

# Memorandum

**To:** TJPA Board of Directors  
**From:** Maria Ayerdi-Kaplan, Executive Director  
**Date:** For the Board Meeting of April 11, 2013  
**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 through March 31, 2013, 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)	38
Carpenter & Related Trades	39
Cement Mason	22
Electrical Utility Lineman	25
Electrician	25
Field Surveyor	18
Iron Worker	56
Laborer & Related Classes	455
Operating Engineer	285
Pile Driver	114
Roofer	7
Sheet Metal Worker	5
Teamster	156
Tile Setter/Finisher	7
<b>Total</b>	<b>1,252</b>

<b>Area</b>	<b>Hours Through March 31, 2013</b>	<b>Percentage of Total Hours</b>
East Bay (Alameda, Contra Costa, Solano)	224,342	31%
North Bay (Marin, Napa, Sonoma)	20,167	3%
South Bay (San Mateo, Santa Clara)	73,573	10%
San Francisco	136,771	19%
Other	266,726	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 lost-time incidents or near misses reported on the project during the period of December 1, 2012, through March 31, 2013.

## **JOINT ADMINISTRATIVE COMMITTEE**

The fifth meeting of the Joint Administrative Committee (JAC) was held on February 7, 2013. Turner Construction opened the meeting with a project construction status update that included progress photos showing the work completed since the prior JAC meeting on November 15, 2012. As in previous JAC meetings, there was discussion of outreach efforts to veterans and how to facilitate the entry of veterans into the trades. In this meeting, attendees discussed the possibility that a veteran applicant may mention health needs and what the hiring organization's response should be. It was agreed that the hiring organizations first step will be to consult with the Veteran's Administration for guidance on veteran health and welfare needs.

## **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 sits on Mission Hiring Hall's Construction Industry Advisory Council (CIAC) and the Academy of Building Trades Engineering Advisory Board. The CIAC trains disadvantaged local residents for careers in construction administration, and the Building Trades Engineering Advisory Board has TECH 21, a long established trades career readiness course for SFUSD eleventh and twelfth graders. W/O provides tools, teaching aids and curriculum advice as well as gives guest lectures and site tours for both programs.

The San Francisco Building and Construction Trades Council (Council) reports progress on the proposed multi-trade high school curriculum discussions being held between the SFUSD and various unions. As a participant in these discussions, Council representative Mike Theriault believes the establishment of a high school level shop program that introduces students to the crafts and trades and offers a viable,

universally approved curriculum as the initial step for a career in skilled crafts and trades may be possible. Graduates of the shop program could then attain pre-apprentice status and become possible candidates for various professional craft and trade union apprenticeships.

The Council and unions also continue their efforts to implement California Assembly Bill (AB) 554 that requires the California Workforce Investment Board (WIB) and each local board to ensure that programs and services funded by the WIB are directed to apprenticeable occupations. AB 554 requires each local board to develop a policy of fostering collaboration between community colleges and approved apprenticeship programs to provide pre-apprenticeship training, apprenticeship training, and continued education in apprenticeable occupations through the approved apprenticeship programs.

The Carpenters Union Local No.22 and the San Francisco School Superintendent signed a memorandum continuing their commitment to John O'Connell High School's TECH 21 Program. The Tech 21 Program continues to successfully prepare John O'Connell High School TECH 21 graduates for the Carpenters Apprenticeship Program. Local #22 maintains on-going communication with Robert Schwartz of Helmets to Hardhats in Washington, DC, to ensure veterans interested in craft and trade apprenticeships are identified.

The TJPA and Program Management/Program Controls consultant (URS) have initiated the 2013 high school summer intern selection process by advertising summer internship openings for three rising senior high school students on the URS career website. SFUSD TECH 21 Pathway Coordinators and the Program Administrator for the Mayor's Youth Employment and Education Program (MYEEP) and Young Community Developers (YCD) have been notified of the advertisements by email and given instructions for student applications. Also, to familiarize MYEEP, YCD and the new SFUSD Pathway Coordinators with the TJPA Program, PMPC offered office and jobsite tours for staff and administrators. An office and jobsite tour for SFUSD staff was conducted on February 21, 2013. Previously, an office and jobsite tour was conducted for Parsons MYEEP and YCD interns in June 2012. The PMPC will also host two summer interns at the URS One Montgomery Street office.

CMO Turner Construction Company (Turner) is currently working with Enterprise for High School Students to host two high school summer interns.

The CM/GC will host one student each from the SFUSD, Eastside College Prep. and Growth Sector.

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

The Veterans Building Futures Taskforce (VBFT) is a collaborative effort spearheaded by W/O and Alameda County Workforce Investment Board. In addition to these two members, VBFT now includes representatives from CityBuild, Mission Hiring Hall, laborers and carpenters unions, community based organizations such as the Salvation Army and Veterans Administration, and local construction employers including Anvil Builders, Ghilotti Brothers, Nibbi Brothers, Pankow Builders, Swinerton Builders, and Turner Construction. This team effort is evolving with a goal of developing a sustainable and replicable hiring process for construction employers interested in hiring veterans in construction crafts and trades. Working with the various community based organizations as well as the California Employment Development Department and Veterans Administration, VBFT ensures candidates are properly pre-screened and trained to succeed based upon employer expectations. It also assists employers to understand the inherent qualities of employee candidates who are returning veterans.

Also proposed for employer consideration is a veteran's hiring initiative to demonstrate the employer's support structure for hiring veterans in the crafts and trades. CityBuild will support this effort for resident

San Francisco veterans interested in construction and the initiative can be facilitated by the improved California Employment Development Department's CalJOBS online system, as well as Helmets to Hardhats.

On March 5, 2013, W/O facilitated its third VBTF meeting since the group first met in early 2012. W/O leads this collaboration with next steps currently being formulated and distributed to the taskforce for review and comments.

To address veteran employment in salaried position construction career opportunities, W/O is working with both San Francisco State University (SFSU) and the state funded non-profit Growth Sector, an organization dedicated to developing career pathways for veterans, disadvantaged and underemployed youth and adults, to advance veterans outreach. W/O introduced Growth Sector to SFSU and they're now working together to develop a robust Science, Technology, Engineering, and Math (STEM) curriculum to provide focused curriculums and paid internships. W/O has committed to hiring one Growth Sector veteran in the summer of 2013 and has begun connecting Growth Sector to other TTC subcontractors and local general contractors. W/O continues to explore and examine new ways in leading Growth Sector's veterans career development outreach efforts.

W/O introduced SFSU's Veterans Club advisor to the newly created California Employment Development Department's CalJOBS program and together they're exploring possible website tracking of all veterans hiring efforts, from referrals through job placement.

W/O also works closely with HT Tran of Anvil Builders, a disabled veteran owned business, that was awarded the CM/GC's TTC trade package TG05.3, Personnel and Material Services. Currently, an Anvil employee works as a man-lift operator on W/O's San Francisco General Hospital project to gain the experience necessary to manage Anvil Builders' crew on the TTC project. Also, at Anvil Builders' request, W/O will assist in sourcing military veteran operating engineers to work on the TTC project.

W/O continues channeling veterans' resumes it receives from community based organizations to the TTC's prime substructure subcontractor, Shimmick Construction. Additionally, W/O met with Shimmick on February 22, 2013, to further discuss veteran opportunities. Currently, Shimmick has three veteran carpenters for consideration when they mobilize, and the veteran applicant list continues to grow.

W/O is also working closely with the San Francisco Building Trades to identify next steps for union identification of current veteran members. The Department of Apprenticeship Standards has assigned one of its consultants to work directly with W/O to improve veterans outreach and develop trades resource tools to help interested veterans more easily navigate the hiring requirements for each union.

Carpenters Union Local No. 22 and unions representing laborers, operating engineers and ironworkers continue to maintain direct contact with Helmets to Hardhats to identify veterans seeking careers in the crafts and trades professions.

Working with Rhonda Simmons of the San Francisco Office for Economic Workforce Development, CityBuild's director, Pat Mulligan, assigned military veteran Wade Woods as their veteran contact going forward. Mr. Woods will also support the efforts of Mission Hiring Hall.

Overall, W/O's veterans outreach effort has helped place fourteen (14) veterans since September 2012: eight (8) are in salaried jobs, two (2) graduated from last fall's Carpenters Apprenticeship Program and are doing very well in apprentice carpenter positions, and four (4) have been employed in trade subcontractor positions.

## **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 the city's low to moderate income, unemployed, and underemployed residents. W/O has staff serving on the MHH Construction Industry Advisory Council and in association with the MHH and CityBuild programs, W/O 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.

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 the lines of communication open with CityBuild and has provided them with 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 is 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 TTC project (Tracking Type #1). The other is 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 Elation reports allow the independent tracking of these two categories of apprenticeship requirements.

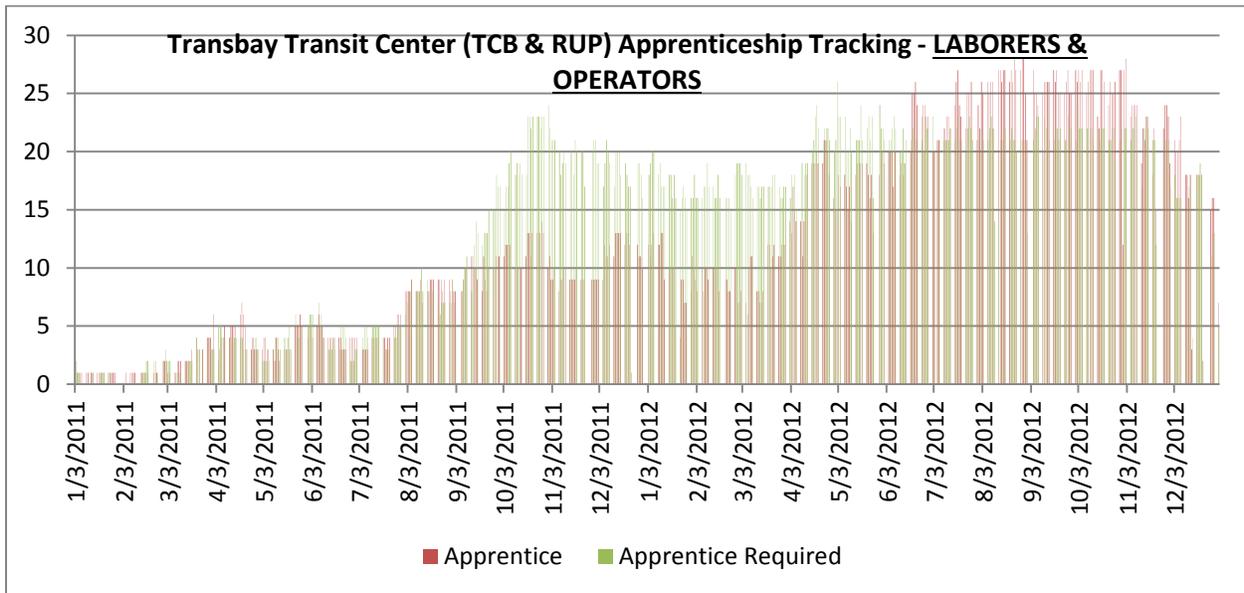
Prior to these reports, analyzing compliance required a tremendous effort by all parties due to the amount of data and complexity of the requirements. The reports are now being used to notify subcontractors on a monthly basis of their performance and provide them with the information necessary to establish,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

The current output from the two reports as of February 2013 is shown in the following tables. Because the database was not available for this report, these tables are pending updated information to March 31, 2013 when remote access to the database has been reestablished. For the crafts other than laborers and operators, the project is achieving the 1:5 ratio of apprentices to journeypersons as reported in the previous report. For the laborers and operators, through February 2013, the project overall is exceeding the minimum apprentice requirements

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

Total Journeymen Hours	93,394,.25
Total Apprentice Hours	23,112.25
Total Work Hours	116,506.50
Percentage Apprentice Participation - Goal 16.67% (1:5)	19.84%

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





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# Project Labor Agreement Update

## Administration

- Fifth meeting of the Joint Administrative Committee (JAC) was held on February 7, 2013 with updates on:
  - Project construction progress, upcoming trade packages and labor forecasts
  - Update on progress of high school pre-apprenticeship programs, union apprenticeship programs and veterans programs

## Labor

- No work stoppages or labor incidents
- Trade subcontractors report that all labor needs have been met and no issues with access to sufficient skilled labor
- No OSHA recordable safety incidents from December 1, 2012 through March 31, 2013



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# PLA Trade Packages

- Bus Ramps
  - Qualification Statements were received from eight (8) potential bidders on February 20, 2013
  - Notices to qualified bidders was issued March 12, 2013
  - Includes ironworkers, carpenters, laborers, waterproofers, and cement mason
- Superstructure Package
  - Estimated \$144,000,000
  - Re-bidding in multiple bid packages in April 2013 with scheduled award August 2013.
  - Includes ironworkers, carpenters, laborers, waterproofers, and cement mason



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# PLA Update Students

- The San Francisco Building and Trades Council reported progress is being made by the unions in developing a proposed multi-trade high school curriculum suitable for high school graduates to attain pre-apprenticeship status.
- Carpenters Union Local #22 continues its collaborative effort with SFUSD to develop the John O'Connell High School TECH 21 carpenter's shop curriculum into a pre-apprenticeship program for direct entry into the carpenters union apprenticeship program.



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# Progress to Date Students

- Summer 2013 high school student internships
  - The PMPC is working with SFUSD's TECH 21 Pathway Coordinators and the representative of the Mayor's Youth Employment and Education Program and Young Community Developers to fill three summer internship positions.
  - The CMO is currently working with Enterprise for High School Students to host up to two TJPA high school summer interns.
  - The CM/GC is hosting one summer intern each from SFUSD TECH 21, Eastside College Prep and Growth Sector.



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# Progress to Date Veterans

- Hosted 3<sup>rd</sup> Veterans Building Futures Taskforce Meeting, March 5<sup>th</sup> Hiring incl Contractors, veterans assistance orgs, Workforce Investment Boards, City Agencies (CityBuild & Mission Hiring Hall)
- Working with CA Dept of Apprenticeship Standards and Bay Area Apprenticeship Training Coordinators to outreach to veterans – Job Fairs
- Identifying dedicated veterans representatives w/ Carpenters, Laborers, Operating Engineers, and Ironworkers (to start)
- Building veteran internship pipeline with SF State University and Growth Sector
- Participating in Governor's Interagency Council on Veterans Employment (Employment Workgroup)
- Placed fifteen (15) veterans in salaried, trade and subcontractor positions to date



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## Progress to Date Adults

- W/O staff continues to serve on the Mission Hiring Hall (MHH) Construction Advisory Board. MHH is a community based organization whose purpose is to meet immediate and long term employment needs of San Francisco's low to moderate income, unemployed and underemployed residents.
- W/O provides MHH trainees with quarterly jobsite information sessions and project tours.
- W/O and its trade subcontractors continue to work with CityBuild Academy to identify possible openings for graduate placement.
- W/O offers speakers to CityBuild Academy and provides forecasts of upcoming trade packages on the project.
- W/O gave a presentation to Rhonda Simmons, Director of Workforce Development, and Pat Mulligan, Director of CityBuild Academy, this quarter to update them on the project.



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# Apprenticeship Reporting, Tracking and Enforcement

- **Tracking**

- Apprenticeship Reporting requires tracking of every craft employed by each individual subcontract regardless of tier.
- There are two types of custom Elation tracking reports:
  - **Tracking Type #1 - Overall Hourly Ratio** – For apprenticeable crafts - except laborers and operators - a 1 to 5 hourly ratio must be met by the end of the job.
  - **Tracking Type #2 - Workers Employed Each Day** – Laborers and Operators are tracked by the number of workers employed on any given day and a minimum number of laborer or operator apprentices are required depending on the number of respective journeymen.

- **Enforcement**

- Webcor/Obayashi continues to use the Elation tracking reports to analyze progress and provide them as tools to trade subcontractors so they may enforce requirements and remain compliant with the project objectives.



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# Apprenticeship Reporting Trends

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

## OVERALL HOURS IN COMPLIANCE

Transit Center Building and Relocated Utilities Program

Total Journeymen Hours	93,394.25
Total Apprentice Hours	23,112.25
Total Work Hours	116,506.50
Percentage Apprentice Participation - Goal 16.67% (1:5)	<b>19.84%</b>



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# Apprenticeship Reporting Trends

Tracking Type #2 –  
Workers Employed Each Day – Laborers & Operators  
Transit Center Building and Relocated Utilities Program

