



113-0032023-002

Agenda Item **No. 5(d)**
Meeting of October 3, 2023

MEMORANDUM

TO: Community Investment and Infrastructure Commissioners

FROM: Thor Kaslofsky, Executive Director

SUBJECT: Workshop on the July 2022 – June 2023 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 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 imbedded in enforceable obligations 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	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 Small Business Enterprise (“SBE”) and Construction Workforce programs, and their performance during the period July 1, 2022 through June 30, 2023 (“FY 22-23”). Under OCII’s SBE and Construction Workforce policies, OCII establishes an ambitious overall 50% goal for SBE participation and local construction workforce hiring in contracts that it oversees. Contractors are required to perform extensive 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.

During FY 22-23, four projects under OCII’s jurisdiction were awarded contracts at a value of over \$161 million. On an aggregate basis, there are 44 projects totaling \$1.2 billion that are active or on hold currently being monitored by OCII as of June 30, 2023, and these projects are at various stages of design and construction. These projects include private market rate housing, stand-alone and inclusionary affordable housing, private commercial developments, and public infrastructure improvements.

Overall, projects initiated during this reporting period yielded increased SBE participation percentages for both professional services and construction contracts.¹ For professional service contracts, SBE participation reached 90.7% of total awards, exceeding the 50% goal which is an increase of 7.2% from the prior year. For construction contracts, SBE participation was at 48.2%, slightly under the SBE 50% goal. The increase in participation over the past four years is a function of the type of work, as described below, and the availability of SBEs to participate in the work, both at a prime and subcontract level. (See Table 1.)

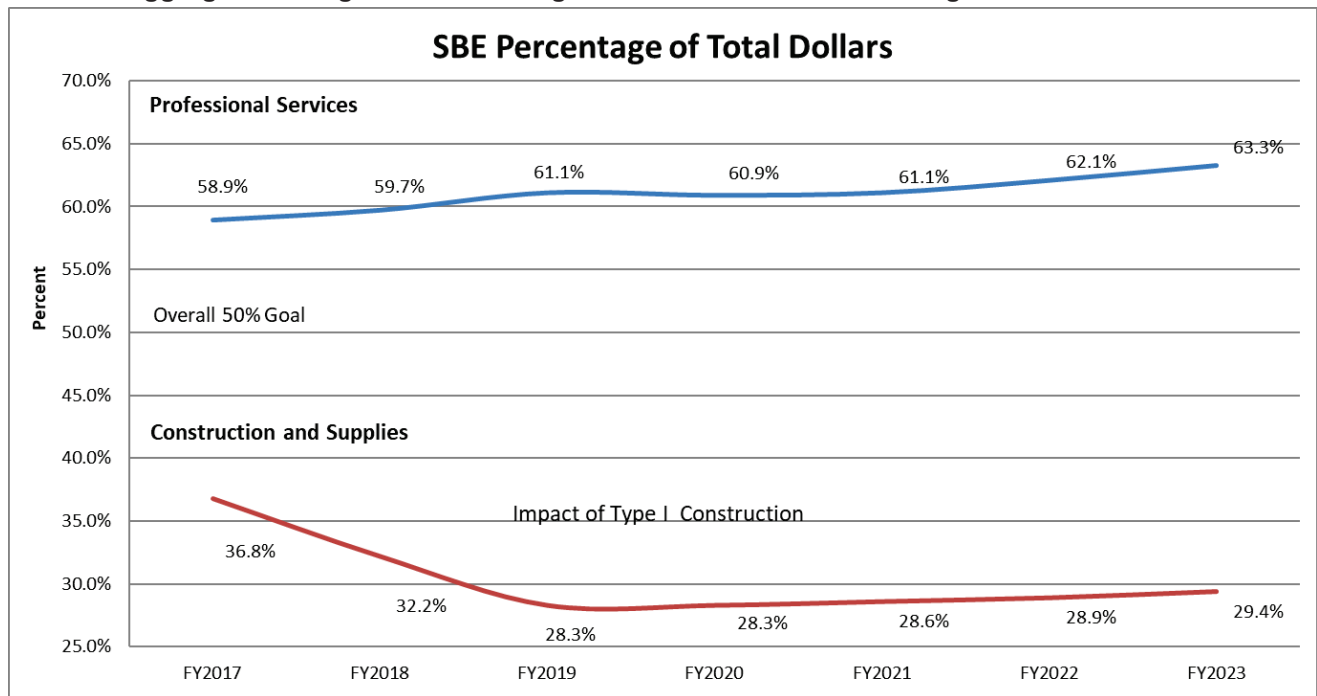
Table 1 - July 2022 – June 2023 Summary of Contract Awards and Commitments by Work Type

FY 22-23 Summary	Total Dollars (Millions)	SBE Dollars (Millions)	SBE % of Total
Professional Services	\$8.0	\$7.2	90.7%
Construction and Supplies	\$153.5	\$74.0	48.2%
Total	\$161.5	\$81.2	50.3%

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.

During FY 22-23 there were no large high rise towers requiring Type I construction that were awarded between 2016 and 2018 period which is reflected in the improving SBE trendline for construction activities. (See Chart 1 below.) High rise towers requiring Type 1 construction typically involve larger scopes of work, when compared to non-tower developments. This results in bid packages that are beyond the capacity of many SBE firms, due to their size, which has an adverse impact on SBE participation goals, even when mitigating measures, such as SBE set asides and JV arrangements are incorporated. Notably, for Professional Services Contracts, the trendline in SBE participation steadily remains above 60%. This is due to the fact that construction type has less of an impact on Professional Services contracts.

Chart 1 – Aggregate Average SBE Percentages for Fiscal Years 2017 through 2023



OCII projects created 274,993 construction work hours. Of the total, 62,987 work hours or 22.9% were performed by 353 local residents which is a decrease of 3.1% from FY 21-22. Since the City enforced the 30% mandatory construction hiring requirement, OCII projects have struggled to consistently achieve the 50% local higher goal. Many of the contractors working on OCII projects are also working on City project which means we are competing for the same workers, The positive news is that we expect two affordable housing projects to begin construction in Transbay; Block 2 West, a senior housing project set to start construction in early 2024 and Block 2 East, a family housing project to follow a few months later.

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 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, 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 establishes an ambitiously high overall SBE goal of 50% to encourage aggressive and 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.

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 LBEs² Program. 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.

OCII's SBE program is designed to encourage SBE participation by requiring developers, general contractors, and their subcontractors to perform extensive good faith efforts to include SBEs in OCII-assisted contracts or agreements, and any subsequent agreements between the developer and its contractors or consultants. Good faith efforts as prescribed under OCII's SBE policy are detailed in **Attachment C**.

Since dissolution of the Former Agency in 2012, OCII has overseen the award of over \$5.7 billion in contracts with nearly \$1.8 billion or 31% credited to SBEs.³ Of this amount, \$973 million has been credited to San Francisco-based SBEs. M/WBEs have also participated in a significant manner with over \$942 million in contracts or nearly 16.7% 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 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.
- Assess whether negotiations were conducted in good faith, such as offering opportunities for a partial scope and not rejecting outright a bid for partial work; whether a contractor is open to OCII suggestions for further efforts such as voluntarily creating SBE set-aside contracts.
- Attempts to look beyond pro forma arrangements to maximize SBE opportunities.

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))

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 22-23.

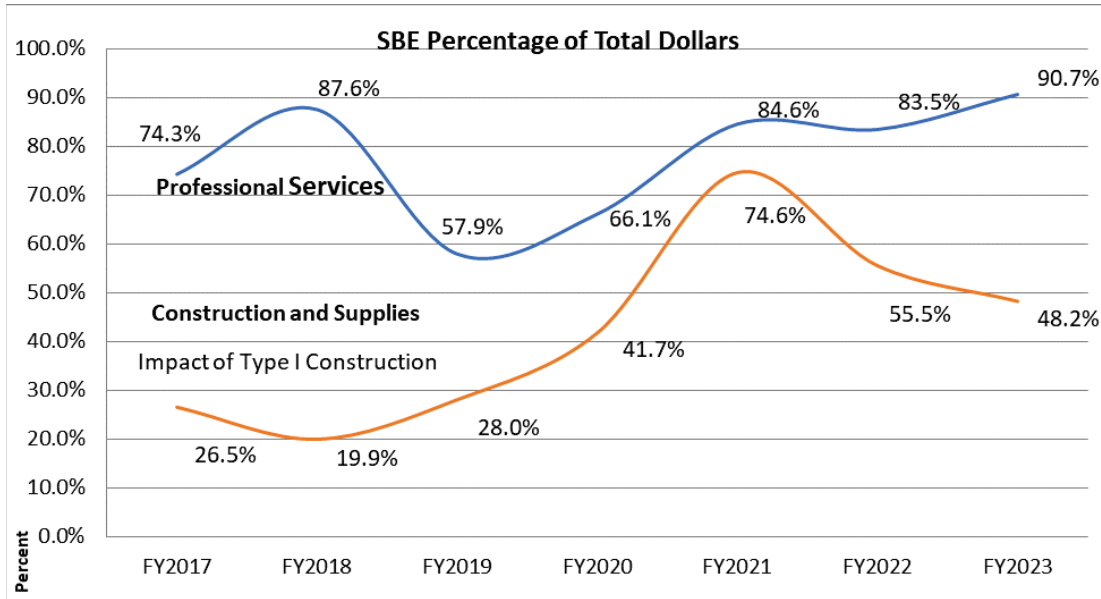
During this reporting period, four affordable housing projects with contracts valued at approximately \$161 million were awarded for design and construction services. These projects include:

- Transbay Block 2 East affordable housing, 184 units
- Transbay Block 2 West affordable housing, 151 units
- Hunters Point Shipyard Block 56 affordable housing, 73 units
- Hunters Point Shipyard Blocks 52 & 54 affordable housing, 112 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 22-23 nearly \$81.2 million were credited to SBEs, representing nearly 50.3% of the total value of contracts. SBE awards on construction contracts exceeded the SBE goal during FY 22-23 because several SBEs were able to compete as prime contractors or as significant subcontractors and won their bids.

The COVID-19 pandemic has severely impacted small businesses. Contracting activities, for example, declined precipitously during the pandemic. 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%. For FY21-22 (which covers the period July 1, 2021 through June 30, 2022), contracts awarded increased to \$136 million from \$41 million, representing an increase of \$95 million over the prior year. In FY 22-23, contracts increased to \$161.5 million which is an increase of \$25.5 million from the prior year. OCII and its development partners have continued to make efforts to mitigate the economic impact of COVID-19 on small businesses by increasing opportunities for small business contracting. In FY 22-23 OCII projects achieved 59.8% SBE participation which exceeds the 50% SBE participation goal. 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 Fiscal Years 2017 through 2023



At the request of the Commission, OCII staff tracks actual dollars paid to SBEs in addition to award information. Collection of payment information is gathered on completed contracts. Staff collects data from close-out reports furnished by the project owners. There are two projects Mission Bay South Block 1 Hotel and Mission Bay South Block 9 that are complete and are currently being closed out. (See Table 2.)

Table 2 – Completed Projects

Project	Awards and Commitments (Dollars in Millions)			Actual Payments (Dollars in Millions)	
	Total \$	SBE \$	SBE %	SBE \$	SBE %
Mission Bay South Block 1 Hotel	\$105,242,510	\$8,408,140	8.0%	\$ 31,912,782	20.6%
Mission Bay South Block 9	\$40,511,433	\$10,345,428	25.5%	\$ 19,137,015	33.0%

Minority and Women Businesses

Furthermore, 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 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 and may be partially unreliable because some ethnic and gender information is self-reported and unverified. 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.

During FY 22-23, OCII has made efforts to mitigate the business impact of COVID-19 on minority and women businesses and our development partners have risen to the challenge. Even prior to the pandemic, OCII implemented a robust SBE program with emphasis on equity, ensuring efforts were made by its development partners to award contracts at a level that represents the ethnicity and gender diversity of San Francisco. The OCII Commission has long adopted an SBE policy which essentially requires developers to make substantive efforts to include diverse small business participation, which affords greater economic impact on communities of color. 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 (See Table 3.) Notably Black and Latinx firms were credited approximately 35% of all awards. 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 3 – Awards and Commitments by Minority and Gender Status

FY 22-23 Summary	MBE \$ (Millions)	WMBE \$ (Millions)	WBE \$ (Millions)	Total M/WBE \$ (Millions)	MBE %	WMBE %	WBE%	TOTAL M/WBE %
Professional Services	\$2.0	\$1.8	\$2.8	\$6.6	24.4%	22.1%	35.4%	81.9%
Construction and Supplies	\$51.2	\$2.4	\$2.2	\$55.8	33.3%	1.6%	1.4%	36.3%
Total	\$53.1	\$4.2	\$5.0	\$62.4	32.9%	2.6%	3.1%	38.6%

Please refer to **Attachments A-1 and A-2** for individual project details for FY 22-23 and an accumulated total, respectively. A listing of vendors for the FY 22-23 reporting period is available upon request.

Construction Workforce

The Former Agency had established a practice of implementing, on a contract-by-contract basis, a local workforce requirement on construction projects. This practice dates back numerous years prior to the City's adoption of its local hiring policy for construction. See Chapter 87 of the San Francisco Administrative Code (The Local Hiring Policy for Construction). OCII continued this local workforce practice, which is aggressive and unique in that it establishes a local hiring goal of 50%, with First Consideration for Project Area residents, and requires contractors to adhere to State prevailing wage requirements.

Since 2012, over 49,890 workers (of which 7,401, or 14.8% are San Francisco residents) have performed over 18.3 million construction hours on OCII-administered projects. Local residents performed over 3.5 million hours or 19% of the total, garnering \$154.7 million in wages.

OEWD Services

In addition, OCII utilizes the CityBuild division of the Office of Economic and Workforce Development ("OEWD") of the City 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. On July 16, 2019, the Commission approved an agreement for these OEWD services, subject to approval of OCII's annual budget. 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 project area 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 a 50% local workforce hiring goal on OCII projects, with First Consideration to BVHP Residents.

Also, OCII monitors workforce compliance through a 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).

In implementing the day-to-day workforce program, CityBuild undertakes well-defined enforcements measures to ensure contractor compliance with OCII's workforce program. A detailed listing of these measures is described 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 ZIP codes: 94124, 94107, and 94134 ("BVHP" area). In addition, data on minority and women workers is also gathered for informational purposes.

During FY 22-23, contractors reported 1,434 workers performed over 274,883 work hours, of which 62,987 hours (or 22.9% of the total) were performed by San Francisco residents. This is a decrease from 26% reported in the last report and represents 353 San Francisco residents who worked on OCII-administered project. This decline in local workforce participation is due in part to the fact that other city departments, also require first consideration of BVHP residents followed by San Francisco residents.

Please see Table 4 for a breakout of workforce hours by OCII project areas for FY 22-23.

Table 4 – Construction Workforce Hours by Project Area (FY 22-23)

	Hunters Point Shipyard	Mission Bay	Transbay	Other	TOTAL
Local Hours	12,175	50,812	0	0	62,987
Total Hours	61,001	213,882	0	0	274,883
Local %	20.0%	23.5%	0%	0%	22.9%

Prior to the COVID-19 pandemic, the robust economic growth, industry dynamics and high demand on construction labor including demand for local workers across city departments adversely impacted OCII contractors' ability to meet local workforce goal. Unfortunately, the COVID-19 pandemic adversely affected workforce activities, starting in March 2020, and continuing throughout FY 20-21 and FY 21-22. The total number of construction hours have continued to decline 63% from FY 19-20 and FY 20-21 and 75% from FY 20-21 to FY 21-22, which reflects two full years of impact from the pandemic and the substantial completion of OCII projects in the Transbay Project Area. (See Table 5.)

Table 5 – Construction Workforce Comparison FY 19-20 through FY 22-23

	FY 22-23	FY 21-22	FY 20-21	FY 19-20
Local Hours	62,987	60,415	151,817	391,756
Total Hours	274,883	232,761	920,965	2,497,610
SF % of Total Hours	22.9%	26.0%	16.5%	15.7%

The following section provides a high-level summary of the of state of construction workforce within the City and County of San Francisco during the 2022 calendar year including challenges and a look forward. According to OEWD's Local Hiring Policy for Construction Annual Report 2023 (the "City Local Hire Report")⁴ construction remains one of the most vital industries in San Francisco, despite the challenges the pandemic posed to the local economy including the drop-in local workforce hours.

⁴ [2023 Local Hiring Policy Annual Report.pdf \(sf.gov\)](https://sf.gov/sites/default/files/2023-03/2023%20Local%20Hiring%20Policy%20Annual%20Report.pdf)

<https://sf.gov/sites/default/files/2023-03/2023%20Local%20Hiring%20Policy%20Annual%20Report.pdf>

Meanwhile, as the State and local counties lifted pandemic-induced restrictions, San Francisco witnessed an active economic recovery in its construction workforce. In the 2022 calendar year, projects covered by the City Local Hiring Policy saw a notable increase of 22% in construction work hours from the previous year.

According to the City Local Hire Report, in 2022 calendar year, 44% of all reported hours were dedicated to housing developments supported through the Mayor's Office of Housing and Community Development ("MOHCD"), as well as projects such as Mission Rock, Pier 70, and Potrero Power Plant. Five of the seven housing projects awarded by MOHCD completed or were near completion by the end of 2022, while three new projects broke ground.

Availability of Local Workforce

The addition of housing development covered by the Local Hiring Policy has placed greater demand for local workers. According to the City Local Hire Report, contractors performing work on City projects have difficulty in growing their local workforce. The greatest challenge San Francisco faces is growing the pipeline of local workers, not just for housing development projects, but for the large-scale City projects expected to break ground in the next few years. Anticipated work:

- MTA's Parking Enforcement Headquarters Project: SFMTA office space
- Muni Metro East: MTA bus yard and maintenance facility
- Potrero Yard Modernization Projects: Joint project between SFMTA, DPW, and MOHCD for mixed use development including MTA facilities and training space; and 100+ affordable housing units.
- Balboa Reservoir: OEWD, PUC and Planning led development agreement including 1,000+ mixed income units (including 50% affordable and 150 affordable educator units); a childcare facility; and various community spaces over 4 acres of open space.

While the local hire data indicates that San Francisco's construction industry is employing local residents at rates that exceed the local hiring requirements, the global industry presents challenges that will impact the local workforce. Factors such as a shifting economy, relatively high material costs, and worker shortage are keeping many projects from breaking ground.

Statewide, the California Employment Development Department ("EDD") reports that construction suffered the largest month-over-month job loss during winter months due to severe weather across the state. At the local level, San Francisco has leveraged the Local Hiring Policy to ensure that local construction workers remain employed, but simultaneously, must still work within the constraints of supply-chain and workforce reductions seen at the national and state levels. Growing the pipeline of local workers will continue to be a top priority for OEWD, as the industry faces high levels of retirement. Shifts in career paths, brought on by the pause in construction during the pandemic, have also contributed to an overall shortage of local workers.

Through its compliance mechanisms and CityBuild Academy, OEWD must identify new job opportunities for San Francisco residents with contractors who are managing competing priorities, including rising costs of materials and wages and delays in schedules due to weather and supply-chain limitations.

The City Local Hiring Policy was initially created to increase local participation on infrastructure projects. The City Local Hiring Policy has since been amended to include all construction on City-owned land, with a particular focus on housing developments. As the City Local Hire Report indicates, work hours performed on housing developments contributed to 44% of the total work hours reported on covered projects in the 2022 calendar year. Additionally, through Mayor Breed's Housing for All Initiative, residential developments are expected to see an expedited process in the near future that would bring new projects online soon, potentially saturating the construction market with job opportunities for local workers. In order to meet the demands of multiple large-scale residential projects, OEWD has leveraged its relationships with City departments, Union partners, and prime contractors to identify new job opportunities and to assist in enforcing the City Local Hiring Policy with subcontractors.

It's safe to say that all construction, whether in OCII Project Areas or anywhere in the City, is good for our local workers and local contractors. Also, our partners at OEWD have recently invested in a local hiring and LBE contracting consultant to support developers and contractors on federally subsidized housing construction subject to the US Department of Housing and Urban Development's ("HUD") Section 3 local resident hiring and contracting requirement. Some of the projects that will benefit from this technical assistance because it will increase local hiring and contracting outcomes which should benefit residents in OCII Project Areas and may increase hiring of San Francisco residents across all areas of the City.

In a continued effort to build and sustain the pipeline of local workers to refer to OCII and other City projects, OEWD maintained the hybrid model of in-person and virtual training through CityBuild Academy during FY 22-23. During FY 22-23, CityBuild Training Cycles 37 and 38 were completed with 77 total graduates (Cycles are OEWD class cohorts). Of the 77 graduates, 67 of the graduates (or 87%) were hired onto local projects including the 1450 Owens Street, an OCII project. In addition, CityBuild administered 2 specialized training cohorts for an additional 16 pre-apprenticeship graduates. Of the 16 graduates, 10 were hired (or 63%) after the completion of training. In addition to Cycle 37 and 38, two specialized cohort trainings were conducted for the San Francisco Recreation and Parks Department's ("Rec Park") India Basin Park project. Both India Basin Park project cohorts were conducted in partnership with Rec Park, A. Philip Randolph Institute, the Laborers Training Center and OEWD. A total of 4 trainees successfully completed the training and graduated on December 2, 2022. Seven of the 12 graduates were placed into union apprenticeship positions and graduated on April 21, 2023. Currently, CityBuild Academy is geared up for Cycle 39 with 52 trainees which started training on July 28, 2023.

To create additional opportunities within the construction industry, CityBuild also operates the CityBuild Pro training academy (of which the Construction Administration and Professional Services Academy is a part of). CityBuild Pro provides San Francisco residents a unique opportunity to enter the construction field through administrative and back-office management training. In the past fiscal year, CityBuild Pro Cycles 26 and 27 resulted in 26 administrative graduates and qualified jobseekers within the industry.

The priority for CityBuild in the new fiscal year is to continue its expansion of training opportunities to recruit and train more San Francisco residents who are most economically impacted by the pandemic. CityBuild will continue to administer specialized training cohorts outside of the regular Academy cycles. This special cohort will focus on targeted populations to help local economic recovery.

Please refer to Attachments B-1 for individual project details for construction workforce employment for FY 22-23.

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 or engineering with professional training opportunities and permanent employment with design 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. The Trainee Program falls under the umbrella of the Mayor’s Opportunities for All initiative which provides internship opportunities for San Francisco youth ages 16-24.

During FY 22-23, the Contract Compliance Division implemented the eighth cycle of the Trainee Program in collaboration with Japanese Youth Community Center (“JCYC”). As part of this eighth program cycle, eleven local college students were placed in summer internships, including eight who were hired by architectural and engineering firms and three were hired in project management roles at construction firms.

JCYC has been the lead Community Based Organization since the Trainee Program’s inception. 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 2023 cohort, interns also enjoyed site visits

including a tour of the Chase Center hosted by the Golden State Warriors and two affordable housing developments currently under construction, the HOPE SF Sunnydale Community Center project and OCII Mission Bay Block 9A.

Since the Trainee Program's inception in 2016, the program has placed seventy-nine students at forty-one firms representing a crucial pipeline for San Franciscans seeking careers in the design field. This summer two former interns joined the program staff as fellows, and one former intern was hired as a program coordinator to administer key aspects of the program. Additionally, Trainee Program staff at OCII and JCYC meet regularly with stakeholders at City College and San Francisco State University to strengthen our 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)

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Thor Kaslofsky
Executive Director

- Attachment A-1: FY 22-23 SBE Dollars by Project Summary Report
- Attachment A-2: Accumulated SBE Dollars by Project Summary Report
- Attachment B-1: FY 22-23 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 7/1/22 through 6/30/23)

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			
										MBE	WMBE	WBE			
Project Status: In Construction															
Hunters Point Shipyard/ Candlestick Point															
HPSY Phase I -Block 56 (Construction and supplies)	Affordable Housing	Rental - Low Income	Mercy Housing California	Baines/Nibbi JV	73	72	In Construction	May 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									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%
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	101,186,486	51,112,726 50.5%	42,415,098 41.9%	40,080,109 39.6%	114,718 0.1%	1,913,935 1.9%	28,878,688 28.5%
Subtotal									101,186,486	51,112,726 50.5%	42,415,098 41.9%	40,080,109 39.6%	114,718 0.1%	1,913,935 1.9%	28,878,688 28.5%
Summary for Project Area = Hunters Point Shipyard/ Candlestick Point									153,493,943	74,009,418 48.2%	57,217,031 37.3%	51,166,211 33.3%	2,431,339 1.6%	2,155,867 1.4%	44,197,868 28.8%
TOTAL FOR IN CONSTRUCTION PROJECTS									153,493,943	74,009,418 48.2%	57,217,031 37.3%	51,166,211 33.3%	2,431,339 1.6%	2,155,867 1.4%	44,197,868 28.8%
Project Status: In Design															
Transbay															
Transbay Block 2 East (Professional Design)	Stand Alone Affordable Housing	Rental - Low Income	Mercy Housing	Swinerton/Rubec on JV			In Design	2026	4,178,302	3,858,452 92.3%	3,624,952 86.8%	1,557,843 37.3%	1,656,250 39.6%	228,219 5.5%	3,521,352 84.3%
Transbay Block 2 West (Professional Design)	Stand Alone Affordable Housing	Rental - Very Low Income Senior	Chinatown Community Development Corp.	Swinerton/Rubec on JV			In Design	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%
Subtotal									7,978,380	7,234,880 90.7%	6,861,030 86.0%	1,950,535 24.4%	1,764,455 22.1%	2,826,460 35.4%	4,387,080 55.0%
Summary for Project Area = Transbay									7,978,380	7,234,880 90.7%	6,861,030 86.0%	1,950,535 24.4%	1,764,455 22.1%	2,826,460 35.4%	4,387,080 55.0%
TOTAL FOR IN DESIGN PROJECTS									7,978,380	7,234,880 90.7%	6,861,030 86.0%	1,950,535 24.4%	1,764,455 22.1%	2,826,460 35.4%	4,387,080 55.0%
<i>*SBE credit granted prior to firm graduating from size standard.</i>															
Professional Consulting Sub-total									7,978,380	7,234,880 90.7%	6,861,030 86.0%	1,950,535 24.4%	1,764,455 22.1%	2,826,460 35.4%	4,387,080 55.0%
Construction Sub-total									153,493,943	74,009,418 48.2%	57,217,031 37.3%	51,166,211 33.3%	2,431,339 1.6%	2,155,867 1.4%	44,197,868 28.8%
GRAND TOTAL (subject to rounding differences)									161,472,323	81,244,298 50.3%	64,078,061 39.7%	53,116,746 32.9%	4,195,794 2.6%	4,982,327 3.1%	48,584,948 30.1%

Note: SF-SBE, MBE, WMBE, and WBE figures are based on SBE Credits; SBE Participation are actuals

OCII SBE Dollars by Project Summary (Status of All Active Projects as of June 30, 2022)

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			
Project Status: In Closeout															
Hunters Point Shipyard/ Candlestick Point															
HPSY I: Block 48 Underground Utilities (Construction and supplies)	Infrastructure	n/a	Lennar	Hoseley Corporation	n/a	n/a	In Closeout	2022	5,406,555	5,406,555 100.0%	5,406,555 100.0%	0 0.0%	0 0.0%	0 0.0%	5,406,555 100.0%
Subtotal									5,406,555	5,406,555 100.0%	5,406,555 100.0%	0 0.0%	0 0.0%	0 0.0%	5,406,555 100.0%
Summary for Project Area = Hunters Point Shipyard/ Candlestick Point									5,406,555	5,406,555 100.0%	5,406,555 100.0%	0 0.0%	0 0.0%	0 0.0%	5,406,555 100.0%
Mission Bay															
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%	746,000 10.0%	0 0.0%	0 0.0%	5,856,239 78.8%
Subtotal									7,434,751	5,856,239 78.8%	5,541,451 74.5%	746,000 10.0%	0 0.0%	0 0.0%	5,856,239 78.8%
Mission Bay Block 1 SOMA Hotel (Professional Consulting)	Commercial Hotel	Hotel	SOMA Hotel	Hathaway Dinwiddie Construction Company	n/a	n/a	In Closeout	2022	3,567,715	1,988,715 55.7%	1,988,715 55.7%	730,600 20.5%	458,250 12.8%	518,705 14.5%	1,523,829 42.7%
Mission Bay Block 1 SOMA Hotel (Construction and Supplies)	Commercial Hotel	Hotel	SOMA Hotel	Hathaway Dinwiddie Construction Company	n/a	n/a	In Closeout	2022	101,674,795	6,438,925 6.3%	1,110,985 1.1%	2,809,653 2.8%	857,395 0.8%	13,580,190 13.4%	6,438,925 6.3%
Subtotal									105,242,510	8,427,640 8.0%	3,099,700 2.9%	3,540,253 3.4%	1,315,645 1.3%	14,098,895 13.4%	7,962,754 7.6%
Mission Bay South Block 9 (Professional Consulting)	Stand Alone Affordable Housing	Rental - Very Low Income Supportive/Homeless	Bridge Housing Corporation and Community Housing Partnership	Cahill Contractors	141	140	In Closeout	2023	3,467,062	1,772,777 51.1%	1,643,277 47.4%	995,550 28.7%	461,747 13.3%	0 0.0%	1,063,015 30.7%
Mission Bay South Block 9 Construction (Construction and supplies)	Stand Alone Affordable Housing	Rental - Very Low Income Supportive/Homeless	Bridge Housing Corporation and Community Housing Partnership	Cahill Contractors	141	140	In Closeout	2023	37,044,371	8,643,242 23.3%	3,329,157 9.0%	1,760,404 4.8%	0 0.0%	1,123,584 3.0%	8,643,242 23.3%
Subtotal									40,511,433	10,416,019 25.7%	4,972,434 12.3%	2,755,954 6.8%	461,747 1.1%	1,123,584 2.8%	9,706,257 24.0%
Summary for Project Area = Mission Bay									153,188,694	24,699,898 16.1%	13,613,585 8.9%	7,042,207 4.6%	1,777,392 1.2%	15,222,479 9.9%	23,525,250 15.4%
Transbay															
Transbay Block 1 (Professional Consulting)	Market Rate/Affordable/Inclusionary Housing	Condominiums	Tishman Speyer	Lendlease	392	156	In Closeout	2022	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	2021	247,289,871	43,197,556 17.5%	16,985,353 6.9%	26,860,116 10.9%	601,834 0.2%	3,682,939 1.5%	43,197,556 17.5%

Note: SF-SBE, MBE, WMBE, and WBE figures are based on SBE Credits; SBE Participation are actuals

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				
Subtotal											252,350,703	47,712,696 18.9%	21,347,246 8.5%	27,073,674 10.7%	3,473,574 1.4%	3,933,199 1.6%	45,665,335 18.1%
Summary for Project Area = Transbay											252,350,703	47,712,696 18.9%	21,347,246 8.5%	27,073,674 10.7%	3,473,574 1.4%	3,933,199 1.6%	45,665,335 18.1%

Yerba Buena Center																	
706 Mission Street (Construction and supplies)	Market Rate/Inclusionary Housing	Condominiums	Millennium Partners	Webcor	215	0	In Closeout	2022	251,148,729	57,998,003 23.1%	14,051,406 5.6%	1,846,030 0.7%	0 0.0%	158,600 0.1%	57,998,003 23.1%		
706 Mission Street (Professional Consulting)	Market Rate/Inclusionary Housing	Condominiums	Millennium Partners	Webcor	215	0	In Closeout	2022	17,626,553	10,823,535 61.4%	10,608,095 60.2%	5,296,445 30.0%	1,304,000 7.4%	572,600 3.2%	6,110,291 34.7%		
Subtotal											268,775,282	68,821,538 25.6%	24,659,501 9.2%	7,142,475 2.7%	1,304,000 0.5%	731,200 0.3%	64,108,294 23.9%

Summary for Project Area = Yerba Buena Center											268,775,282	68,821,538 25.6%	24,659,501 9.2%	7,142,475 2.7%	1,304,000 0.5%	731,200 0.3%	64,108,294 23.9%
TOTAL FOR IN CLOSEOUT PROJECTS											679,721,234	146,640,687 21.6%	65,026,887 9.6%	41,258,356 6.1%	6,554,966 1.0%	19,886,878 2.9%	138,705,433 20.4%

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%	147,942 1.2%	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%	430,495 3.2%	1,109,345 8.3%	223,303 1.7%	0 0.0%	5,998,100 44.9%
HPSY Phase I: Block 52 (Professional Consulting)	Market Rate/Inclusionary Housing	Homeownership	Lennar	Lennar	77	9	In Construction	2023	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	2023	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%

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			
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%
HPSY Phase I: Block 48 Stage 2A (Professional Consulting)		Market Rate/Inclusionary Housing	Homeownership	Lennar	TBD	164	24	In Design	TBD	2,261,507	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)		Market Rate/Inclusionary Housing	Homeownership	Lennar	TBD	53	7	In Design	TBD	1,006,877	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)		Market Rate/Inclusionary Housing	Homeownership	Lennar	TBD	41	5	In Design	TBD	681,328	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)		Market Rate/Inclusionary Housing	Homeownership	Lennar	TBD	53	7	In Design	TBD	789,446	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%
Transbay																
Transbay Block 2 East (Professional Design)		Stand Alone Affordable Housing	Rental - Low Income	Mercy Housing	Swinerton/Rubec on JV	184	184	In Design	2026	4,178,302	3,858,452 92.3%	3,624,952 86.8%	1,557,843 37.3%	1,656,250 39.6%	228,219 5.5%	3,521,352 84.3%
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 Design	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 4 (Design) (Professional Design)		Market Rate/Affordable Housing	Rental/For Sale	Hines	TBD	681	202	On Hold	TBD	14,154,950	10,843,700 76.6%	10,651,200 75.2%	129,000 0.9%	1,853,928 13.1%	5,644,292 39.9%	5,103,509 36.1%
Subtotal										22,133,330	18,078,580 81.7%	17,512,230 79.1%	2,079,535 9.4%	3,618,383 16.3%	8,470,752 38.3%	9,490,589 42.9%
Summary for Project Area = Transbay										22,133,330	18,078,580 81.7%	17,512,230 79.1%	2,079,535 9.4%	3,618,383 16.3%	8,470,752 38.3%	9,490,589 42.9%
Yerba Buena Center																

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			
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%
TOTAL FOR IN DESIGN PROJECTS										36,338,683	27,021,109 74.4%	23,734,295 65.3%	5,765,027 15.9%	4,861,111 13.4%	10,230,790 28.2%	16,980,851 46.7%

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%
HPSY II/CP: Gilman, Streetscape, and Wedge Park Landscape Design (Professional Consulting)		Infrastructure	n/a	FivePoint	-	n/a	n/a	On Hold	on-going	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%

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												
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 Francisco 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																									
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%
Subtotal									229,570	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%										
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%										

Project Area Project	Project Type	Housing Type	Sponsor	General Contractor	Units Total Affordable	Status	Completion Date	Amount	Figures are based on SBE Credits					SBE Participation
									SBE Goal Credit	SF-SBE	Informational Purposes Only MBE WMBE WBE			
Professional Consulting Sub-total								130,675,028	92,370,137 70.7%	84,619,840 64.8%	26,190,836 20.0%	15,911,158 12.2%	25,610,036 19.6%	58,869,103 45.1%
Construction Sub-total								1,103,093,217	326,046,143 29.6%	185,357,867 16.8%	137,032,367 12.4%	8,265,823 0.7%	22,388,057 2.0%	269,581,594 24.4%
GRAND TOTAL (subject to rounding differences)								1,233,768,245	418,416,280 33.9%	269,977,706 21.9%	163,223,203 13.2%	24,176,980 2.0%	47,998,092 3.9%	328,450,697 26.6%

Project	General Contractor	Total Hours	SF Hours	BVHP			American					
				Hours	Minority	Female	Caucasian	Indian	Asian	Black	Latinx	Other
Mission Bay 1450 Owens	Truebeck	94,398	20,971	6,832	53,699	1,431	40,699	1,114	5,781	2,687	43,371	747
	<i>% of Total</i>		22.2%	7.2%	56.9%	1.5%	43.1%	1.2%	6.1%	2.8%	45.9%	0.8%
Mission Bay Block 9	Cahill Contractors	53,850	13,920	1,337	37,964	633	15,886	341	1,295	990	33,644	1,653
	<i>% of Total</i>		25.8%	2.5%	70.5%	1.2%	29.5%	0.6%	2.4%	1.8%	62.5%	3.1%
Mission Bay Block 9A	Nibbi/Baines JV	53,145	11,664	4,369	40,292	276	12,854	0	1,053	3,386	33,344	2,509
	<i>% of Total</i>		21.9%	8.2%	75.8%	0.5%	24.2%	0.0%	2.0%	6.4%	62.7%	4.7%
Mission Bay 6W Blue Bear	Oliver and Company	401	140	56	215	0	186	44	15	67	90	0
	<i>% of Total</i>		34.9%	14.0%	53.6%	0.0%	46.4%	11.0%	3.7%	16.7%	22.4%	0.0%
Mission Bay Park P22	Hoseley Corporation	12,088	4,117	2,706	10,027	432	2,062	0	441	1,073	8,497	16
	<i>% of Total</i>		34.1%	22.4%	83.0%	3.6%	17.1%	0.0%	3.6%	8.9%	70.3%	0.1%
HPSY Block 52	Lennar	54,620	10,817	3,656	17,895	320	36,725	0	579	2,147	14,148	1,020
	<i>% of Total</i>		19.8%	6.7%	32.8%	0.6%	67.2%	0.0%	1.1%	3.9%	25.9%	1.9%
HPSY Block 52/54	Baines/Nibbi JV	963	242	102	653	0	311	0	0	104	523	27
	<i>% of Total</i>		25.1%	10.6%	67.8%	0.0%	32.3%	0.0%	0.0%	10.8%	54.3%	2.8%
HPSY Block 56	Baines/Nibbi JV	808	174	121	594	0	186	0	0	24	473	97
	<i>% of Total</i>		21.5%	15.0%	73.5%	0.0%	23.0%	0.0%	0.0%	3.0%	58.5%	12.0%
HPSY Block 48 Shoring, Excav	Hoseley Corporation	4,424	832	217	1,422	348	3,002	0	33	191	1,193	5
	<i>% of Total</i>		18.8%	4.9%	32.1%	7.9%	67.9%	0.0%	0.7%	4.3%	27.0%	0.1%
HPSY Block 48 Underground I	Minerva/Graniterock J	186	110	10	106	0	80	0	0	0	106	0
	<i>% of Total</i>		59.1%	5.4%	57.0%	0.0%	43.0%	0.0%	0.0%	0.0%	57.0%	0.0%
	Total	274,883	62,987	19,406	162,867	3,440	111,991	1,499	9,197	10,669	135,389	6,074
	<i>% of Total</i>		22.9%	7.1%	59.2%	1.3%	40.7%	0.5%	3.3%	3.9%	49.3%	2.2%

OCII Workforce Summary - Total Workforce Hours: (July 1, 2022 - June 30, 2023)

ATTACHMENT B-1

Mission Bay Project Area	General Contractor	Total Hours	SF Hours	BVHP			American					
				Hours	Minority	Female	Caucasian	Indian	Asian	Black	Latinx	Other
Mission Bay 1450 Owens	Truebeck	94,398	20,971	6,832	53,699	1,431	40,699	1,114	5,781	2,687	43,371	747
Mission Bay Block 9 (Affordable)	Cahill Contractors	53,850	13,920	1,337	37,964	633	15,886	341	1,295	990	33,644	1,653
Mission Bay Block 9A (Affordable)	Nibbi/Baines JV	53,145	11,664	4,369	40,292	276	12,854	0	1,053	3,386	33,344	2,509
Mission Bay 6W Blue Bear	Oliver and Company	401	140	56	215	0	186	44	15	67	90	0.00
Mission Bay Park P22	Hoseley Corporation	12,088	4,117	2,706	10,027	432	2,062	0	441	1,073	8,497	16
Total		213,882	50,812	15,300	142,197	2,772	71,687	1,499	8,585	8,203	118,946	4,925
Percent of Total			23.8%	7.2%	66.5%	1.3%	33.5%	0.7%	4.0%	3.8%	55.6%	2.3%

OCII Workforce Summary - Total Workforce Hours: (July 1, 2022 - June 30, 2023)

Hunters Point Shipyard Project	General Contractor	Total Hours	SF Hours	BVHP			American					
				Hours	Minority	Female	Caucasian	Indian	Asian	Black	Latinx	Other
HPSY Block 52	Lennar	54,620	10,817	3,656	17,895	320	36,725	0	579	2,147	14,148	1,020
HPSY Block 52/54 (Affordable)	Baines/Nibbi JV	963	242	102	653	0	311	0	0	104	523	27
HPSY Block 56 (Affordable)	Hc Baines/Nibbi JV	808	174	121	594	0	186	0	0	24	473	97
HPSY Block 48 Shoring, Excav	Hoseley Corporation	4,424	832	217	1,422	348	3,002	0	33	191	1,193	5
HPSY Block 48 Underground	Minerva/Graniterock J	186	110	10	106	0	80	0	0	0	106	0
Total		61,001	12,175	4,106	20,670	668	40,304	0	612	2,466	16,443	1,149
Percent of Total			20.0%	6.7%	33.9%	1.1%	66.1%	0.0%	1.0%	4.0%	27.0%	1.9%

Affordable and Inclusionary Housing: (July 1, 2022 - June 30, 2023)

Affordable and Inclusionary	General Contractor	Total Hours	SF Hours	BVHP			American					
				Hours	Minority	Female	Caucasian	Indian	Asian	Black	Latinx	Other
Mission Bay Block 9	Cahill Contractors	53,850	13,920	1,337	37,964	633	15,886	341	1,295	990	33,644	1,653
Mission Bay Block 9A	Nibbi/Baines JV	53,145	11,664	4,369	40,292	276	12,854	0	1,053	3,386	33,344	2,509
HPSY Block 52	Lennar	54,620	10,817	3,656	17,895	320	36,725	0	579	2,147	14,148	1,020
HPSY Block 52/54 (Affordable)	Baines/Nibbi JV	963	242	102	653	0	311	0	0	104	523	27
HPSY Block 56 (Affordable)	Hc Baines/Nibbi JV	808	174	121	594	0	186	0	0	24	473	97
Total		163,386	36,817	9,585	97,398	1,229	65,962	341	2,927	6,651	82,132	5,306
Percent of Total			22.5%	5.9%	59.6%	0.8%	40.4%	0.2%	1.8%	4.1%	50.3%	3.2%

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
	<p>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.</p> <p>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.</p>
5. Certified Payroll Reports	<p>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.</p>
6. Job Site Visits	<p>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.</p>
7. Workforce Compliance Reports	<p>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.</p>

COMPLIANCE MEASURES	DESCRIPTION
8. Monitoring and Progress Meetings	<p>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.</p> <p>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.</p>