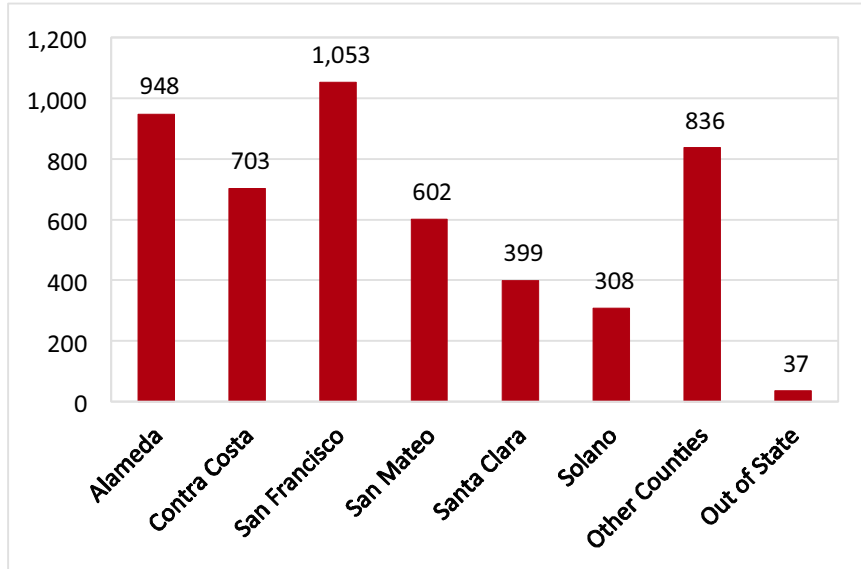


Figure 1 shows the county of residence for all workers on covered projects. Approximately 22% of workers on covered projects are San Francisco residents, representing the largest percentage. Alameda County and Contra Costa County provide the second and third largest shares of workers, with 19% and 14% residency, respectively.

FIGURE 2: SAN FRANCISCO WORKERS BY ZIP CODE

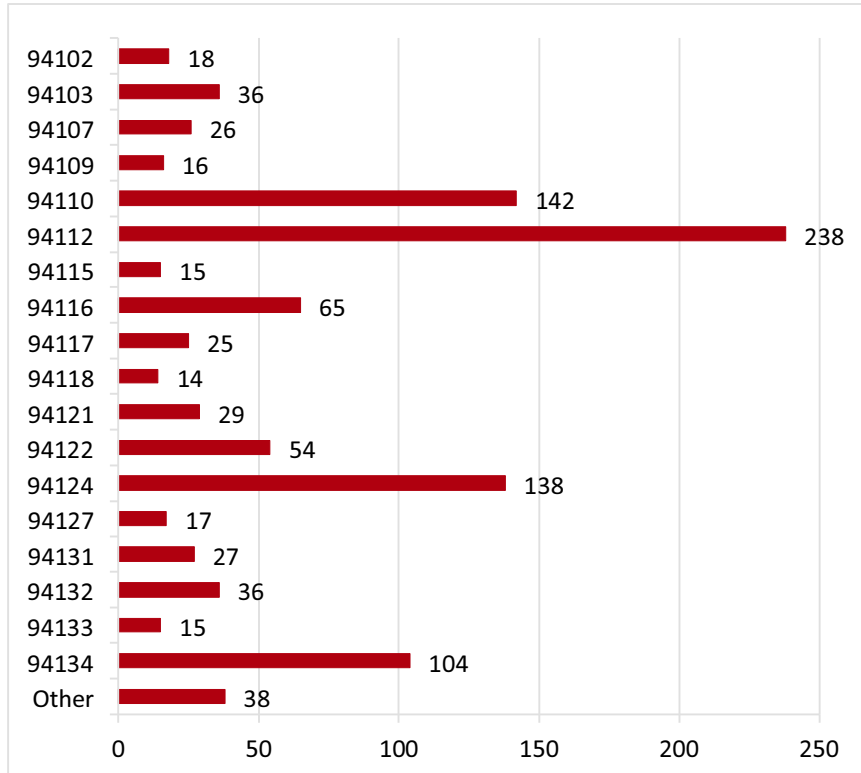


Figure 2 displays residency by zip code for all San Francisco residents working on covered projects. Residents from nearly every San Francisco neighborhood are represented in the portfolio of covered projects.

*Other Zip Codes: 94104, 94105, 94108, 94111, 94114, 94130, 94142, 94147, 94158, 94162, 94188.

FIGURE 3: ALL WORKERS BY RACE AND ETHNICITY

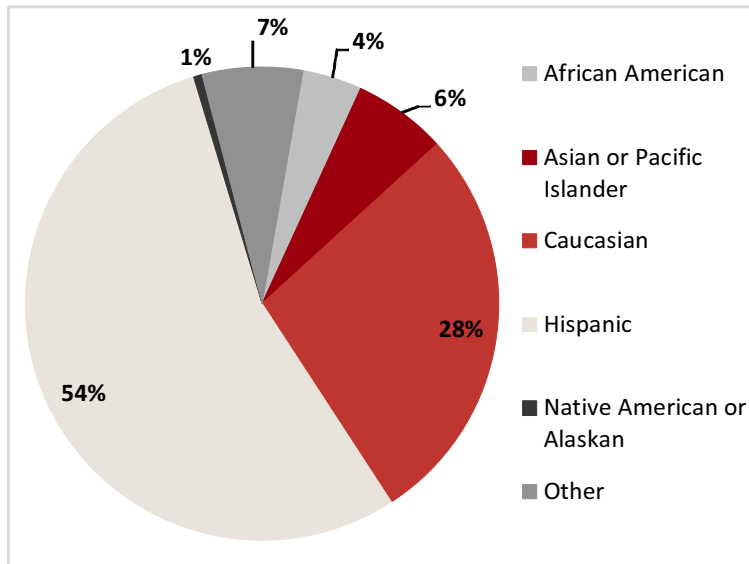


Figure 3 illustrates the race and ethnicity of all workers on covered projects. Hispanic workers represent the largest percentage of the total workforce, followed by Caucasian and Asian Pacific Islander workers.

FIGURE 4: SAN FRANCISCO WORKERS BY RACE AND ETHNICITY

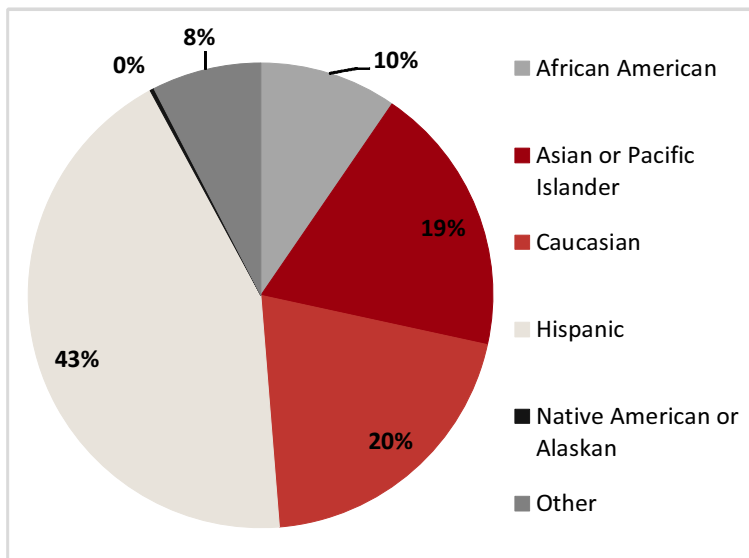


Figure 4 reveals an increase in workforce diversity when looking at San Francisco residents alone. When compared with data in Figure 3, Hispanic workers remain the largest percentage, while the proportions of Asian or Pacific Islander and African American workers increase.

TABLE 19: WORKERS BY GENDER

	All Workers	San Francisco Workers
Male	4,812	1,017
Female	66	35
Unknown	8	1
Female Percentage	1.4%	3.4%

Table 19 provides gender information for workers on covered projects. Female workers comprise 3.4% of San Francisco residents on covered projects as compared to 1.4% of all workers.

CHALLENGES AND REMEDIES

PROJECT COORDINATION

During the first two years of implementation, OEWD worked closely with other City departments to ensure effective coordination with the City's construction project teams. Now beginning the third year of implementation, OEWD has been fully integrated into the City's contracting and construction processes. When challenges emerge, OEWD works diligently to resolve issues.

With more covered projects being advertised, successful coordination between OEWD and the City's construction project teams will continue to be a priority.



ACCESS TO APPRENTICESHIP

OEWD maintains strong partnerships with many union apprenticeship programs. These relationships help to provide valuable opportunities for CityBuild Academy graduates. As the department continues to strengthen the local apprentice pipeline, OEWD strives to expand these existing relationships and to focus on creating new ones.

DISADVANTAGED WORKERS

Through CityBuild Academy and CityBuild's employment networking services, OEWD connects many "disadvantaged workers" with careers in construction. OEWD prioritizes individuals with barriers to employment, and to address these barriers, OEWD partners with many community based organizations that bring expertise in serving these populations.

OEWD is in the process of establishing a system of tracking overall disadvantaged worker hours on covered projects within the City's PRS. Since March 25, 2011, CityBuild Academy has graduated 161 disadvantaged workers, of which 143 have successfully entered into state-certified apprenticeship programs. Many of these apprentices are contributing to projects covered by the Policy.

YEAR THREE PRIORITIES



Photo Credit: Multivista.com

EXPANDING OPPORTUNITIES

OEWD will continue to grow the local apprentice base by providing training and certification opportunities through CityBuild Academy. Graduates of the program enter the workforce with the skills that help meet the employment demands of the construction industry. Additionally, as part of OEWD's compliance role in administering the Policy, the department will continue to monitor covered projects to ensure local resident participation.

STRENGTHENING PARTNERSHIPS

OEWD will continue building the pipeline of local residents for the trades. OEWD will work closely with other City departments to further address the needs of workers entering or re-entering the industry. OEWD will also strengthen partnerships with labor unions, focusing on direct entry agreements. Finally, extending opportunities to women will remain a priority, as the female participation rate continues to be low.

LEGISLATIVE SUPPORT

OEWD will support the efforts of the Controller's Office and its periodic review of the Policy; the first of these reviews will be conducted this year. OEWD will also continue to staff the Mayor's Construction Workforce Advisory Committee as it works to promote the Policy's continued success.

CITYBUILD ACADEMY

San Francisco's CityBuild Academy aims to meet the demands of the construction industry by providing comprehensive pre-apprenticeship training to disadvantaged San Francisco residents. Since 2006, 604 residents have successfully completed the training, and of those 520, or 86%, have entered union apprenticeship programs in various trades.



CityBuild Academy is an 18-week pre-apprenticeship and construction skills training program where participants can earn up to 15 college credits. Participants are given the

opportunity to obtain construction-related certifications, such as OSHA 10, Forklift, Skid Steer, CPR and First Aid. Several program instructors are construction industry specialists with years of field experience.

PARTNERSHIPS

In an ongoing effort to strengthen and expand the training's curriculum, the Academy partners with various union apprenticeship programs.

- The Academy's lead instructor is an apprenticeship instructor from the Northern California Laborers Training Center. At the completion of the training, graduates interested in entering the laborer's apprenticeship program receive additional 2-week certification training for Confined Space, Scaffold Safety, and Trench and Excavation Safety.
- The Academy incorporates curriculum from the Carpenters Training Committee of Northern California. At the completion of each Academy's cycle, five graduates enter the carpenter's apprenticeship program through a direct entry agreement.
- This year, the Bay Area Plastering Industry Joint Apprenticeship Training Committee partnered with the Academy to concurrently offer a 9-week intensive training program. Participants receive hands-on training and classroom instruction specific to the plastering industry. After completing the training, participants have the opportunity to enter the plasterers' apprenticeship program.
- The Ironworkers Apprenticeship Training Committee partners with the Academy to provide their "Gladiators Training". This program prepares participants to work with reinforced concrete and rebar. Participants have the opportunity to enter the ironworkers' apprenticeship program after successfully completing the training.
- The Ironworkers Apprenticeship Training also invites Academy participants to train with the "Women in Welding" program. This program is specifically designed to engage women in the trades and provide them with specialized skills to make them more competitive in the field. Women who successfully complete the program have the opportunity to enter the ironworkers' apprenticeship program.

In addition, CityBuild Academy receives ongoing support from the Northern California Cement Masons Local 300, Operating Engineers Local 3, and Sheet Metal Workers' Local 104.

San Francisco's CityBuild Academy is funded through OEWD and administered through partnerships with City College of San Francisco, various community non-profit organizations, labor unions, and industry employers.

MAYOR'S CONSTRUCTION WORKFORCE ADVISORY COMMITTEE

ABOUT THE ADVISORY COMMITTEE

The Mayor's Construction Workforce Advisory Committee is comprised of stakeholders representing City departments, labor unions, contractors and non-profit community based organizations.

Chair

Naomi Kelly

City Administrator
City and County of San Francisco

Committee Members

Bob Alvarado

Executive Officer
Northern California Carpenters Regional Council

Josh Arce

Executive Director
Brightline Defense Project

James Bryant

Western Region Director
A. Phillip Randolph Institute

Oscar De La Torre

Business Manager
Northern California
District Council of Laborers

Tim Donovan

Business Manager
IBEW Local 6

Harlan Kelly

General Manager
San Francisco Public Utilities Commission

Florence Kong

President
Build Bayview

Kent M. Lim

President
Kent M. Lim & Company, Inc.

Bob Nibbi

President
Nibbi Brothers General Contractors

Mohammed Nuru

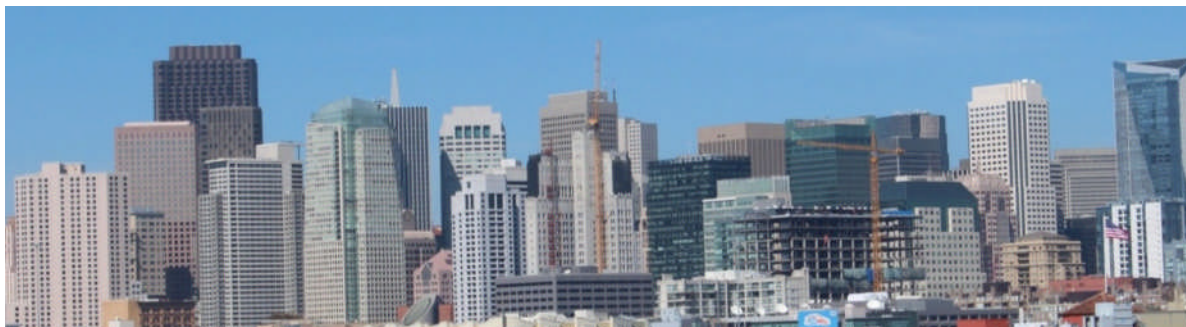
Director
San Francisco Department of Public Works

Jes Pedersen

President/CEO
Webcor Builders

Ed Reiskin

Director
San Francisco Municipal Transportation Agency



CONCLUSION

With significant data now available for projects with the 20% requirement, local hiring successes have been identified. Across departments, individual trades have met or exceeded local hiring requirements.

It is still too early to draw conclusions on projects subject to the 25% requirement. More time is required to collect sufficient data as projects progress from advertisement through construction. However, early findings are promising, as outcomes continue to exceed the City's minimum local hiring requirements.

OEWD will continue to work with the Mayor's Construction Workforce Advisory Committee to monitor and address changes in the industry. The expertise of the Committee members will help guide the Policy toward continued success.

Maintaining stability for the construction industry, while maximizing opportunities for local residents, remain a priority.



Photo credit: Sam Lee

“Thanks to Mayor Ed Lee, my colleagues on the Board, community support, labor and contractor partnerships, and all stakeholders involved, the implementation of the Local Hiring Policy for Construction has provided economic and employment opportunities for San Francisco residents. I look forward to continuing and expanding our partnerships to advance the program to provide good paying jobs to San Franciscans and maximize opportunities for local residents.”

Supervisor John Avalos, District 11



THE OFFICE OF ECONOMIC AND WORKFORCE DEVELOPMENT WOULD LIKE TO THANK OUR PARTNERS IN THIS EFFORT

San Francisco Board of Supervisors

Office of Mayor Edwin M. Lee



Office of the City Administrator

San Francisco Department of Public Works

San Francisco Municipal Transportation Agency

San Francisco Public Utilities Commission

Community Organizations

A. Phillip Randolph Institute
Anders and Anders Foundation
Asian Neighborhood Design
Brightline Defense Project
Charity Cultural Services Center
Chinese for Affirmative Action
Mission Hiring Hall
Young Community Developers

Contractor Associations

Associated General Contractors
Construction Employers' Association
United Contractors
Wall and Ceiling Alliance

Office of the City Attorney

San Francisco Recreation & Parks Department

Port of San Francisco

San Francisco International Airport

Labor Organizations

Cement Masons Local 300, Area 580
International Brotherhood of Electrical Workers Local 6
Ironworkers Local 377
Laborers' Local 261
LiUNA! —Laborers' International Union of North America
Northern California Carpenters Regional Council (NCCRC)
Northern California District Council of Laborers (NCDCL)
Operating Engineers Local 3
Pile Drivers Local 34
Plasterers and Shophands Union Local 66
Roofers and Waterproofers Local 40
Sheet Metal Workers' Local 104

Project Reporting System

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