



113-0012024-002

Agenda Item **No. 4(a)**
Meeting of May 6, 2025

MEMORANDUM

TO: Community Investment and Infrastructure Commissioners

FROM: Thor Kaslofsky, Executive Director

SUBJECT: Workshop on the July 2023 – June 2024 Report on OCII Small Business Enterprise and Local Hiring Goals Practices

EXECUTIVE SUMMARY

The Office of Community Investment and Infrastructure (“OCII”), as Successor Agency to the former Redevelopment Agency of the City and County of San Francisco (“Former Agency”), has a long history of promoting equal opportunity in contracts for professional design and construction services and in the workforce of contractors performing work on OCII-assisted contracts. As a public entity separate from the City and County of San Francisco (“City”), OCII implements the Former Agency’s Equal Opportunity Programs (“EOP”) that are similar to, but not the same as, City policies. These EOP policies survived redevelopment dissolution because they were embedded in OCII’s enforceable obligations or contracts approved by the California Department of Finance. They are comprehensive and mirror City ordinances as detailed below.

OCII Policy	Similar SF City & County Policy
Small Business Enterprise (SBE) Policy (50% overall, with First Consideration for Project Area small businesses, applicable to OCII-assisted private projects)	Chapter 14B Ordinance: Local Business Enterprise and Non-discrimination in Contracting Ordinance
Nondiscrimination in Contracts and Equal Benefits Policy	Chapter 12B/12C Ordinances: Nondiscrimination in Contracts
Health Care Accountability Policy	Health Care Accountability Ordinance
Minimum Compensation Policy	Minimum Compensation Ordinance
Workforce Requirements (overall 50% local hire with First Consideration for Project Area residents, applicable to OCII-assisted private projects)	Mandatory Local Hiring Ordinance (30% on publicly funded contracts and private projects on public land)

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OCII Policy	Similar SF City & County Policy
Prevailing Wage Policy (Labor Standards) (required on OCII-assisted private projects)	Prevailing Wage (required of public works contracts, i.e., construction-related work financed with public assistance)

The focus of this report is on OCII’s SBE and Construction Workforce programs, and their performance during the period July 1, 2023 through June 30, 2024 (“FY 23-24”). Under OCII’s SBE and Construction Workforce policies, OCII establishes an ambitious good faith 50% goal for SBE participation and local construction workforce hiring in contracts that it oversees.

Contractors are required to perform good faith efforts in an attempt to meet the goals, and OCII staff works closely with each developer and/or their lead architects and general contractors to ensure compliance with these good faith efforts. Under the SBE Policy, the ability to meet the goal is dependent in part on (1) the availability of qualified SBEs capable of providing the goods or services required by the contract; and (2) the availability of SBEs who provide price quotes that are reasonable and do not exceed competitive levels.

During FY 23-24, three projects under OCII’s jurisdiction were awarded various contracts totaling \$234.1 million. On an aggregate basis, there are 44 projects totaling \$1 billion that are active or on hold as of June 30, 2024. These projects are at various stages of design and construction and include private market rate housing, stand-alone and inclusionary affordable housing, private commercial developments, and public infrastructure improvements.

For reporting purposes, SBE participation includes contract dollars credited through joint ventures and association agreements. Under OCII’s joint venture program, where an SBE and a non-SBE partner, and the SBE completes at least 35% of the work while receiving a proportional share of the contract dollars, 100% of the contract value counts toward the project’s SBE goal. This joint venture program applies to general contractors, subcontractors, and professional service consultants, and aims to incentivize partnerships between small and large firms to promote SBE participation, foster business growth, and build capacity within the SBE community.

Overall, projects initiated during this reporting period have a decreased SBE participation for both professional services and construction contracts,¹ as compared to last year. For professional service contracts, SBE participation reached 29.8% of total awards, below the 50% goal. This includes the environmental review contract with ICF which represents a highly specialized scope where availability of qualified SBEs and expertise is limited. Furthermore, due to the stage of OCII projects FY 23-24 did not include any new design phase professional service procurements where more opportunities for the local SBE design community typically exist. The limited number of design phase contracts is also

¹ The ability to break out supplier information in construction contracts remains difficult since contractors incorporate supplies into their basic bids. Therefore, contract amounts for construction and supplies are reported together. Staff encourages the utilization of SBE suppliers which helps to increase overall participation.

reflected in the lower total dollar amount for professional services of \$449,816, down from approximately \$8 million dollars in FY 22-23.

For construction contracts, SBE participation was at 45.0%, slightly down from 48.2% in FY 22-23. Notably, from FY 22-23 to FY 23-24, construction contracting activity increased 44.6% percent from \$161.5 million annually, to \$233.6 million annually. Construction contracts in FY 23-24 represented work on Transbay Block 2 East (family housing) and Transbay 2 West (senior housing), two large scale affordable housing developments. Creating opportunities for SBEs on large developments is challenging. However, OCII staff worked with our development partners to attempt to maximize opportunities made available to small businesses by breaking apart scopes of work, encouraging joint venture relationships, and SBE set asides for smaller scopes of work to ensure project numbers were as close as possible to OCII’s 50% SBE participation goal. (See Table 1)

Table 1 - July 2023 – June 2024 Summary of Contract Awards and Commitments by Work Type

FY 23-24 Summary	Total Dollars	SBE Dollars (Millions)	SBE % of Total
Professional Services	\$449,816	\$134,117	29.8%
Construction and Supplies	\$233,633,915	\$105,199,088	45.0%

During FY 23-24, contractors reported 3,395 workers performed over 606,658 work hours, of which 158,587 hours (or 26.1% of the total) for a total of \$6 million in wages were earned by San Francisco residents. This is an increase from 22.9% reported in the last report and represents 624 San Francisco residents who worked on OCII-administered project. This is an increase of 271 workers from the previous fiscal year. The increase in workforce hours is in part due to the start of construction of Transbay; Block 2 West, a senior housing project and Transbay Block 2 East, a family housing project both of which began construction in early 2024.

BACKGROUND

SBE Contracting

In November 2004, the Former Agency adopted the SBE Policy and replaced its Minority and Women Business Enterprise (“W/MBE”) Policy, which provided a preference for San Francisco-based businesses. The SBE Policy establishes a robust good faith 50% SBE participation goal on all agency-assisted contracts. Pursuant to the policy, the agency and all agency assisted contractors must use their best efforts to award at least 50% of contracts to SBEs. The standard of compliance for the 50% SBE goal is measured by adherence to good faith efforts, as prescribed in OCII’s SBE policy and as detailed in **Attachment C**.

The objective of the SBE Policy is to level the playing field for small businesses, particularly San Francisco-based small businesses, so that they may compete for OCII-assisted projects. In keeping with the overall objective of redevelopment, OCII continued the principle of “First Consideration” by offering priority to local businesses for contracting opportunities. Specifically, pursuant to the SBE

Policy, a developer or contractor shall give first consideration in the award of any OCII-assisted contracts in the following order: (1) Project Area SBEs, (2) Local SBEs (outside an OCII Project Area, but within San Francisco), and (3) all other SBEs (outside of San Francisco). Non-local SBEs are allowed to satisfy participation goals only if Project Area SBEs or Local SBEs are neither available nor qualified, or if their bids or fees are significantly higher than those of non-local SBEs.

OCII’s SBE Policy encourages proactive measures to engage SBEs. These measures include incentives for engaging SBEs in construction joint ventures and professional services associations (such as associate architects) to foster capacity building among SBEs. OCII’s SBE Policy applies to all OCII-assisted contracts, including agreements for development, ground leases, and loan agreements, among others. OCII’s SBE program is designed to encourage SBE participation by requiring developers, general contractors, and their subcontractors to perform good faith efforts to include SBEs in OCII-assisted contracts or agreements, and any subsequent agreements between the developer and its contractors or consultants.

As part of the SBE Policy, OCII adopted the practice of averaging a SBE’s gross receipts over its immediate prior five years to determine business size for purposes of qualifying as an SBE. To prevent marketplace confusion and improve program administration, OCII adopted size standards in July 2015 and amended the size standards in March 2022 to conform to the City and County of San Francisco’s Local Business Enterprise (“LBE”) Micro and Small LBEs Program.² To qualify as a SBE in an industry, a firm’s gross receipts (averaged over five years) must not exceed the following thresholds for the respective classifications:

Industry	OCII SBE Size Standard
Construction Contractors	\$24,000,000
Specialty Construction Contractors	\$14,000,000
Suppliers (goods/materials/ equipment and general services)	\$12,000,000
Professional Services	\$5,000,000
Trucking	\$5,000,000

²The City certifies Local Business Enterprises in three categories (ranked by smallest to largest gross receipts): (1) Micro-LBE, (2) Small-LBE, and (3) SBA-LBE. In March 2022, the OCII amended the SBE Policy to harmonize the size thresholds of the City’s Small-LBE.

Since dissolution of the Former Agency in 2012, OCII has overseen the award of over \$6.1 billion in contracts with nearly \$2 billion or 32.7% credited to SBEs.³ Of this amount just under \$1.2 billion has been credited to San Francisco-based SBEs. M/WBEs have also participated in a significant manner with slightly over \$1 billion in contracts or 17% of all awards, reflecting the ethnic and gender diversity of the region.

OCII staff work closely with developers and contractors in their contracting efforts. See the below OCII summary:

- Meets with developers and contractors to walk through OCII's contracting process and good faith efforts at the onset of a project.
- Reviews solicitation documents including requests for proposals and advertisements prior to release; assists with the release and publication of solicitations.
- Reviews scopes of work to maximize unbundling opportunities; recommends specific scopes for unbundling.
- Attends pre-bid and pre-solicitation meetings; and attends interviews, as applicable.
- Reviews proposal responses and bid summaries to verify SBE eligibility; ensures first consideration has been given to Project Area and San Francisco-based businesses.
- Reviews and approves teaming arrangements, when proposed; and suggests further solicitation efforts or teaming arrangements when goals are not met.
- Assesses whether a contractor's efforts were appropriate, sufficient, and of the quality, quantity, and intensity that should reasonably be expected to determine whether good faith efforts have been made.
- Assesses whether negotiations were conducted in good faith, such as offering opportunities for a partial scope and not rejecting outright a bid for partial work.
- Meets with local small business affinity groups representing the SBE/LBE and Project Area community and small business support organizations like San Francisco Bayview Renaissance Entrepreneurship Center to understand the concerns and needs of the local small business contracting community and inform best practices.

Pursuant to the SBE Policy, OCII encourages developers and contractors to increase opportunities for SBEs through individual scopes of work and/or joint venture or association arrangements in furtherance of the 50% SBE goal. For this report, OCII staff looked at projects and contracts that were reviewed and approved by the Commission or awarded by developers and their contractors during FY 23-24.

During this reporting period, two affordable housing projects with contracts valued at approximately \$233.6 million were awarded for construction services. These projects include:

- Transbay Block 2 East affordable housing, 184 units

³ OCII will recognize JVs and Associations between non-SBE firms and SBE firms where the SBE partner performs at least 35% of the work defined in the JV or Association agreement and receives at least 35% (or a proportionate share, whichever is higher) of the dollars to be earned by the JV or Association. Under this arrangement, OCII will deem the JV or Association to be an SBE for the purposes of meeting the SBE goal. (see also OCII SBE Policy, section III(e))

- Transbay Block 2 West affordable housing, 151 units

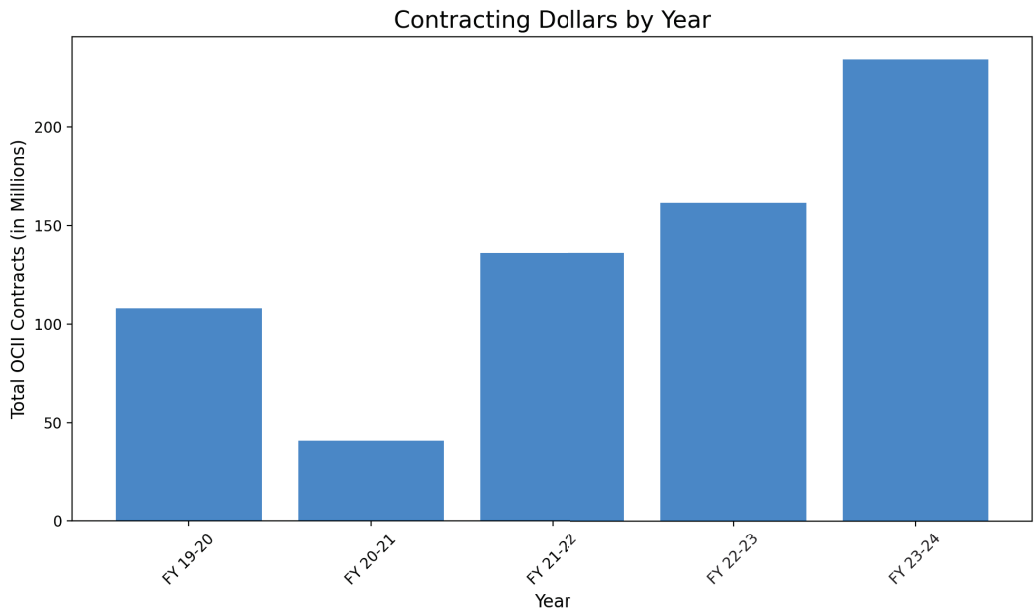
Under the SBE Policy, joint ventures and associations that include significant SBE participation (i.e., more than 35% of the contract's value) are given full SBE credits toward meeting the SBE goal. In FY 23-24 nearly \$105.2 million were credited to SBEs, representing nearly 45.0% of the total value of contracts. This figure includes the Swinerton Rubecon General Contractor Joint Venture on Transbay Blocks 2 East and 2 West.

The San Francisco construction and development sector continues to recover from the impact of the COVID-19 pandemic. Contracting activities, for example, declined precipitously during the pandemic, and the slowdown in contracting was particularly detrimental to small businesses. From 2021 to present we have experienced a slow but steady recovery in contracting activity, as articulated in more detail below:

- In **FY19-20** (which covers the period July 1, 2019 through June 30, 2020), over \$108 million in contracts were awarded by OCII's development partners.
- In **FY 20-21** (which covers the period July 1, 2020 through June 30, 2021), with the impact of the pandemic beginning in March 2020, total contracts awarded fell to \$41 million, representing a decline of 55%.
- In **FY21-22** (which covers the period July 1, 2021 through June 30, 2022), contracting activity began to recover and OCII awards increased to \$136 million, representing an increase of \$95 million over the prior year.
- In **FY 22-23** (which covers the period July 1, 2022 through June 30, 2023), contracts increased to \$161.5 million, an increase of approximately \$25.5 million over the prior year.
- In **FY 23-24** (which covers the period July 1, 2023 through June 30, 2024), contracting activity increased again to approximately \$234.1 million, an increase of approximately \$72.6 million over the prior year.

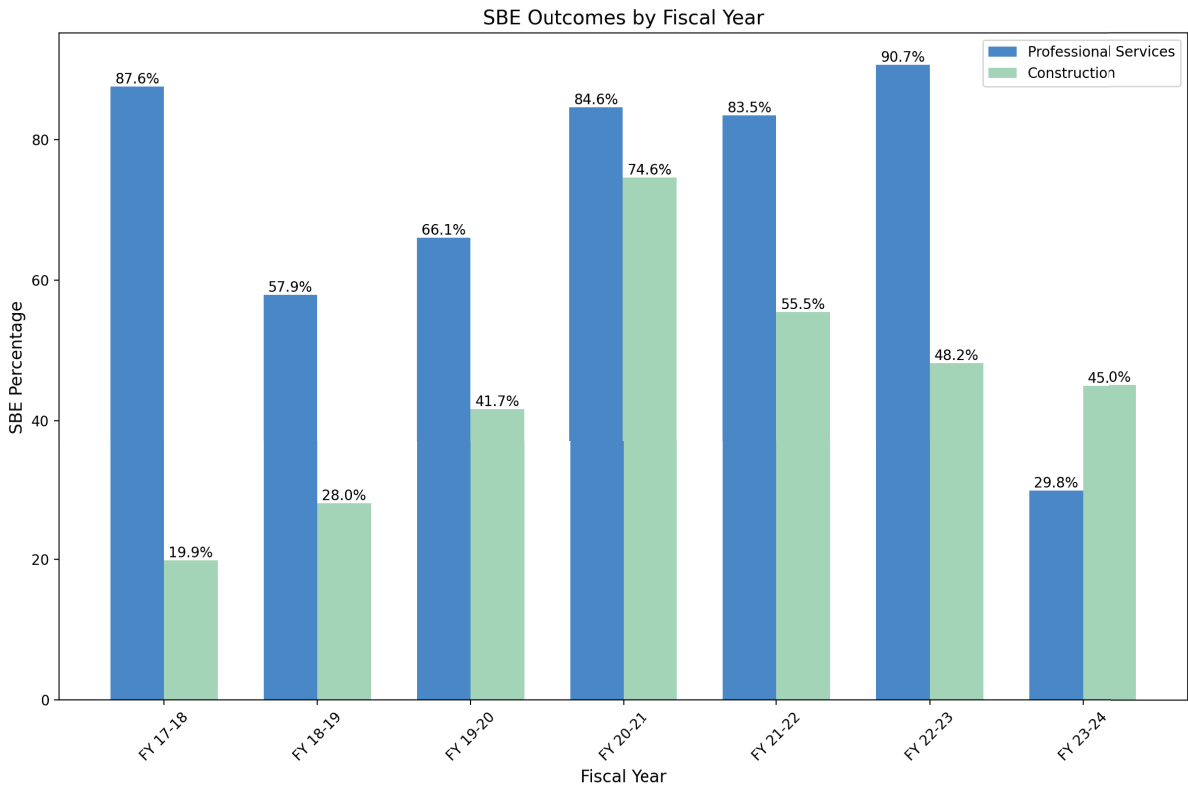
As contracting opportunities increase, OCII and its development partners continue to make efforts to provide opportunities for small business contracting. Total OCII Contract Awards are shown from FY 19-20 through FY 23-24 in Chart 1 below to demonstrate the impact of COVID-19, and the steady growth in contracting activities following the pandemic.

Chart 1 – OCII Contract Awards for FY 19-20 through FY 23-24



Annual SBE participation percentages for professional services and construction contracts for the past seven fiscal years are shown in Chart 2.

Chart 2 – Annual SBE Percentages for FY 17-18 through FY 23-24



Minority and Women Businesses

At the request of the Commission, OCII staff gathers minority and women ownership data on the make-up of SBE firms participating in OCII-assisted contracts. OCII staff gathers data from the City's General Services Agency's Contract Monitoring Division and several publicly available databases including:

- California Unified Certification Program database of DBEs (disadvantaged business enterprises)
- California Public Utilities Commission Supplier Clearinghouse of W/MBEs (women and minority owned firms)
- U.S. General Services Administration (GSA) System for Award Management (SAM.gov)
- U.S. Small Business Administration (SBA) Dynamic Small Business Search database (http://dsbs.sba.gov/dsbs/search/dsp_dsbs.cfm)

Notably, the available information on gender and/or ethnicity is incomplete self-reported and unverified and therefore may be partially unreliable. In addition, the ethnic and gender data are presented for firms where such data is publicly available and has not been screened for economic disadvantaged status meeting OCII SBE size standards. Nevertheless, the information gathered provides an approximate overview of minority and gender data for informational purposes.

OCII urges our development partners to award contracts to M/WBE firms at a level that represents the ethnicity and gender diversity of San Francisco. OCII has long urged developers to make good faith efforts to include diverse small business participation, which affords greater economic impact on communities of color. See the breakdown and Table 2 below:

- In FY 18-19, for example, approximately 25% of contracts were awarded to M/WBEs.
- In FY 20-21, over 59% of contracts (or \$24 million) were awarded to M/WBEs.
- In FY 22-23, 38.6% of contracts or \$62.4 million were credited to M/WBEs.
- In FY 23-24 \$77.2 million, or 33.0% of contracts or were credited to M/WBEs.

OCII staff will continue to devote time, attention, and resources to ensure equity is considered among our development partners in their award of contracts.

Table 2 – Awards and Commitments by Minority and Gender Status

FY 23-24 Summary	Total Contracts FY 23-24	MBE \$	WMBE \$	WBE \$	Total M/WBE \$	MBE %	WMBE %	WBE %	Total M/WBE %
Professional Services	\$ 449,816	\$ -	\$ 9,000	\$ 68,740	\$ 77,740	0.0%	2.0%	15.3%	17.3%
Construction and Supplies	\$ 233,633,915	\$ 59,173,157	\$ 2,514,997	\$ 15,431,613	\$ 77,119,767	25.3%	1.1%	6.6%	33.0%
Total	\$ 234,083,731	\$ 59,173,157	\$ 2,523,997	\$ 15,500,353	\$ 77,197,507	25.3%	1.1%	6.6%	33.0%

Please refer to **Attachments A-1 and A-2** for individual project details for FY 23-24 and a cumulated total, respectively. A listing of vendors for the FY 23-24 reporting period is available upon request.

Construction Workforce

OCII has a good faith local workforce hiring goal of 50%, with First Consideration for Project Area residents, and requires contractors to adhere to State prevailing wage requirements. Since 2012, over 53,285 workers (of which 8,025, or 15.1% are San Francisco residents) have performed over 18.9 million construction hours on OCII-administered projects. San Francisco residents performed over 3.8 million hours or 20.4% of the total, garnering \$162.9 million in wages.

OEWD Services

OCII utilizes the CityBuild division of the San Francisco Office of Economic and Workforce Development ("OEWD") to work with resident workers on training, referrals, and placements; and with general contractors and subcontractors on worker needs, requests for workers, referrals, and day-to-day construction workforce compliance services. In addition, OCII staff meets regularly with CityBuild to discuss and assess progress of OCII's workforce program and meets jointly with CityBuild and general contractors in the Hunters Point Shipyard and Bayview Hunters Point Project Areas to assess progress specifically on the hiring of residents in Bayview Hunters Point ("BVHP"). This ensures that District 10 residents are given priority in hiring in accordance with the BVHP Workforce and Contracting Policy which requires good faith efforts towards a 50% local workforce hiring goal on OCII projects, with First Consideration to BVHP Residents. OCII and OEWD monitor workforce compliance through the web-based monitoring and reporting system, LCPtracker, Inc. Contractors and subcontractors are required to submit certified payroll reports through this system which tracks, by project and trade, each hour worked by a contractor's or subcontractor's employees. The system also tracks employee information such as residence and, in most cases, ethnic and gender data (as voluntarily provided by the employer).

A detailed list of the Compliance measures that OCII and CityBuild utilize is included in Attachment D.

For this report, OCII staff extracted data from LCPtracker and separately identified and reported those work hours performed by San Francisco residents, and those performed by individuals residing in the BVHP ZIP codes of 94124, 94107, and 94134. In addition, data on minority and women workers is also gathered for informational purposes.

During FY 23-24, contractors reported 3,395 workers performed over 606,658 work hours, of which 158,587 hours (or 26.1% of the total) were performed by San Francisco residents. This is an increase from 21.9% reported in the last report and represents 624 San Francisco residents who worked on OCII-administered project. This is an increase 271 workers from the previous year. (See Table 3).

Table 3 – Construction Workforce Comparison FY 20-21 through FY 23-24

	FY 23-24	FY 22-23	FY 21-22	FY 20-21
Local Hours	158,587	62,987	60,415	151,817
Total Hours	606,713	274,883	232,761	920,965
SF % of Total Hours	26.1%	22.9%	26.0%	16.5%

Local Hiring Trends

While OCII has made progress in boosting local workforce engagement in the last fiscal year, achieving the 50% target remains challenging due to issues around local workforce supply to meet the demand in specific trades with limited availability such as elevator workers, operating engineers, roofers, cement masons, pile drivers; and post-pandemic economic recovery.

Prior to the COVID-19 pandemic, robust economic growth created a high demand for construction labor, depleting the local worker pool, and impacting contractors' ability to meet local workforce goals. Thus, in the years immediately preceding the pandemic (2020), while workforce activity was abundant, local workforce participation percentages on OCII projects struggled based on the limited supply of local workers and the demand for their labor across various city departments.

Starting in March 2020, the COVID-19 pandemic slowed construction and development, and consequentially total construction hours declined. This trend continued for several years with the total number of construction hours declining 63% from FY 19-20 to FY 20-21 and 75% from FY 20-21 to FY 21-22. While the total number of construction hours on OCII projects declined, local hours rose due to increased availability among local workers seeking opportunities.

From FY 21-22 to FY 22-23 construction entered a period of recovery with total workforce hours increasing 18%. From FY 22-23 to FY 23-24 there was a substantial 120.7% increase in construction hours on OCII projects. OCII's projects also experienced an increase in local hiring percentages during FY 23-24 to 26.1% from 21.9% in FY 22-23.

Additional Factors

In addition to macroeconomic factors, trade unions dispatching policies influence local placement rates by trade. While CityBuild oversees local hire recommendations on OCII projects, union dispatching regulations limit how many local hires can be dispatched off the out of work list in specific trades, mainly due to distinctions between "list" and "hunt" trades.

List trades include specialized workers such as electricians, plumbers, and sheet metal workers. They operate under an ordered out-of-work list system that emphasizes fairness through a first-in, first-out method. While this approach ensures equitable opportunities for those on the list, it does not accommodate local hire requests, as placements are exclusively managed by the unions. As a result, CityBuild has limited influence over placements for these trades.

In contrast, hunt trades offer more accessible entry points for individuals starting careers in construction and include the Carpenters and Laborers Unions. While these unions also use out-of-work lists, they offer more flexible placement practices, enabling increased collaboration. San Francisco has a City-wide Project Labor Agreement with the San Francisco Building and Construction Trades Council on public works projects, which includes agreements with CityBuild to prioritize graduates to enter union apprenticeship with the unions who are part of the agreement this benefits OCII because it increases availability of San Francisco apprentices available for referral.

Worker Pipeline and CityBuild Academy

In a continued effort to build and sustain the pipeline of local workers to refer to OCII and other City projects, in 2022 OEWD returned to full-time in-person training for the CityBuild Academy pre-apprenticeship training program. During FY 23-24 CityBuild Training had several training Cycles. Cycles 39 and 40 were completed with 88 total graduates. Of the 88 graduates, 71 (or 81%) were hired onto local projects including the 1450 Owens Street, an OCII-administered project. More recently, CityBuild Academy completed Cycles 41 with 43 trainees. Cycle 41 started on August 5, 2024, and completed in early November 2024.

In adherence to the Citywide Project Labor Agreement,⁴ OEWD completed Direct-Entry Agreements with all 22 local trade organizations. These agreements allow graduates of the CityBuild Academy pre-apprenticeship training program priority and direct-entry access to the local unions and apprenticeship programs, further strengthening the pipeline of local construction workers.

To create additional opportunities for residents within the construction industry, CityBuild also operates the CityBuild Pro, a program focused on administrative and back-office management training within the construction industry. In FY 23-24, CityBuild Pro graduated 35 individuals from Cycles 28 and 29, equipping them as qualified job seekers for administrative and back-office opportunities. This program offers an alternative entry point into the construction field, fostering career pathways in both on-site roles and office-based career positions.

OCII Trainee Program

OCII also administers an Architecture and Engineering Trainee Hiring Program (“Trainee Program”) pursuant to OCII’s SBE Policy. The Trainee Program was established in partnership with OEWD and provides San Francisco college students studying architecture, engineering and construction

⁴ [Citywide Project Labor Agreement – OLSE Information page](https://www.sf.gov/information/citywide-project-labor-agreement)
<https://www.sf.gov/information/citywide-project-labor-agreement>

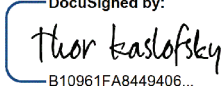
management with professional training opportunities with consultants working on OCII projects. As a long-standing partner, OEWD worked with OCII to establish the program in 2016, and helped to establish relationships with stakeholders, as well as facilitate programmatic funding streams. OEWD supports the Trainee Program under the umbrella of the Mayor's Opportunities for All initiative which provides internship opportunities for San Francisco youth ages 16-24, though OCII's program does not have age restrictions.

During FY 23-24, the Contract Compliance Division implemented the ninth cycle of the Trainee Program in collaboration with Japanese Youth Community Center ("JCYC"). As part of this ninth program cycle, seven local college students were placed in summer internships, including five who were hired by architectural firms and two who were hired in project management roles at construction firms. In addition to facilitating operations during the summer sessions, JCYC assists with student recruitment efforts, acts as a third-party employer for participating students, takes on a human resource function as a liaison between students and employers, provides support services for students, and leads professional development trainings.

In addition to summer job placements, the Trainee Program includes a professional development component consisting of weekly workshops on topics including financial literacy, job search/interviewing strategies, portfolio/resume writing, and community advocacy/racial equity. Seminars are hosted by program staff and guest speakers including staff from sponsoring employers and other industry leaders. By engaging the local design community in the professional development component, the Trainee Program expands opportunities for stakeholders to provide guidance and mentorship beyond employment. During the summer 2024, interns also enjoyed site visits including an engineer's tour of the Chase Center hosted by the Golden State Warriors; a tour of 720 Stanyan Street, a MOHCD affordable housing project; and a tour of 555 Bryant Street, a SOMA mixed use development.

Since the Trainee Program's inception in 2016, the program has placed eighty-six students at forty-two firms representing a crucial pipeline for San Franciscans seeking careers in the design field. This summer one former intern joined the program staff as a fellow. Additionally, Trainee Program staff at OCII and JCYC regularly engage with stakeholders at City College and San Francisco State University to strengthen the student pipeline and to ensure the program services a population that is reflective of the ethnic and gender diversity of the City and County of San Francisco. Through thoughtful efforts, collaborative partnerships, and strong stakeholder relationships, the Trainee Program is steadily creating a pathway for the next generation of design professionals.

(Originated by George Bridges, Contract Compliance Supervisor and Maria Pecot, Contract Compliance Specialist III)

DocuSigned by:

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Thor Kaslofsky
Executive Director

- Attachment A-1: FY 23-24 SBE Dollars by Project Summary Report
- Attachment A-2: Accumulated SBE Dollars by Project Summary Report
- Attachment B-1: FY 23-24 Work Force Summary Report
- Attachment C: Good Faith Efforts (SBE Policy)
- Attachment D: Workforce Compliance Measures

Annual OCII SBE Dollars by Project Summary										(Contracts awarded between 7/1/23 through 6/30/24)						ATTACHMENT A-1		
Project Area Project	Project Type	Housing Type	Sponsor	General Contractor	Units		Status	Completion Date	Amount	Figures are based on SBE Credits					SBE Participation			
					Total	Affordable				SBE Goal Credit	SF-SBE	Informational Purposes Only						
Project Status: In Construction																		
Transbay																		
Transbay Block 2 East: Construction (Construction and supplies)	Affordable Housing	Rental - Low Income	Mercy Housing	Swinerton / Rubecon JV	184	184	In Construction	2026	140,197,183	54,763,416 39.1%	52,021,326 37.1%	36,917,706 26.3%	643,634 0.5%	2,754,806 2.0%	31,344,958 22.4%			
Transbay Block 2W: Construction (Construction and supplies)	Stand Alone Affordable Housing	Rental - Very Low Income Senior	Chinatown Community Development Center	Swinerton / Rubencon JV	151	151	In Construction	2026	93,436,732	50,435,672 54.0%	46,867,479 50.2%	22,255,451 23.8%	1,871,363 2.0%	12,676,807 13.6%	38,006,670 40.7%			
Subtotal									233,633,915	105,199,088 45.0%	98,888,805 42.3%	59,173,157 25.3%	2,514,997 1.1%	15,431,613 6.6%	69,351,628 29.7%			
Summary for Project Area = Transbay									233,633,915	105,199,088 45.0%	98,888,805 42.3%	59,173,157 25.3%	2,514,997 1.1%	15,431,613 6.6%	69,351,628 29.7%			
TOTAL FOR IN CONSTRUCTION PROJECTS									233,633,915	105,199,088 45.0%	98,888,805 42.3%	59,173,157 25.3%	2,514,997 1.1%	15,431,613 6.6%	69,351,628 29.7%			
Project Status: In Design																		
Mission Bay																		
Mission Bay 4E-12W CEQA (Professional Consulting)	Miscellaneous	n/a	ICF jones & Stokes	n/a			In Design	2025	449,816	134,117 29.8%	105,277 23.4%	0 0.0%	9,000 2.0%	68,740 15.3%	134,117 29.8%			
Subtotal									449,816	134,117 29.8%	105,277 23.4%	0 0.0%	9,000 2.0%	68,740 15.3%	134,117 29.8%			
Summary for Project Area = Mission Bay									449,816	134,117 29.8%	105,277 23.4%	0 0.0%	9,000 2.0%	68,740 15.3%	134,117 29.8%			
TOTAL FOR IN DESIGN PROJECTS									449,816	134,117 29.8%	105,277 23.4%	0 0.0%	9,000 2.0%	68,740 15.3%	134,117 29.8%			
*SBE credit granted prior to firm graduating from size standard.																		
Professional Consulting Sub-total									449,816	134,117 29.8%	105,277 23.4%	0 0.0%	9,000 2.0%	68,740 15.3%	134,117 29.8%			
Construction Sub-total									233,633,915	105,199,088 45.0%	98,888,805 42.3%	59,173,157 25.3%	2,514,997 1.1%	15,431,613 6.6%	69,351,628 29.7%			
GRAND TOTAL (subject to rounding differences)									234,083,731	105,333,205 45.0%	98,994,082 42.3%	59,173,157 25.3%	2,523,997 1.1%	15,500,353 6.6%	69,485,745 29.7%			

OCII SBE Dollars by Project Summary (Status of All Active Projects as of June 30, 2024)															ATTACHMENT A-2	
Project Area Project	Project Type	Housing Type	Sponsor	General Contractor	Units		Status	Completion Date	Amount	Figures are based on SBE Credits					SBE Participation	
					Total	Affordable				SBE Goal	Credit	SF-SBE	Informational Purposes Only			
Project Status: In Closeout																
Hunters Point Shipyard/ Candlestick Point																
HPSY Phase I: Block 52 (Professional Consulting)	Market Rate/Inclusionary Housing	Homeownership	Lennar	Lennar	77	9	In Construction	2025	7,149,264	4,137,371 57.9%	3,851,719 53.9%	183,000 2.6%	90,480 1.3%	3,755,209 52.5%	4,137,371 57.9%	
HPSY Phase I: Block 52 Construction (Construction and supplies)	Market Rate/Inclusionary Housing	Homeownership	Lennar	Lennar	77	9	In Construction	2025	27,137,998	19,895,431 73.3%	16,450,357 60.6%	14,425,407 53.2%	1,876,950 6.9%	0 0.0%	16,206,862 59.7%	
Subtotal									34,287,262	24,032,802 70.1%	20,302,076 59.2%	14,608,407 42.6%	1,967,430 5.7%	3,755,209 11.0%	20,344,233 59.3%	
Summary for Project Area = Hunters Point Shipyard/ Candlestick Point									34,287,262	24,032,802 70.1%	20,302,076 59.2%	14,608,407 42.6%	1,967,430 5.7%	3,755,209 11.0%	20,344,233 59.3%	
Mission Bay																
Mission Bay South Block 9A (Professional Consulting)	Affordable Housing	Homeownership	Curtis Development, Michael Simmons Property Development, and Young Community Developers	Baines/Nibbi, JV	148	148	In Construction	2025	4,649,590	3,525,040 75.8%	1,589,400 34.2%	828,100 17.8%	175,100 3.8%	64,400 1.4%	1,804,500 38.8%	
Mission Bay South Block 9A (Construction) (Construction)	Affordable Housing	Homeownership	Curtis Development, Michael Simmons Property	Baines/Nibbi, JV	148	148	In Construction	2025	95,196,600	40,741,769 42.8%	32,060,518 33.7%	28,975,092 30.4%	1,551,183 1.6%	1,591,877 1.7%	23,372,007 24.6%	
Mission Bay South Park P3 Public Improvements Project (Construction and supplies)	Infrastructure	n/a	FOCIL-MB, LLC	Hoseley Corporation	n/a	n/a	In Closeout	2022	7,434,751	5,856,239 78.8%	5,541,451 74.5%	0 0.0%	746,000 10.0%	0 0.0%	5,856,239 78.8%	
Subtotal									107,280,941	50,123,048 46.7%	39,191,369 36.5%	29,803,192 27.8%	2,472,283 2.3%	1,656,277 1.5%	31,032,746 28.9%	
1450 Owens Street, MBS Blocks 41-43 Parcel 7 (Professional Consulting)	Commercial Building Construction	n/a	ARE	Truebeck Construction	-	-	In Construction	2024	1,329,268	906,580 68.2%	896,580 67.4%	84,500 6.4%	524,720 39.5%	50,000 3.8%	731,080 55.0%	
1450 Owens (Construction and supplies)	Commercial Office Building	n/a	ARE	Truebeck Construction	-	-	In Construction	2024	116,779,740	19,088,861 16.3%	8,292,104 7.1%	6,297,777 5.4%	896,372 0.8%	0 0.0%	13,494,192 11.6%	
Subtotal									118,109,008	19,995,441 16.9%	9,188,684 7.8%	6,382,277 5.4%	1,421,092 1.2%	50,000 0.0%	14,225,272 12.0%	
Summary for Project Area = Mission Bay									225,389,949	70,118,489 31.1%	48,380,053 21.5%	36,185,469 16.1%	3,893,375 1.7%	1,706,277 0.8%	45,258,019 20.1%	
Transbay																
Transbay Block 1 (Professional Consulting)	Market Rate/Affordable/Inclusionary Housing	Condominiums	Tishman Speyer	Lendlease	392	156	In Closeout	2024	5,060,832	4,515,140 89.2%	4,361,893 86.2%	213,558 4.2%	2,871,740 56.7%	250,260 4.9%	2,467,779 48.8%	
Transbay Block 1 (Construction and Supplies)	Market Rate/Affordable/Inclusionary Housing	Condominiums	Tishman Speyer	Lendlease	392	156	In Closeout	2022	247,289,871	43,197,556 17.5%	16,985,353 6.9%	26,419,870 10.7%	1,042,080 0.4%	4,372,939 1.8%	43,197,556 17.5%	

Project Area Project										Figures are based on SBE Credits					SBE Participation	
										SBE Goal Credit		SF-SBE	Informational Purposes Only			
Project Type		Housing Type	Sponsor	General Contractor	Units Total Affordable		Status	Completion Date	Amount	MBE	WMBE	WBE				
Subtotal									252,350,703	47,712,696 18.9%	21,347,246 8.5%	26,633,428 10.6%	3,913,820 1.6%	4,623,199 1.8%	45,665,335 18.1%	
Summary for Project Area = Transbay									252,350,703	47,712,696 18.9%	21,347,246 8.5%	26,633,428 10.6%	3,913,820 1.6%	4,623,199 1.8%	45,665,335 18.1%	
TOTAL FOR IN CLOSEOUT PROJECTS									512,027,914	141,863,987 27.7%	90,029,375 17.6%	77,427,304 15.1%	9,774,625 1.9%	10,084,685 2.0%	111,267,587 21.7%	
Project Status: In Construction																
Hunters Point Shipyard/ Candlestick Point																
Block 56 Design (Professional Consulting)		Affordable Housing	Rental - Low Income	Mercy Housing California and San Francisco Housing Development Corporation	Baines/Nibbi, JV	73	72	In Construction	2025	2,781,536	2,752,036 98.9%	2,539,036 91.3%	572,470 20.6%	209,250 7.5%	1,314,466 47.3%	1,625,656 58.4%
HPSY Phase I -Block 56 (Construction and supplies)		Affordable Housing	Rental - Low Income	Mercy Housing California	Baines/Nibbi JV	73	72	In Construction	2025	52,307,457	22,896,692 43.8%	14,801,933 28.3%	11,086,102 21.2%	2,316,621 4.4%	241,932 0.5%	15,319,180 29.3%
Subtotal									55,088,993	25,648,728 46.6%	17,340,969 31.5%	11,658,572 21.2%	2,525,871 4.6%	1,556,398 2.8%	16,944,836 30.8%	
HPSY II/CP: Artist Building (Professional Consulting)		Commercial Building Construction	n/a	FivePoint	BCCI Construction Company	n/a	n/a	On Hold	On Hold	1,091,352	324,953 29.8%	282,553 25.9%	110,000 10.1%	172,553 15.8%	0 0.0%	246,628 22.6%
HPSY II/CP: Artist Replacement Space Building (Construction and Supplies)		Commercial Building Construction	n/a	FivePoint	BCCI Construction Company	n/a	n/a	On Hold	On Hold	12,279,933	5,751,472 46.8%	1,361,642 11.1%	999,345 8.1%	50,750 0.4%	0 0.0%	5,751,472 46.8%
Subtotal									13,371,285	6,076,425 45.4%	1,644,195 12.3%	1,109,345 8.3%	223,303 1.7%	0 0.0%	5,998,100 44.9%	
HPSY Phase I: Blocks 52 and 54 (Professional Consulting)		Affordable Housing	Rental - Very Low Income	The Jonathan Rose Companies and Bayview Hunters Point Multipurpose Senior Services	Baines/Nibbi, JV	112	111	In Construction	2025	3,006,893	2,668,140 88.7%	2,395,140 79.7%	195,000 6.5%	0 0.0%	2,060,240 68.5%	1,379,775 45.9%
HPSY Phase I: Blocks 52 and 54 (Construction and supplies)		Affordable Housing	Rental - Very Low Income	The Jonathan Rose Companies and Bayview Hunters Point Multipurpose Senior Services	Baines/Nibbi, JV	112	111	In Construction	2025	99,847,783	51,686,148 51.8%	43,833,520 43.9%	41,792,795 41.9%	504,389 0.5%	355,000 0.4%	29,452,110 29.5%
Subtotal									102,854,676	54,354,288 52.8%	46,228,660 44.9%	41,987,795 40.8%	504,389 0.5%	2,415,240 2.3%	30,831,885 30.0%	
Summary for Project Area = Hunters Point Shipyard/ Candlestick Point									171,314,954	86,079,441 50.2%	65,213,824 38.1%	54,755,712 32.0%	3,253,563 1.9%	3,971,638 2.3%	53,774,821 31.4%	
Mission Bay																
Mission Bay Park P19 and P22 (Construction and supplies)		Infrastructure	n/a	Mission Bay Development Group	Hoseley Corporation	n/a	n/a	In Construction	2025	20,699,999	17,518,153 84.6%	14,195,976 68.6%	1,132,657 5.5%	0 0.0%	75,000 0.4%	17,518,153 84.6%
Subtotal									20,699,999	17,518,153 84.6%	14,195,976 68.6%	1,132,657 5.5%	0 0.0%	75,000 0.4%	17,518,153 84.6%	

Project Area										Figures are based on SBE Credits					SBE Participation									
										SBE Goal Credit		SF-SBE	Informational Purposes Only											
Project	Project Type	Housing Type	Sponsor	General Contractor	Units Total Affordable		Status	Completion Date	Amount			MBE	WMBE	WBE										
Mission Bay South Bayfront Park P22 (Professional Consulting)										Infrastructure	n/a	Mission Bay Development Group	Hoseley	n/a	n/a	In Construction	2024	489,585	342,571 70.0%	342,571 70.0%	144,000 29.4%	1,872 0.4%	25,814 5.3%	342,571 70.0%
Subtotal																	489,585	342,571 70.0%	342,571 70.0%	144,000 29.4%	1,872 0.4%	25,814 5.3%	342,571 70.0%	
Summary for Project Area = Mission Bay																	21,189,584	17,860,724 84.3%	14,538,547 68.6%	1,276,657 6.0%	1,872 0.0%	100,814 0.5%	17,860,724 84.3%	
Transbay																								
Transbay Block 2 East (Professional Design)										Stand Alone Affordable Housing	Rental - Low Income	Mercy Housing	Swinerton/Rubec on JV	184	184	In Construction	2026	4,285,302	3,965,452 92.5%	3,731,952 87.1%	1,664,843 38.9%	1,656,250 38.6%	228,219 5.3%	3,558,802 83.0%
Transbay Block 2 West (Professional Design)										Stand Alone Affordable Housing	Rental - Very Low Income Senior	Chinatown Community Development Corp.	Swinerton/Rubec on JV	151	151	In Construction	2026	3,800,079	3,376,429 88.9%	3,236,079 85.2%	392,693 10.3%	108,205 2.8%	2,598,241 68.4%	865,729 22.8%
Transbay Block 2 East: Construction (Construction and supplies)										Affordable Housing	Rental - Low Income	Mercy Housing	Swinerton / Rubecon JV	184	184	In Construction	2026	140,197,183	54,763,416 39.1%	52,021,326 37.1%	36,917,706 26.3%	643,634 0.5%	2,754,806 2.0%	31,344,958 22.4%
Transbay Block 2W: Construction (Construction and supplies)										Stand Alone Affordable Housing	Rental - Very Low Income Senior	Chinatown Community Development Center	Swinerton / Rubencon JV	151	151	In Construction	2026	93,436,732	50,435,672 54.0%	46,867,479 50.2%	22,255,451 23.8%	1,871,363 2.0%	12,676,807 13.6%	38,006,670 40.7%
Subtotal																	241,719,295	112,540,968 46.6%	105,856,835 43.8%	61,230,692 25.3%	4,279,452 1.8%	18,258,073 7.6%	73,776,158 30.5%	
Summary for Project Area = Transbay																	241,719,295	112,540,968 46.6%	105,856,835 43.8%	61,230,692 25.3%	4,279,452 1.8%	18,258,073 7.6%	73,776,158 30.5%	
TOTAL FOR IN CONSTRUCTION PROJECTS																	434,223,832	216,481,133 49.9%	185,609,206 42.7%	117,263,061 27.0%	7,534,887 1.7%	22,330,525 5.1%	145,411,703 33.5%	
Project Status: In Design																								
Hunters Point Shipyard/ Candlestick Point																								
HPSY II/CP: Candlestick Point Major Phase 1 Engineering (Professional Consulting)										Infrastructure	n/a	FivePoint	-	n/a	n/a	In Design	on-going	482,307	123,690 25.6%	115,418 23.9%	67,202 13.9%	56,488 11.7%	0 0.0%	123,690 25.6%
HPSY II/CP: Environmental Technical Services Consultants (Professional Consulting)										Infrastructure	n/a	FivePoint	-	n/a	n/a	In Design	on-going	896,630	452,000 50.4%	148,000 16.5%	108,000 12.0%	0 0.0%	125,000 13.9%	452,000 50.4%
Subtotal																	1,378,937	575,690 41.7%	263,418 19.1%	175,202 12.7%	56,488 4.1%	125,000 9.1%	575,690 41.7%	
HPSY Phase I: Block 1 (Professional Consulting)										Market Rate/Inclusionary Housing	Homeownership	Tabernacle Affiliated Developers/Amanco Development Assoc. LLC	TBD	224	24	In Design	TBD	4,157,248	3,789,418 91.2%	1,689,418 40.6%	2,182,500 52.5%	875,270 21.1%	107,648 2.6%	3,431,918 82.6%
Subtotal																	4,157,248	3,789,418 91.2%	1,689,418 40.6%	2,182,500 52.5%	875,270 21.1%	107,648 2.6%	3,431,918 82.6%	
HPSY Phase I: Block 48 Stage 1A (Professional Consulting)										Market Rate/Inclusionary Housing	Homeownership	Lennar	TBD	47	5	In Design	TBD	2,262,827	712,626 31.5%	649,605 28.7%	464,405 20.5%	0 0.0%	39,898 1.8%	712,626 31.5%
HPSY Phase I: Block 48 Stage 1B (Professional Consulting)										Market Rate/Inclusionary Housing	Homeownership	Lennar	TBD	50	7	In Design	TBD	1,104,685	871,521 78.9%	830,987 75.2%	692,669 62.7%	0 0.0%	19,768 1.8%	862,519 78.1%

Project Area Project										Figures are based on SBE Credits					SBE Participation
										SBE Goal Credit		SF-SBE	Informational Purposes Only		
Project	Project Type	Housing Type	Sponsor	General Contractor	Total	Units Affordable	Status	Completion Date	Amount			MBE	WMBE	WBE	
HPSY Phase I: Block 48 Stage 2A (Professional Consulting)										1,960,093 86.7%	1,859,743 82.2%	75,348 3.3%	0 0.0%	1,416,372 62.6%	1,056,820 46.7%
HPSY Phase I: Block 48 Stage 2B (Professional Consulting)										278,330 27.6%	233,094 23.2%	33,852 3.4%	0 0.0%	18,228 1.8%	269,328 26.7%
HPSY Phase I: Block 48 Stage 3A (Professional Consulting)										189,532 27.8%	155,421 22.8%	27,682 4.1%	0 0.0%	14,906 2.2%	180,530 26.5%
HPSY Phase I: Block 48 Stage 3B (Professional Consulting)										254,350 32.2%	229,410 29.1%	33,834 4.3%	0 0.0%	18,218 2.3%	245,348 31.1%
Subtotal									8,106,670	4,266,452 52.6%	3,958,260 48.8%	1,327,790 16.4%	0 0.0%	1,527,390 18.8%	3,327,170 41.0%

Summary for Project Area = Hunters Point Shipyard/ Candlestick Point	13,642,854	8,631,560 63.3%	5,911,096 43.3%	3,685,492 27.0%	931,758 6.8%	1,760,038 12.9%	7,334,778 53.8%
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Mission Bay															
Mission Bay 4E-12W CEQA (Professional Consulting)	Miscellaneous	n/a	ICF jones & Stokes	n/a			In Design	2025	449,816	134,117 29.8%	105,277 23.4%	0 0.0%	9,000 2.0%	68,740 15.3%	134,117 29.8%
Subtotal									449,816	134,117 29.8%	105,277 23.4%	0 0.0%	9,000 2.0%	68,740 15.3%	134,117 29.8%

Summary for Project Area = Mission Bay	449,816	134,117 29.8%	105,277 23.4%	0 0.0%	9,000 2.0%	68,740 15.3%	134,117 29.8%
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Yerba Buena Center															
Mexican Museum (Professional Consulting)	Miscellaneous	n/a	Millennium Partners	TBD	n/a	n/a	In Design	TBD	562,499	310,969 55.3%	310,969 55.3%	0 0.0%	310,970 55.3%	0 0.0%	155,485 27.6%
Subtotal									562,499	310,969 55.3%	310,969 55.3%	0 0.0%	310,970 55.3%	0 0.0%	155,485 27.6%

Summary for Project Area = Yerba Buena Center	562,499	310,969 55.3%	310,969 55.3%	0 0.0%	310,970 55.3%	0 0.0%	155,485 27.6%
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TOTAL FOR IN DESIGN PROJECTS	14,655,169	9,076,646 61.9%	6,327,342 43.2%	3,685,492 25.1%	1,251,728 8.5%	1,828,778 12.5%	7,624,379 52.0%
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Project Status: On Hold

Hunters Point Shipyard/ Candlestick Point															
HPSY II/CP: Candlestick Point Civil Engineering (Professional Consulting)	Infrastructure	n/a	FivePoint	-	n/a	n/a	On Hold	on-going	2,316,909	1,830,149 79.0%	1,609,424 69.5%	53,800 2.3%	1,492,624 64.4%	0 0.0%	855,182 36.9%
HPSY II/CP: Candlestick Point Streetscape Master Plan (Professional Consulting)	Infrastructure	n/a	FivePoint	-	n/a	n/a	On Hold	on-going	1,183,478	334,851 28.3%	237,476 20.1%	22,226 1.9%	0 0.0%	125,000 10.6%	334,851 28.3%
HPSY II/CP: CP-02, 03, 04 Demolition, Mass Grading, and Surcharge (Construction and supplies)	Infrastructure	n/a	FivePoint	DeSilva Gates Construction	n/a	n/a	On Hold	On Hold	13,740,500	5,846,000 42.5%	5,723,600 41.7%	0 0.0%	0 0.0%	20,000 0.1%	5,846,000 42.5%
HPSY II/CP: CP-02, 03, 04 Master Horizontal Infrastructure Project (Construction and supplies)	Infrastructure	n/a	FivePoint	DeSilva Gates Construction	n/a	n/a	On Hold	On Hold	13,765,432	13,765,432 100.0%	4,845,432 35.2%	13,675 0.1%	0 0.0%	0 0.0%	13,765,432 100.0%

Project Area										Figures are based on SBE Credits					SBE Participation	
										SBE Goal Credit		SF-SBE	Informational Purposes Only			
Project	Project Type	Housing Type	Sponsor	General Contractor	Units Total Affordable		Status	Completion Date	Amount			MBE	WMBE	WBE		
HPSY II/CP: Gilman, Streetscape, and Wedge Park Landscape Design (Professional Consulting)		Infrastructure	n/a	FivePoint	-	n/a	n/a	On Hold	On Hold	633,188	307,377 48.5%	192,746 30.4%	162,896 25.7%	0 0.0%	263,659 41.6%	307,377 48.5%
Subtotal										31,639,507	22,083,809 69.8%	12,608,678 39.9%	252,597 0.8%	1,492,624 4.7%	408,659 1.3%	21,108,842 66.7%
HPSY II/CP: Candlestick Point North 11A (Professional Consulting)		Market Rate/Inclusionary Housing	Homeownership	FivePoint	TBD	422	21	On Hold	TBD	6,899,263	3,342,623 48.4%	3,280,123 47.5%	2,884,283 41.8%	0 0.0%	126,000 1.8%	1,444,178 20.9%
HPSY II/CP: Candlestick Point North 2A (Professional Consulting)		Market Rate/Inclusionary Housing	Homeownership	FivePoint	TBD	130	7	On Hold	TBD	2,297,938	1,876,178 81.6%	1,716,440 74.7%	568,740 24.8%	65,000 2.8%	94,738 4.1%	862,048 37.5%
HPSY II/CP: Candlestick Point South Block 6A (Professional Consulting)		Market Rate/Inclusionary Housing	Condominiums	Lennar	TBD	128	13	On Hold	TBD	1,771,973	1,449,043 81.8%	1,449,043 81.8%	172,500 9.7%	193,543 10.9%	0 0.0%	606,745 34.2%
HPSY II/CP: Candlestick Point South Block 8A (Professional Consulting)		Market Rate/Inclusionary Housing	Condominiums	Lennar	TBD	127	13	On Hold	TBD	1,771,973	1,449,043 81.8%	1,449,043 81.8%	172,500 9.7%	193,543 10.9%	0 0.0%	606,745 34.2%
HPSY II/CP: Candlestick Point South Block 9A (Professional Consulting)		Market Rate/Inclusionary Housing	Condominiums	Lennar	TBD	124	13	On Hold	TBD	1,995,035	949,365 47.6%	803,630 40.3%	463,500 23.2%	64,000 3.2%	81,735 4.1%	752,740 37.7%
Subtotal										14,736,182	9,066,252 61.5%	8,698,279 59.0%	4,261,523 28.9%	516,086 3.5%	302,473 2.1%	4,272,456 29.0%
HPSY II/CP: Candlestick Point North Block 10A (Professional Consulting)		Stand Alone Affordable Housing	Rental - Very Low Income Supportive/Homeless	TNDC & Young Community Developers	Nibbi Bros	156	155	On Hold	TBD	4,024,761	3,314,912 82.4%	3,295,412 81.9%	762,127 18.9%	270,000 6.7%	42,500 1.1%	3,314,912 82.4%
Subtotal										4,024,761	3,314,912 82.4%	3,295,412 81.9%	762,127 18.9%	270,000 6.7%	42,500 1.1%	3,314,912 82.4%
HPSY II/CP: Candlestick Point South Block 11A (Professional Consulting)		Stand Alone Affordable Housing	Rental - Very Low Income Supportive/Homeless	Mercy Housing California and San Franciso Housing Development Corporation	Cahill/Hercules JV	176	175	On Hold	TBD	4,030,316	3,816,716 94.7%	3,677,066 91.2%	672,958 16.7%	295,838 7.3%	2,587,000 64.2%	1,917,166 47.6%
Subtotal										4,030,316	3,816,716 94.7%	3,677,066 91.2%	672,958 16.7%	295,838 7.3%	2,587,000 64.2%	1,917,166 47.6%
Summary for Project Area = Hunters Point Shipyard/ Candlestick Point										54,430,766	38,281,689 70.3%	28,279,435 52.0%	5,949,205 10.9%	2,574,548 4.7%	3,340,632 6.1%	30,613,376 56.2%
Mission Bay																
Mission Bay South Blocks 29-32 Golden State Warriors Mixed-Use Hotel (Professional Consulting)		Commercial Hotel	Hotel	Golden State Warriors	Webcor	n/a	n/a	On Hold	TBD	9,210,432	5,143,553 55.8%	4,924,303 53.5%	644,000 7.0%	2,205,787 23.9%	613,116 6.7%	2,910,454 31.6%
Subtotal										9,210,432	5,143,553 55.8%	4,924,303 53.5%	644,000 7.0%	2,205,787 23.9%	613,116 6.7%	2,910,454 31.6%
Summary for Project Area = Mission Bay										9,210,432	5,143,553 55.8%	4,924,303 53.5%	644,000 7.0%	2,205,787 23.9%	613,116 6.7%	2,910,454 31.6%
TOTAL FOR ON HOLD PROJECTS										63,641,198	43,425,242 68.2%	33,203,738 52.2%	6,593,205 10.4%	4,780,335 7.5%	3,953,748 6.2%	33,523,830 52.7%
Project Status: Other																

Project Area Project	Project Type	Housing Type	Sponsor	General Contractor	Units		Status	Completion Date	Amount	Figures are based on SBE Credits						SBE Participation
					Total	Affordable				SBE Goal Credit	SF-SBE	Informational Purposes Only				
										MBE	WMBE	WBE				
Citywide																
Certificate of Preference (Professional Consulting)	Miscellaneous	n/a	OCII	Lynx Insights and Investigations, Inc.	n/a		Other	2023	229,570	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Subtotal									229,570	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Summary for Project Area = Citywide									229,570	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%	0 0.0%
Hunters Point Shipyard/ Candlestick Point																
Environmental Technical Support Services (Professional Consulting)	Infrastructure	n/a	OCII	Langan Treadwell Rollo	n/a	n/a	Other	2024	1,900,000	1,900,000 100.0%	1,900,000 100.0%	1,900,000 100.0%	0 0.0%	0 0.0%	665,000 35.0%	
HPS1 and CP/HPS2 Infrastructure Engineering Support Services (Professional Consulting)	Infrastructure	n/a	OCII	Hollins Consulting Inc	n/a	n/a	Other	2024	1,700,000	1,700,000 100.0%	1,700,000 100.0%	1,275,000 75.0%	0 0.0%	0 0.0%	1,700,000 100.0%	
Hunterspoint Shipyard Parks Management (Professional Consulting)	Miscellaneous	n/a	OCII	POSM	n/a	n/a	Other	2024	3,194,760	3,194,760 100.0%	3,194,760 100.0%	360,956 11.3%	0 0.0%	2,833,804 88.7%	3,194,760 100.0%	
Hunterspoint Shipyard Site Office Management (Professional Consulting)	Miscellaneous	n/a	OCII	MJF Consulting	n/a		Other	2024	957,100	957,100 100.0%	957,100 100.0%	957,100 100.0%	0 0.0%	0 0.0%	957,100 100.0%	
Subtotal									7,751,860	7,751,860 100.0%	7,751,860 100.0%	4,493,056 58.0%	0 0.0%	2,833,804 36.6%	6,516,860 84.1%	
Summary for Project Area = Hunters Point Shipyard/ Candlestick Point									7,751,860	7,751,860 100.0%	7,751,860 100.0%	4,493,056 58.0%	0 0.0%	2,833,804 36.6%	6,516,860 84.1%	
TOTAL FOR OTHER PROJECTS									7,981,430	7,751,860 97.1%	7,751,860 97.1%	4,493,056 56.3%	0 0.0%	2,833,804 35.5%	6,516,860 81.7%	
Professional Consulting Sub-total									92,415,564	67,156,027 72.7%	59,940,830 64.9%	19,146,241 20.7%	11,842,233 12.8%	18,943,179 20.5%	45,213,527 48.9%	
Construction Sub-total									940,113,979	351,442,841 37.4%	262,980,692 28.0%	190,315,877 20.2%	11,499,342 1.2%	22,088,361 2.3%	259,130,832 27.6%	
GRAND TOTAL (subject to rounding differences)									1,032,529,543	418,598,867 40.5%	322,921,521 31.3%	209,462,118 20.3%	23,341,574 2.3%	41,031,539 4.0%	304,344,359 29.5%	

OCII Workforce Summary - Total Workforce Hours by Project: (July 1, 2023 - June 30, 2024)

ATTACHMENT B-1

All OCII Project Areas	General Contractor	Total Hours Worked	Local Hours	% Local Hours	BVHP Hours	% BVHP Hours	Caucasian	American Indian	Asian	Black	Latinx	Other	Minority	% Minority Hours	Women	% Women Hours
Hunters Point Shipyard Block 52	Lennar	6,215	1,205	19.4%	348	5.6%	3,525	0	678	62	1,938	12	2,690	43.3%	366	5.9%
Hunters Point Shipyard Blocks 52/54	Baines/Nibbi J/V	113,434	29,685	26.2%	11,589	10.2%	31,841	87	3,502	6,598	68,486	2,921	81,594	71.9%	1,900	1.7%
Hunters Point Shipyard Block 56	Baines/Nibbi J/V	69,685	22,615	32.5%	10,934	15.7%	23,458	0	2,396	2,586	38,895	2,350	46,227	66.3%	1,705	2.4%
Mission Bay South 1450 Owens Street	Trubeck Contractors	163,239	32,379	19.8%	8,333	5.1%	93,365	1,871	8,097	4,341	53,648	1,919	69,875	42.8%	2,025	1.2%
Mission Bay South Block 9A	Baines/Nibbi J/V	195,778	54,189	27.7%	20,853	10.7%	57,313	0	4,819	6,149	114,139	13,358	138,465	70.7%	4,189	2.1%
Mission Bay South Parks P19/22	Hoseley Construction	48,907	16,560	33.9%	10,393	21.3%	18,049	0	1,179	3,105	26,575	0	30,858	63.1%	1,076	2.2%
Transbay Block 2 West	Swinerton/Rubecon JV	8,759	1,725	19.7%	528	6.0%	3,602	0	412	1,007	3,583	156	5,158	58.9%	9	0.1%
Transbay Block 2 East	Swinerton/Rubecon JV	640	230	35.9%	58	9.1%	355	0	0	0	276	9	285	44.5%	8	1.3%
Total		606,658	158,587	26.1%	63,036	10.4%	231,508	1,958	21,083	23,847	307,540	20,724	375,151	61.8%	11,278	1.9%

Hunter Point Shipyard Projects	General Contractor	Total Hours Worked	Local Hours	% Local Hours	BVHP Hours	% BVHP Hours	Caucasian	American Indian	Asian	Black	Latinx	Other	Minority	% Minority Hours	Women	% Women Hours
Hunters Point Shipyard Block 52	Lennar	6,215	1,205	19.4%	348	5.6%	3,525	0	678	62	1,938	12	2,690	43.3%	366	5.9%
Hunters Point Shipyard Blocks 52/54	Baines/Nibbi J/V	113,434	29,685	26.2%	11,589	10.2%	31,841	87	3,502	6,598	68,486	2,921	81,594	71.9%	1,900	1.7%
Hunters Point Shipyard Block 56	Baines/Nibbi J/V	69,685	22,615	32.5%	10,934	15.7%	23,458	0	2,396	2,586	38,895	2,350	46,227	66.3%	1,705	2.4%
Total		189,334	53,504	28.3%	22,871	12.1%	58,824	87	6,576	9,246	109,319	5,283	130,511	68.9%	3,971	2.1%

Mission Bay South Projects	General Contractor	Total Hours Worked	Local Hours	% Local Hours	BVHP Hours	% BVHP Hours	Caucasian	American Indian	Asian	Black	Latinx	Other	Minority	% Minority Hours	Women	% Women Hours
Mission Bay South 1450 Owens Street	Trubeck Contractors	163,239	32,379	19.8%	8,333	5.1%	93,365	1,871	8,097	4,341	53,648	1,919	69,875	42.8%	2,025	1.2%
Mission Bay South Block 9A	Baines/Nibbi J/V	195,778	54,189	27.7%	20,853	10.7%	57,313	0	4,819	6,149	114,139	13,358	138,465	70.7%	4,189	2.1%
Mission Bay South Parks P19/22	Hoseley Construction	48,907	16,560	33.9%	10,393	21.3%	18,049	0	1,179	3,105	26,575	0	30,858	63.1%	1,076	2.2%
Total		407,925	103,128	25.3%	39,579	9.7%	168,727	1,871	14,095	13,594	194,361	15,276	239,198	58.6%	7,290	1.8%

Transbay Projects	General Contractor	Total Hours Worked	Local Hours	% Local Hours	BVHP Hours	% BVHP Hours	Caucasian	American Indian	Asian	Black	Latinx	Other	Minority	% Minority Hours	Women	% Women Hours
Transbay Block 2 West	Swinerton/Rubecon JV	8,759	1,725	19.7%	528	6.0%	3,602	0	412	1,007	3,583	156	5,158	58.9%	9	0.1%
Transbay Block 2 East	Swinerton/Rubecon JV	640	230	35.9%	58	9.1%	355	0	0	0	276	9	285	44.5%	8	1.3%
Total		9,399	1,955	20.8%	586	6.2%	3,957	0	412	1,007	3,859	165	5,443	57.9%	17	0.2%

Attachment C: Good Faith Effort Chart (excerpt from OCII's Small Business Enterprise Policy)

GOOD FAITH EFFORT	DESCRIPTION
1. Contract Size	Unbundling or dividing contracts to encourage and facilitate SBE participation, including scopes that a contractor normally self-performs.
2. Advertise	Advertise for a minimum of 30 days, allowing SBEs sufficient time to respond to requests for bids or proposals.
3. SBE Lists	Outreach to SBE lists, including LBEs.
4. Public Solicitation, Outreach and Assistance	Issue solicitations, follow up with SBEs and SBE related associations, provide technical assistance to SBEs, and provide SBEs with plans.
5. Meetings	Convene pre-bid/pre-solicitation meetings to answer questions. Also, to encourage larger firms to meet and greet in hopes of establishing contracting relationships with SBEs in attendance.
6. Insurance and Bonding	Offer assistance with bonding, including eliminating the need for performance and payments bonds through an owner-controlled insurance program on the part of a developer, or contractor-controlled insurance program or subguard insurance ¹ .
7. Focused Meetings	When deficiencies are noted, convene meetings for SBEs focusing on opportunities for particular industries.
8. Monitoring	Contractors will track information related to SBE and non-SBE proposals/bids that were received and provide reasons for any rejections as applicable. Compliance staff also reviews the bids to ensure SBEs are awarded contracts if competitive bids were submitted.

¹ Subguard is a product developed by Zurich North American Insurance Company and insures a general contractor against subcontractor default. Unlike a surety bond which is purchased by a subcontractor to guarantee its performance, a subguard is purchased by a general contractor and allows the general contractor to proactively manage subcontractor defaults to minimize losses. A claim of subcontractor default in a subguard, for example, would be handled between the general contractor and its insurance company as opposed to a claim against a surety bond, which involves the subcontractor's surety company. In addition, the claim against a surety company will likely involve disputes, investigations, and negotiations of settlement, all of which involves added time and expense.

Attachment D
Workforce Compliance Measures

COMPLIANCE MEASURES	DESCRIPTION
1. Workforce Kick-Off Meeting	OCII and CityBuild holds a workforce kick-off meeting with all Developers and General Contractor prior to the start of construction to discuss workforce program requirements, including worker referral and hiring processes. Primary points of contact for the Developer and General Contractor are identified for all workforce compliance related issues.
2. Workforce Projection Forms	All contractors and subcontractors submit Contractor Information Sheets and workforce projection forms to the assigned CityBuild compliance officer within twenty-four (24) hours prior to the preconstruction meeting. The form contains the contractors' scope of work, construction trades expected to be utilized, union information, and workforce projections. This form is used by CityBuild to anticipate the timing of worker needs and allows CityBuild to make appropriate preparations.
3. Preconstruction Meetings	Prior to the start of work, all Subcontractors meet with CityBuild to discuss the construction workforce requirements. The General Contractor coordinates and attends the preconstruction meetings with the assigned CityBuild compliance officer, CityBuild employment liaison, and all subcontractors within thirty (30) days prior to the commencement of construction (for the respective group of contractors). In addition to discussing the hiring goals, CityBuild goes over each subcontractors' workforce projections to determine potential local hiring opportunities, the local worker referral process, certified payroll reporting, and explore any anticipated issues in complying with the workforce policy.
4. Local Worker Request Forms and Referral Process	When a contractor/subcontractor increases its workforce on the job site they submit an executed local construction worker request form designated as a "Form 3" to the assigned CityBuild employment liaison and copy the assigned compliance officer as well as the General Contractor. The employment liaison has at least 72 hours advance notice of the local hire opportunity to conduct a search of a qualified local resident. The Form 3 indicates the following: the number of workers needed (apprentice or journeyman), duration needed, required skills, trades, union information, start date, description of scope of

COMPLIANCE MEASURES	DESCRIPTION
	work, project name, jobsite location, and contractor contact information, among others. All Form 3s are logged in CityBuild's records. CityBuild monitors the increase of a contractor's workforce on the project via certified payroll reports submitted to LCPtracker (online reporting system), job site visits and contractor meetings. CityBuild utilizes its internal employment networking lists as well as confer with CBOs to identify and refer qualified local worker residents. Contractors notify CityBuild of all hires of local referrals. If no local referrals are available, contractors may hire a number of workers requested from CityBuild, using its own recruiting methods, giving first consideration to project area residents and then San Francisco residents.
5. Certified Payroll Reports	Each contractor submits to OCII a certified payroll report (CPR) for the preceding workweek on each of its employees. Contractors are required to report certified payroll utilizing the online reporting system, LCPtracker. CPR records contain the following information: name, address, gender, ethnicity, Department of Industrial Relations (DIR) approved job classification, daily and weekly number of hours worked, hourly wage rates, and fringes, among others. CityBuild monitors payroll submissions for deficiency and gathers missing payroll reports when delinquent.
6. Job Site Visits	CityBuild conducts job site visits and meetings to verify status of construction, confirm local workforce participation, identify current contractors on site, meet with the general contractor, speak with local referrals, photo documentation, and make determinations regarding compliance and further local hiring opportunities.
7. Workforce Compliance Reports	The assigned CityBuild workforce compliance officer generates monthly workforce compliance reports to the General Contractor, Developer, and OCII utilizing CPR data submitted in LCP Tracker and internal records. The report contains data points such as total project work hours, local hours, local hiring percentage, apprentice hours, minority hours by each subcontractor and worker trade. CityBuild also tracks and reports on the number of times contractors have outreached for local worker referrals as well as placements and/or sponsorships of local workers. These records are maintained to evidence hiring efforts.

COMPLIANCE MEASURES	DESCRIPTION
8. Monitoring and Progress Meetings	If there are compliance issues, the General Contractor and Developer are notified and the Contractor or Subcontractor are required to provide documentation of its efforts to comply with the workforce policy. The Developer and/or General Contractor are required maintain for the duration of the term a current file of each project area resident or local hire referral from CityBuild and what action was taken with respect to each individual. CityBuild meets with non-compliant or deficient Contractors to identify areas of improvement and discuss corrective action measures including hiring additional local construction workers and/or sponsoring apprentices to the trade. When necessary, CityBuild holds Show-Cause meetings in conjunction with OCII to meet with the Developer, General Contractor and non-compliant Contractor to discuss an action plan to remedy local hire issues.