



Office of Community Investment & Infrastructure (OCII)
Semi-Annual Status Report on
Small Business Enterprise &
Workforce Programs
(July – December 2017)

Presentation Overview

- SBE Program Overview
- SBE Performance
- Workforce Performance

OCII Small Business Enterprise (SBE) Program

SBE Program Objectives and Benefits:

- SBE Policy: overall SBE participation goals of 50%
- Good faith efforts to ensure SBEs have an opportunity to compete for and participate in Agency-assisted contracts
- First Consideration to Project Area SBEs followed by San Francisco based SBEs

OCII Small Business Enterprise (SBE) Program

SBE Definition:

- Ownership and control
- License
- Size determined by 3-year average annual gross receipts:

Industry	OCII SBE Size Standard
Construction Contractors	\$20,000,000
Specialty Construction Contractors	\$14,000,000
Suppliers (goods/materials/ equipment and general services)	\$10,000,000
Professional Services	\$2,500,000
Trucking	\$3,500,000

- Conforms to City and County of San Francisco Micro and Small Local Business Enterprise (LBE) Program

OCII SBE Performance

Six Months Activity
(July 2017-December 2017)

Summary of Contracts Awarded

Project Type	# of Projects	Total (in Millions)	SBE Credit \$ (in Millions)	SBE Credit %	SBE Participation \$ (in Millions)	SBE %
Infrastructure (construction)	2	\$11.830	\$10.255	86.7%	\$5.460	46.2%
Standalone Affordable Housing - OCII funded (professional design and construction)	3	\$79.286	\$35.934	45.3%	\$29.766	37.5%
Miscellaneous (construction)	1	\$0.235	\$0.235	100.0%	\$0.235	100.0%
TOTAL	6	\$91.351	\$46.424	50.8%	\$35.460	38.8%

OCII SBE Performance

Six Months Activity
(July- December 2017)

Summary by Work Type (All Contracts)

<i>Summary</i>	Total Dollars (in Millions)	SBE Dollars (in Millions)	SBE % of Total
Professional Services	\$4.0	\$3.3	82.4%
Construction and Supplies	\$87.3	\$43.1	49.4%
Total	\$91.4	\$46.4	50.8%

OCII SBE Performance

Overall Summary

(All Projects as of December 31, 2017)

Summary by Work Type (All Contracts)

<i>Summary</i>	SBE Dollars Credited Towards Goal (in Millions)	Total Dollars (in Millions)	% of Total	Change from Prior Report
Professional Services	\$147.4	\$245.9	59.9%	0.3%
Construction and Supplies	\$1,095.7	\$3,922.2	27.9%	-4.5%
Total	\$1,243.1	\$4,168.1	29.8%	-4.9%

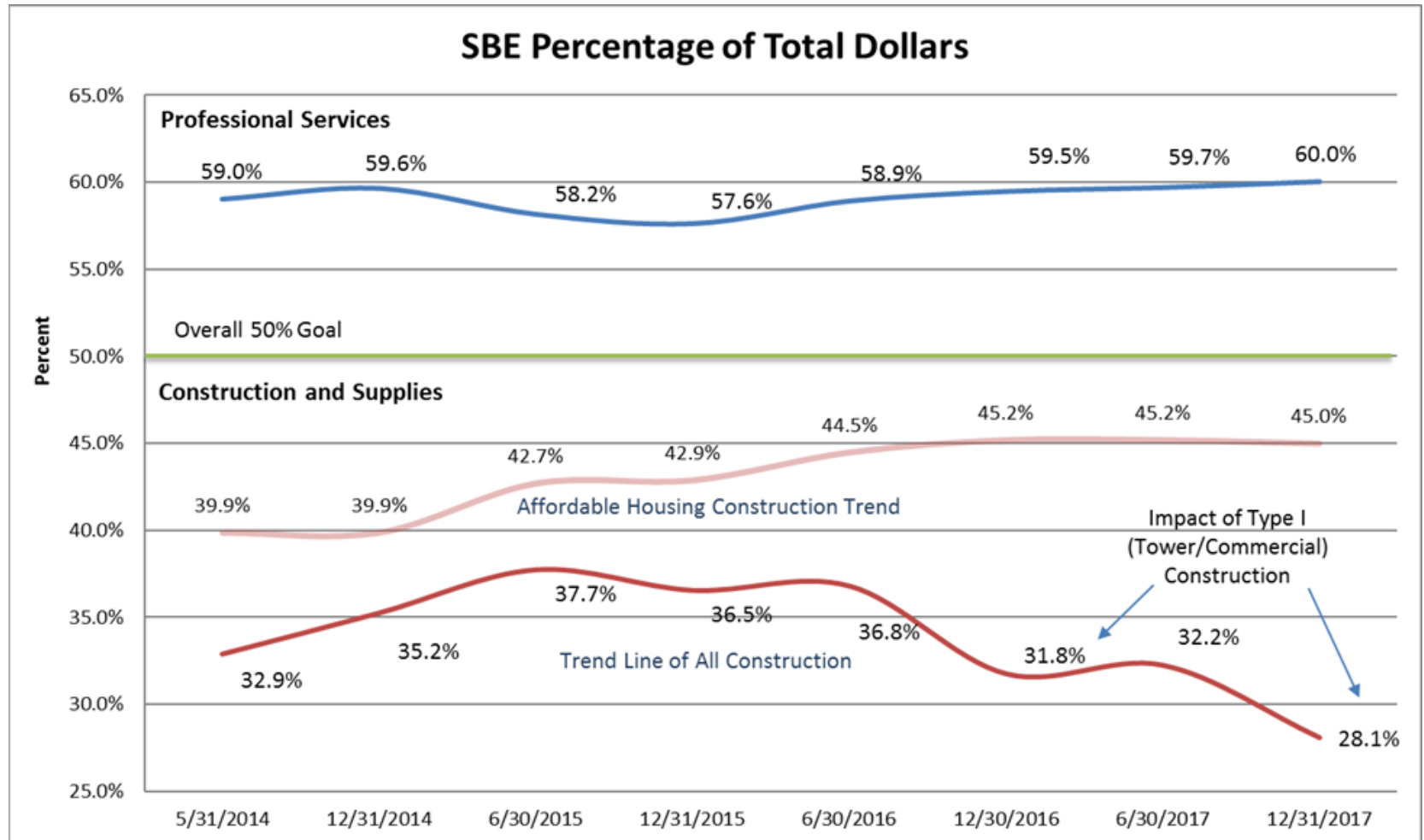
Summary by Work Type (Excluding Type I and Commercial Projects)

<i>Summary</i>	SBE Dollars Credited Towards Goal (in Millions)	Total Dollars (in Millions)	% of Total	Change from Prior Report
Professional Services	\$147.4	\$245.9	59.9%	0.3%
Construction and Supplies	\$685.1	\$1,754.1	39.1%	0.6%
Total	\$832.5	\$2,000.0	41.6%	0.4%

OCII SBE Performance

Overall Summary

(As of December 30, 2017)



OCII SBE Performance

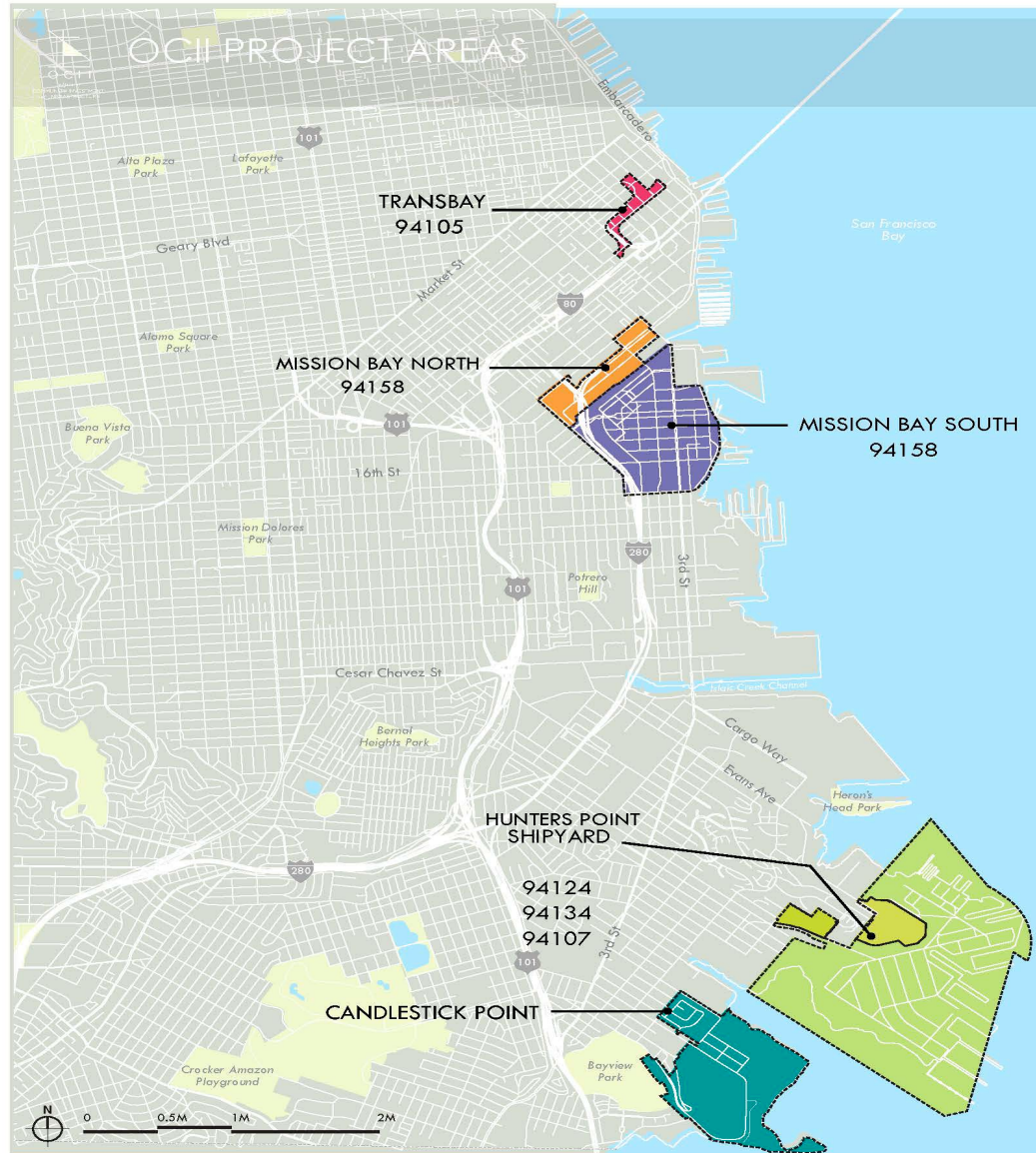
All Active Projects as of December 30, 2017

	SBE\$ (in Millions)	Distribution (% of Total)
Asian/Pacific American	103.747	11.6%
Black/African American	106.441	11.9%
Latino	82.924	9.3%
Other	9.309	1.0%
Subcontinent Asian	5.010	0.6%
Non-Minority Female	50.734	5.7%
Non-Minority Male	536.322	60.0%
TOTAL	894.487	100.0%

SBE Availability*	% of Total
163	16.8%
85	8.8%
94	9.7%
31	3.2%
24	2.5%
175	18.0%
399	41.1%
971	100.0%

**SBE Availability figure is derived from bid data and the City and County of San Francisco LBE database for professional services, construction, construction material suppliers, and trucking firms*

ZIP CODE MAP OF OCII PROJECT AREAS



Distribution of Construction Contracts to LBE's by zip code

(July-December 30, 2017)

Zip Code	Total Contract Dollars Awarded to LBEs (in Millions)	% of Total
94124	\$14.249	54%
94107	\$1.339	5%
94103	\$10.224	39%
94112	\$0.285	1%
94134	\$0	0%
94114	\$0	0%
94116	\$0	0%
94123	\$0.091	less than 1%
TOTAL	\$26.189	100%

NOTE: District 10 construction firms (located in 94124, 94134 and 94107) were awarded 59% of LBE contract dollars.

Awards and Commitments Versus Actual Payments on Completed Projects

Project	Awards and Commitments (Dollars in Millions)			Actual Payments (Dollars in Millions)	
	Total \$	SBE \$	SBE %	SBE \$	SBE %
Hunters View Phase 2 - Block 7 & 11	49.902	17.764	35.60%	17.900	35.2%
Alice Griffith Phase 1 Block 2	42.258	25.013	59.19%	26.217	58.1%
Alice Griffith Phase 2 Block 4	40.060	23.179	57.86%	25.843	59.2%

Outreach

- Direct Notifications to SBEs/LBEs/MBEs/WBEs
- Advertisements in both general and SBE-focused media
- Postings on OCII and the City's Office of Contract Administration (OCA) websites
- 17 pre-bid or pre-proposal meetings; numerous developer and contractor meetings
- CMD Certification referrals
- On-going meetings and dialogue:
 - National Association of Minority Contractors
 - Emerald Cities Collaborative, E-Contractor Academy
 - Turner School of Construction Management
 - Clark Construction Business Management and Strategic Partnership Program
 - Women Construction Owners and Executives
 - Renaissance Entrepreneurship Center
 - Bayview Business Extravaganza
 - Shipyard Capital Assistance Program (including Workshops and Change Orders and Scheduling)
 - Hunters Point Shipyard Citizens Advisory Committee
 - EBMUD Small Business Expo
 - Asian American Architects and Engineers (AAAE)

Workforce Program

Office of Community Investment and Infrastructure (OCII)

- Good faith effort to employ San Francisco residents to perform 50% of total work hours
 - Contract-by-contract basis
- First Consideration given to residents of Project Areas
- The three current major Project Areas are Hunters Point Shipyard-Candlestick Point, Mission Bay, and Transbay
- OEWD administers workforce program: referral of SF residents and day-to-day compliance

OCII Workforce Performance

Status of Local Resident Work Hours
for All Active Projects
(as of December 31, 2017)

			Change from Prior Report
Local	Total	Local %	
1,259,888	5,306,866	23.7%	-0.5%

<i>All Active Projects</i>	Bayview Hunters Point	Hunters Point Shipyard	Mission Bay	Transbay	Other	TOTAL
Local Hours	99,337	592,395	364,244	178,826	25,086	1,259,888
TOTAL Hours	407,684	1,724,303	2,002,778	1,041,737	130,364	5,306,866
Local %	24.4%	34.4%	18.2%	17.2%	19.2%	23.7%

Figures represent total hours worked on all active projects in each respective area.

Workforce Challenges

- Meeting workforce demands remains challenging
- High level of construction activities resulting in tremendous demand for local construction labor
- Pool of local resident construction workers has not increased in proportion to increased level of construction activities
- Strong economy providing options other than construction sector employment
- City-funded projects facing similar challenges

Workforce Challenges

Mitigating measures:

- Continue to closely monitoring contractor performance and assisting contractors with referrals
- Monthly compliance meetings
- CityBuild working closely with Urban Strategies and other organizations for outreach and recruitment
- CityBuild conducting additional outreach and classes, specialized training and “bridge” programs to address barriers to employment
 - Specific Job Seeker Services, including Re-Entry Program Navigator, Veterans, Young Adults and People with Disabilities
- CityBuild working with industry and community partners to expand the program to build pipeline
- **Chase Center Training** inaugural cohort yielded 33 graduates; Second Academy planned for Summer 2018

Summary & Next Steps

- SBE participation will continue to fluctuate
- Continuing efforts to increase SBE participation in Construction
 - SBE capacity building via Joint Ventures and Associations
 - Both Prime and Sub levels
 - Encouraging supplier participation
 - SBE networking
- Educate and promote LBE certification, and on-going working relations with Contract Monitoring Division (CMD)
- Continuing efforts to increase local construction workforce participation
- Bayview Business Advisory Committee