

# Memorandum

**To:** TJPA Board of Directors  
**From:** Maria Ayerdi-Kaplan, Executive Director  
**Date:** For the Board Meeting of December 13, 2012  
**Re:** Project Labor Agreement Status Report

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The Project Labor Agreement (PLA) for the Transbay Transit Center Program was approved on November 10, 2011. The PLA is designed to ensure labor harmony and equal opportunity for small, local, disadvantaged, union, and non-union businesses throughout construction, providing standardized working conditions and wages. This quarterly report provides information on the status of the administration of the PLA and the apprenticeship plan that was developed in conjunction with the PLA.

## **PROJECT LABOR/LABOR HARMONY/ACCESS TO SKILLED LABOR POOL**

There have been no work stoppages or labor incidents on the project. CM/GC Webcor/Obayashi (W/O) and its trade subcontractors have reported no issues accessing skilled labor in sufficient numbers, and each trade subcontractor's workforce demands have been met.

A breakdown of labor by trade and county of residence compiled by Turner Construction, the TJPA's construction management oversight consultant, for the monthly construction update is shown in the two tables below:

<b>Trade</b>	<b>Workers on TTC &amp; Utilities</b>
Inspector (Soils/Materials Testing)	35
Carpenter & Related Trades	31
Cement Mason	13
Electrical Utility Lineman	19
Electrician	20
Field Surveyor	16
Iron Worker	52
Laborer & Related Classes	398
Operating Engineer	242
Pile Driver	98
Roofer	2
Sheet Metal Worker	5
Teamster	118
Tile Setter/Finisher	7
<b>Total</b>	<b>1,056</b>

<b>Area</b>	<b>Hours Through August 2012</b>	<b>Percentage of Total Hours</b>
East Bay (Alameda, Contra Costa, Solano)	162,248	29.5%
North Bay (Marin, Napa, Sonoma)	14,802	3%
South Bay (San Mateo, Santa Clara)	57,722	10.5%
San Francisco	111,251	20%
Other	204,222	37%

**Note:** 'Other' includes workers from throughout California including the Central Valley and workers from out of state who are on site for specific tasks.

## **SAFETY**

There were no OSHA recordable or lost-time incidents on the project between September 1, 2012, and November 30, 2012. There were, however, four near-miss incidents. There were no injuries of any kind resulting from these near misses. Each near-miss incident was reviewed by the CM/GC and trade subcontractor; appropriate operational changes have been made as a result of these reviews and one worker was released from service.

## **JOINT ADMINISTRATIVE COMMITTEE**

The fourth meeting of the Joint Administrative Committee (JAC) was held on November 15, 2012. Turner Construction opened the meeting with a project construction status update that included progress photos showing the work completed since the third JAC meeting in September 2012. As in previous JAC meetings, there was extensive discussion of outreach efforts to veterans and how to facilitate the entry of veterans into the trades. Manuel Flores Jr. of Carpenters Union Local No. 22 said that he had been trying to initiate contact with Swords to Plowshares but, at the time of the meeting, had not heard back from them. Mike Theriault of San Francisco Building and Trades Council updated the council's progress with the San Francisco Unified School District (SFUSD), as further noted below.

## **APPRENTICESHIPS**

The TJPA and the unions wish to use the economic activity generated by the design and construction of the Transit Center and related facilities to support meaningful job training. In order to facilitate professional and skilled trade development opportunities for high school students, the economically disadvantaged, and military veterans, as part of the PLA process, the TJPA developed a plan to promote opportunities for youth and adults, particularly those from disadvantaged backgrounds, and veterans to enter careers in architecture, engineering, construction, and skilled trades. The TJPA agreed to work with the unions and trade subcontractors to achieve its goals in this regard.

## **Progress to Date – Students**

W/O holds active positions on Mission Hiring Hall's Construction Industry Advisory Council (CIAC) and the Academy of Building Trades Engineering Advisory Board. While CIAC trains disadvantaged local residents for careers in construction administration, the Building Trades Engineering Advisory Board has a long established trades career readiness course (TECH 21) for eleventh and twelfth graders in the SFUSD. W/O provides tools, teaching aids and curriculum advice as well as gives guest lectures and site tours for both programs. On September 28, 2012, W/O made another donation of hammers, tape measures, levels, squares, nail pullers, and other miscellaneous tools to the John O'Connell High School Tech 21 Program.

Mike Theriault discussed union efforts with the SFUSD to define, structure and implement high school crafts and trades classes and programs that unions may consider as high school level pre-apprenticeship training, thereby paving the way for SFUSD graduates to enter directly into union apprenticeship openings. To that end, Manuel Flores Jr. reported that a Carpenters Apprenticeship Program memorandum of understanding (MOU) has been signed by San Francisco School Superintendent Richard Carranza, representing the John O'Connell High School's Tech 21 Program, and Carpenters Union Local No. 22. This MOU documents the commitment of each party to foster opportunities for interested John O'Connell High School Tech 21 graduates to directly enter into the Carpenters Apprenticeship Program and begin training for a valuable, sustainable career in the crafts and trades profession.

Starting in 2013, the TJPA will extend its offer of summer internships to the Mayor's Youth Employment and Education Program (MYEEP) and Young Community Developers, Inc. The MYEEP is a collaborative of community based organizations that leverages the desire of San Francisco students between the ages of 15 and 19 living in zip codes 94124, 94134, and 94107 and engages them in job readiness training, youth development and educational activities in the disciplines of Architecture, Communications & Government Relations, Engineering and Design, Finance and Accounting and Operations & Environmental Management.

### **Progress to Date - Veterans**

The Veterans Building Futures Taskforce, a collaborative effort spearheaded by W/O, Alameda County Workforce Investment Board, and the Carpenters Training Committee for Northern California (CTCNC) continues making progress towards developing an effective program to help veterans, the construction trades, contractors and community based organizations work together to source and create construction-related employment opportunities for military veterans. To this end, the Veterans Building Futures Taskforce has solidified one viable and replicable hiring process for construction employers interested in hiring veterans in construction crafts and trades. In San Francisco, it involves partnering with Swords to Plowshares and Mission Hiring Hall to source and pre-screen qualified veteran candidates before connecting the qualified candidates to employers with open positions.

At the August 2, 2012, Non-Commissioned Officers Association /Military.com veterans career exposition, W/O received a request for assistance from a Coast Guard Reserve member who indicated his interest in construction management. This quarter, members of the team provided hands-on resume and cover letter writing and editing support to this Coast Guard member as well as contacts at W/O, Turner Construction and several other companies working on the Program that could have openings aligned with his skills and interest. Steve Rule of Turner accepted the Coast Guard member's resume, reviewed it and sent it to Turner's Human Resources department for further consideration. Following several interviews with Turner representatives, the Coast Guard member was offered and has accepted a job with Turner's Special Projects Division as an assistant superintendent. While it isn't a job on the Program, this Coast Guard member's successful job search and appointment were a direct result of the efforts of the TJPA and its consultants to foster veteran placement in the industry.

Overall, W/O's veterans outreach effort has helped place eleven (11) veterans since September 2012: six (6) in salaried jobs, two (2) recently graduated from the fall Carpenters Apprenticeship Program in field carpenter positions, and three (3) in trade subcontractor positions. To date, the veteran support organizations that have been most effective in W/O's veterans outreach efforts have been Swords to Plowshares (a "wrap-around" support organization for veterans) and Contra Costa Veterans Services. However, W/O is continuing to seek other effective community based organizations that can help identify qualified veterans.

W/O Veterans Outreach Manager, Ted Huang, continues to make presentations to union and community based organizations and has been crucial to the success of this effort. Mr. Huang's outreach efforts have included various veteran hiring presentations, including those to South Bay and Bay Area Apprenticeship Coordinators meetings and the Veterans Town Hall Collaborative on Veterans Resources in San Francisco. Mr Huang's focus is sustaining the collaborative efforts of the construction, union and CBO communities for effective and replicable veteran placement in construction careers.

Also, on September 13, 2012, W/O hosted its second "Veteran Building Futures" task force meeting at W/O's Alameda Office. Attendees included Swords to Plowshares, Department of Apprenticeship Standards, CityBuild, Mission Hiring Hall, Alameda County Workforce Investment Board, CTCNC, W/O, Construction Employers' Association, San Francisco Public Utilities Commission, South Bay Apprenticeship Training Center, Laborers-Employers Cooperation and Education Trust Southwest, and the TJPA.

From that meeting, subcommittee working groups were formed to develop the following:

1. Development of pilot program for veterans-centric pre-apprenticeship training that may include an MOU between Swords to Plowshares and the CTCNC. Subcommittees of this task force are working closely with employers to identify job opportunities through the existing union referral system. Possible funding sources for this pre-apprenticeship training are being researched by the task force.
2. Seek to advertise the San Francisco-centric veterans hiring process to local construction employers, W/O trade subcontractors, City agencies, etc. The task force seeks to develop an employer consortium with each member pledging to hire veterans. Work continues with representatives of the State Building & Construction Trades Council and the California Department of Industrial Relations to identify and standardize direct entry of veterans into union apprenticeship positions.

On October 19, 2012, Mr. Huang attended a roundtable discussion with the San Francisco State University (SFUSD) Vets, a University-run club comprising an SFSU advisor and recently returned veterans of the wars in Afghanistan and Iraq who are enrolled at SFSU. The objective of this group is to help other veterans achieve career success in the private sector. The roundtable discussion included how veterans can better prepare themselves for the civilian work sector and how to better connect with prospective employers and effectively convey their transferrable skillsets. Possible company internship programs for veterans seeking managerial positions in the civilian sector were also discussed.

W/O and the Alameda County Workforce Investment Board are currently researching the possibility of utilizing an online system called Virtual One-stop linked to Cal Jobs for tracking veteran referrals and new hires.

### **Progress to Date - Adults**

W/O continued its support of Mission Hiring Hall (MHH), a San Francisco community based organization whose purpose is to meet the immediate and long-term employment needs of San Francisco's employers and its low to moderate income, unemployed, and underemployed residents. W/O has staff serving on the MHH Construction Industry Advisory Council, and W/O, in association with the MHH and CityBuild programs, provides trainees with quarterly jobsite information sessions and project tours as a way to foster workforce development and job training through full and part time administrative opportunities. On October 18, 2012, the TJPA participated with W/O in MHH's monthly Construction Industry Advisory Council. Additionally, on November 8, 2012, W/O met with the Program Manager

Stella Becerra to discuss the recent improvements to the MHH program and how W/O can assist in further developing the program. W/O also provided valuable feedback to Ms. Becerra on this year's two MHH interns and interviewees and discussed providing W/O guest lecturers to the MHH program.

W/O and its trade subcontractors continue to work to place CityBuild referrals. W/O gave a presentation to Rhonda Simmons, director of Workforce Development, and Pat Mulligan, director of CityBuild, to update them on the project, communicate W/O's continued commitment to their programs by engaging trade subcontractors in CityBuild as early as possible, coordinate trade subcontractor tours of the CityBuild Academy, and offer speaking engagements to Academy attendees. W/O continues to keep open the lines of communication with CityBuild and has provided a forecast for upcoming trade packages through 2013.

### **Apprentice Utilization**

W/O has worked with Elation Systems, the certified payroll report software provider, to create two custom apprenticeship utilization reports that can be run from the Elation certified payroll reporting system and has merged them in order to analyze apprenticeship utilization over the entirety of the project.

There are two categories of apprenticeship requirements: one for all apprenticeable crafts other than laborers and operators with a ratio of one apprentice hour worked to every five hours of journeymen labor required over the entire project (Tracking Type #1), and another for laborers and operators (Tracking Type #2), whereby each individual trade subcontractor must track the number of workers employed each day and employ a minimum number of apprentices depending upon the respective number of journeymen employed each day. The new Elation reports allow the independent tracking of these two categories of apprenticeship requirements.

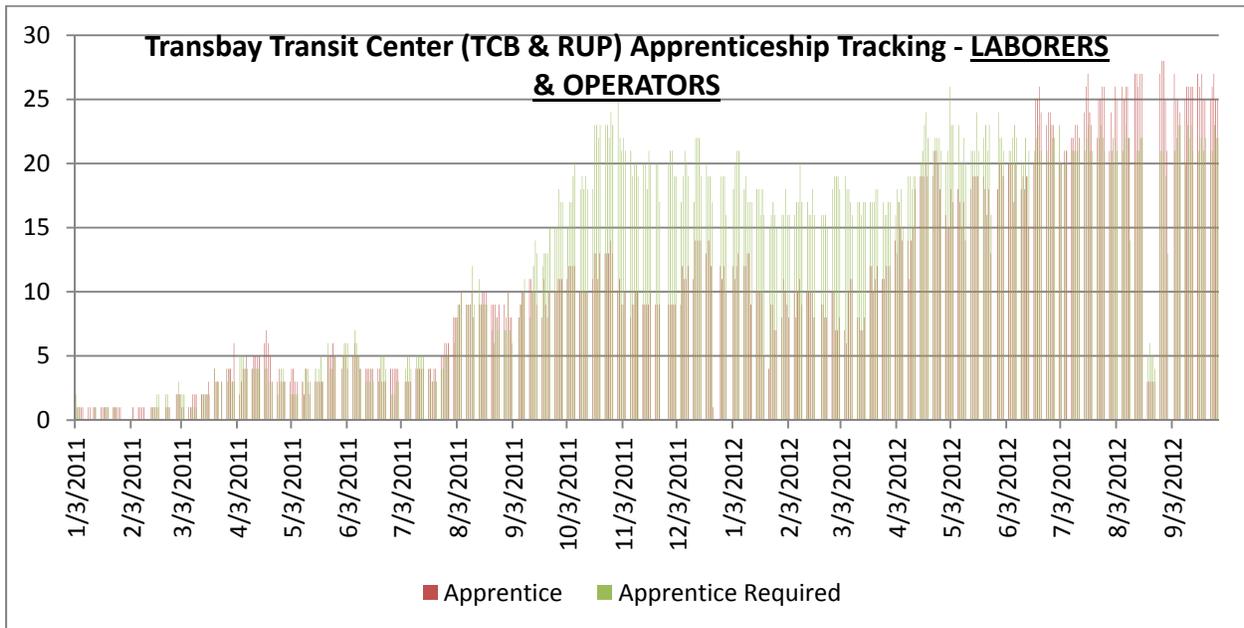
Prior to these reports, analyzing compliance required a tremendous effort by all parties due to the amount of data and complexity of the requirements. The reports are now being used to notify subcontractors on a monthly basis of their performance and provide them with the information necessary to establish, implement and track a plan to achieve compliance.

The current output from the two reports is shown in the following tables. For the crafts other than laborers and operators, the project is achieving the 1:5 ratio of apprentices to laborers as reported in the previous report. For the laborers and operators, as of November 2012, the project overall has exceeded the minimum apprentice requirements.

**Tracking Type #1 – Overall Hourly Ratio – All Crafts Except Laborers & Operators**

Total Journeymen Hours	51,934.5
Total Apprentice Hours	10,621.3
Total Work Hours	62,555.8
Percentage Apprentice Participation - Goal 16.67% (1:5)	16.98%

**Tracking Type #2 – Workers Employed Each Day – Laborers & Operators**



From the start of the project until October 2011, when there was a large influx of workers, subcontractors tracked at, and sometimes above, the minimum apprenticeship requirements for laborers and operators. Since the new reporting was implemented in the second quarter, apprenticeship compliance has improved and ultimately exceeded the minimum in July 2012.