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


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.

<table>
<thead>
<tr>
<th>OCII Policy</th>
<th>Similar SF City &amp; County Policy</th>
</tr>
</thead>
<tbody>
<tr>
<td>Small Business Enterprise (SBE) Policy</td>
<td>Chapter 14B Ordinance: Local Business Enterprise and Non-discrimination in Contracting Ordinance</td>
</tr>
<tr>
<td>Nondiscrimination in Contracts and Equal Benefits Policy</td>
<td>Chapter 12B/12C Ordinances: Nondiscrimination in Contracts</td>
</tr>
<tr>
<td>Health Care Accountability Policy</td>
<td>Health Care Accountability Ordinance</td>
</tr>
<tr>
<td>Minimum Compensation Policy</td>
<td>Minimum Compensation Ordinance</td>
</tr>
<tr>
<td>Workforce Requirements (overall 50% local hire with First Consideration for Project Area residents, applicable to OCII-assisted private projects)</td>
<td>Mandatory Local Hiring Ordinance (30% on publicly funded contracts and private projects on public land)</td>
</tr>
</tbody>
</table>
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. 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>
<thead>
<tr>
<th>FY 22-23 Summary</th>
<th>Total Dollars (Millions)</th>
<th>SBE Dollars (Millions)</th>
<th>SBE % of Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Professional Services</td>
<td>$8.0</td>
<td>$7.2</td>
<td>90.7%</td>
</tr>
<tr>
<td>Construction and Supplies</td>
<td>$153.5</td>
<td>$74.0</td>
<td>48.2%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>$161.5</strong></td>
<td><strong>$81.2</strong></td>
<td><strong>50.3%</strong></td>
</tr>
</tbody>
</table>

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.

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:

<table>
<thead>
<tr>
<th>Industry</th>
<th>OCII SBE Size Standard</th>
</tr>
</thead>
<tbody>
<tr>
<td>Construction Contractors</td>
<td>$24,000,000</td>
</tr>
<tr>
<td>Specialty Construction Contractors</td>
<td>$14,000,000</td>
</tr>
<tr>
<td>Suppliers (goods/materials/ equipment and general services)</td>
<td>$12,000,000</td>
</tr>
<tr>
<td>Professional Services</td>
<td>$5,000,000</td>
</tr>
<tr>
<td>Trucking</td>
<td>$5,000,000</td>
</tr>
</tbody>
</table>

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. 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.

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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.
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

<table>
<thead>
<tr>
<th>Project</th>
<th>Awards and Commitments (Dollars in Millions)</th>
<th>Actual Payments (Dollars in Millions)</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total $</td>
<td>SBE $</td>
</tr>
<tr>
<td>Mission Bay South Block 1 Hotel</td>
<td>$105,242,510</td>
<td>$8,408,140</td>
</tr>
<tr>
<td>Mission Bay South Block 9</td>
<td>$40,511,433</td>
<td>$10,345,428</td>
</tr>
</tbody>
</table>

**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)

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

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

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 enforcement 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 is 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)

<table>
<thead>
<tr>
<th></th>
<th>Hunters Point Shipyard</th>
<th>Mission Bay</th>
<th>Transbay</th>
<th>Other</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Hours</td>
<td>12,175</td>
<td>50,812</td>
<td>0</td>
<td>0</td>
<td>62,987</td>
</tr>
<tr>
<td>Total Hours</td>
<td>61,001</td>
<td>213,882</td>
<td>0</td>
<td>0</td>
<td>274,883</td>
</tr>
<tr>
<td>Local %</td>
<td>20.0%</td>
<td>23.5%</td>
<td>0%</td>
<td>0%</td>
<td>22.9%</td>
</tr>
</tbody>
</table>

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

<table>
<thead>
<tr>
<th></th>
<th>FY 22-23</th>
<th>FY 21-22</th>
<th>FY 20-21</th>
<th>FY 19-20</th>
</tr>
</thead>
<tbody>
<tr>
<td>Local Hours</td>
<td>62,987</td>
<td>60,415</td>
<td>151,817</td>
<td>391,756</td>
</tr>
<tr>
<td>Total Hours</td>
<td>274,883</td>
<td>232,761</td>
<td>920,965</td>
<td>2,497,610</td>
</tr>
<tr>
<td>SF % of Total Hours</td>
<td>22.9%</td>
<td>26.0%</td>
<td>16.5%</td>
<td>15.7%</td>
</tr>
</tbody>
</table>

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”) 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)
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 feature 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)

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
### Project Area = Hunters Point Shipyard/ Candlestick Point

| Project Type                      | Housing Type              | Sponsor                          | General Contractor          | Units | Project | Total | Affordable | Status     | Completion Date | Amount         | Figures are based on SBE Credits |
|-----------------------------------|---------------------------|----------------------------------|------------------------------|-------|---------|-------|-----------|------------|-------------|----------------|----------------|-----------------------------|
| Subtotal                          |                           |                                  |                              |       |         |       |           |            |              |               |                | 28,788,688                  |
| HPSY Phase I: Blocks 52 and 54    | Affordable Housing        | Rental - Very Low Income         | The Jonathan Rose Companies and Bayview Hunters Point Multipurpose Senior Services | 112   | In Construction | 2025  | 101,186,486 | 50.5%      | 42,415,098  | 1,913,935  | 2,878,688                  |
|                                   |                           |                                  | Baines/Nibbi, JV             |       |         |       |           | 111%       | 28.5%       |                |                | 114,718                    |
| Subtotal                          |                           |                                  |                              |       |         |       |           | 10.1%      | 1.6%        |                |                | 28,878,688                  |
| Summary for Project Area = Hunters Point Shipyard/ Candlestick Point |                           |                                  |                              |       |         |       |           | 48.2%      | 37.3%       |                |                | 44,197,868                  |
| TOTAL FOR IN CONSTRUCTION PROJECTS |                           |                                  |                              |       |         |       |           | 48.2%      | 37.3%       |                |                | 44,197,868                  |

### Project Area = Transbay

| Project Type                      | Housing Type              | Sponsor                          | General Contractor          | Units | Project | Total | Affordable | Status     | Completion Date | Amount         | Figures are based on SBE Credits |
|-----------------------------------|---------------------------|----------------------------------|------------------------------|-------|---------|-------|-----------|------------|-------------|----------------|----------------|-----------------------------|
| Subtotal                          |                           |                                  |                              |       |         |       |           |            |              |               |                | 28,788,688                  |
| Transbay Block 2 East (Professional Design) | Stand Alone Affordable Housing | Rental - Low Income | Swinerton/Rubec on JV | 2026  | In Design | 2026  | 4,178,302  | 92.3%      | 3,604,952  | 1,057,943  | 228,219  | 3,521,352 |
| Transbay Block 2 West (Professional Design) | Stand Alone Affordable Housing | Rental - Very Low Income Senior | Chinatown Community Development Corp. | 2026  | In Design | 2026  | 3,800,079  | 86.8%      | 3,236,079  | 392,693   | 2,598,241  | 865,729 |
| Subtotal                          |                           |                                  |                              |       |         |       |           | 88.9%      | 85.2%       |                |                | 55.0%                     |
| Summary for Project Area = Transbay |                           |                                  |                              |       |         |       |           | 88.9%      | 85.2%       |                |                | 55.0%                     |
| TOTAL FOR IN DESIGN PROJECTS      |                           |                                  |                              |       |         |       |           | 88.9%      | 85.2%       |                |                | 55.0%                     |

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

SBE credit granted prior to firm graduating from size standard.
### Hunters Point Shipyard/ Candlestick Point

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### Mission Bay

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### Transbay

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**Project Status:** In Construction

### Hunters Point Shipyard/ Candlestick Point

- **Block 56 Design (Professional Consulting)**
  - Affordable Housing: Mercy Housing
  - Rental - Low Income: California and San Francisco Housing Development Corporation
  - Sponsor: Baines/Nibbi, JV
  - General Contractor: Baines/Nibbi, JV
  - Units Total: 73
  - Affordable: 72
  - Status Completion Date: 2025
  - Amount: 2,781,536

- **HPSY Phase I - Block 56 (Construction and supplies)**
  - Affordable Housing: Mercy Housing
  - Rental - Low Income: California
  - Sponsor: Baines/Nibbi, JV
  - General Contractor: Baines/Nibbi, JV
  - Units Total: 73
  - Affordable: 72
  - Status Completion Date: 2025
  - Amount: 52,307,457

- **HPSY II/C: Artist Building (Professional Consulting)**
  - Commercial Building Construction: FullPoint
  - Sponsor: BCCI Construction Company
  - General Contractor: BCCI Construction Company
  - Units Total: n/a
  - Affordable: n/a
  - Status Completion Date: 2025
  - Amount: 55,088,993

- **HPSY II/C: Artist Replacement Space Building (Construction and Supplies)**
  - Commercial Building Construction: FullPoint
  - Sponsor: BCCI Construction Company
  - General Contractor: BCCI Construction Company
  - Units Total: n/a
  - Affordable: n/a
  - Status Completion Date: 2025
  - Amount: 12,279,933

- **HPSY Phase I - Block 52 (Professional Consulting)**
  - Market Rate/Inclusionary Housing: Lennar
  - Sponsor: Lennar
  - General Contractor: Lennar
  - Units Total: 77
  - Affordable: 77
  - Status Completion Date: 2023
  - Amount: 13,731,285

- **HPSY Phase I - Block 52 Construction (Construction and supplies)**
  - Market Rate/Inclusionary Housing: Lennar
  - Sponsor: Lennar
  - General Contractor: Lennar
  - Units Total: 77
  - Affordable: 77
  - Status Completion Date: 2023
  - Amount: 27,137,998

- **Subtotal**
  - Amount: 138,702,433

---

Thursday, September 7, 2023
**Mission Bay**

**Mission Bay South Block 9A (Professional Consulting)**
- **Project Type**: Affordable Housing
- **Housing Type**: Homeownership
- **Sponsor**: Curtis Development, Michael Simmons Property, Development, and Young Community Developers
- **General Contractor**: Baines/Nibbi, JV
- **Units**: 148
- **Status**: In Construction
- **Completion Date**: 2024
- **Amount**: 4,649,590

**Mission Bay Park P19 and P22 (Construction and supplies)**
- **Project Type**: Infrastructure
- **Housing Type**: n/a
- **Sponsor**: Mission Bay Development Group
- **General Contractor**: Hoseley Corporation
- **Units**: n/a
- **Status**: In Construction
- **Completion Date**: 2023
- **Amount**: 20,699,999

**Mission Bay South Bayfront Park P22 (Professional Consulting)**
- **Project Type**: Infrastructure
- **Housing Type**: n/a
- **Sponsor**: Mission Bay Development Group
- **General Contractor**: Hoseley Corporation
- **Units**: n/a
- **Status**: In Construction
- **Completion Date**: 2023
- **Amount**: 489,585

**Subtotal**

- **Total**: 120,546,189
- **Housing Income**: 118,488,684
- **Affordable Income**: 2,057,505
- **Units**: 342,571
- **Goal Credit**: 52.9%
- **SBE Participation**: 38.8%

**Mission Bay**

**Hunters Point Shipyard/ Candlestick Point**

**Total for In Construction Projects**

- **Total**: 446,085,700
- **Housing Income**: 432,439,700
- **Affordable Income**: 11,646,000
- **Units**: 489,585
- **Goal Credit**: 34.2%
- **SBE Participation**: 35.6%

**Summary for Project Area = Mission Bay**

- **Total with In Construction Projects**: 1,804,520
- **Housing Income**: 1,781,456
- **Affordable Income**: 23,064
- **Units**: 520
- **Goal Credit**: 38.8%
- **SBE Participation**: 52.6%

**Summary for Project Area = Hunters Point Shipyard/ Candlestick Point**

- **Total with In Construction Projects**: 1,931,564
- **Housing Income**: 1,902,124
- **Affordable Income**: 30,440
- **Units**: 520
- **Goal Credit**: 35.6%
- **SBE Participation**: 29.6%

**TOTAL FOR IN CONSTRUCTION PROJECTS**

- **Total**: 1,931,564
- **Housing Income**: 1,902,124
- **Affordable Income**: 30,440
- **Units**: 520
- **Goal Credit**: 35.6%
- **SBE Participation**: 29.6%
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**HPSY Phase I: Block 1 (Professional Consulting)**

- **Market Rate/Inclusionary Housing**
  - Sponsor: Tabernacle Affiliated Developers/Amanco Development Assoc. LLC
  - General Contractor: TBD
  - Status: TBD
  - Completion Date: TBD
  - Amount: $1,527,390

**HPSY Phase I: Block 48 Stage 1A (Professional Consulting)**

- **Market Rate/Inclusionary Housing**
  - Sponsor: Lennar
  - General Contractor: TBD
  - Status: In Design
  - Completion Date: TBD
  - Amount: $2,622,827

**HPSY Phase I: Block 48 Stage 1B (Professional Consulting)**

- **Market Rate/Inclusionary Housing**
  - Sponsor: Lennar
  - General Contractor: TBD
  - Status: In Design
  - Completion Date: TBD
  - Amount: $1,104,685

**HPSY Phase I: Block 48 Stage 2A (Professional Consulting)**

- **Market Rate/Inclusionary Housing**
  - Sponsor: Lennar
  - General Contractor: TBD
  - Status: In Design
  - Completion Date: TBD
  - Amount: $2,261,507

**HPSY Phase I: Block 48 Stage 2B (Professional Consulting)**

- **Market Rate/Inclusionary Housing**
  - Sponsor: Lennar
  - General Contractor: TBD
  - Status: In Design
  - Completion Date: TBD
  - Amount: $1,006,877

**HPSY Phase I: Block 48 Stage 3A (Professional Consulting)**

- **Market Rate/Inclusionary Housing**
  - Sponsor: TBD
  - General Contractor: TBD
  - Status: In Design
  - Completion Date: TBD
  - Amount: $681,328

**HPSY Phase I: Block 48 Stage 3B (Professional Consulting)**

- **Market Rate/Inclusionary Housing**
  - Sponsor: TBD
  - General Contractor: TBD
  - Status: In Design
  - Completion Date: TBD
  - Amount: $789,446

**Subtotal**

- Total: $8,106,670
  - Units: 52,666,452
  - Affordable: 3,958,260
  - Subtotal In Design: 1,327,790
  - WBE Participation: 1,689,418

**Summary for Project Area = Hunters Point Shipyard/ Candlestick Point**

- Total: $13,642,654
  - Units: 8,831,560
  - Affordable: 5,911,096
  - Subtotal In Design: 3,885,492
  - Participation: 9,490,589

**Transbay**

- **Transbay Block 2 East (Professional Design)**
  - Project Type: Stand Alone Affordable Housing
  - Sponsor: Mercy Housing
  - General Contractor: Swinerton/Rubec on JV
  - Total: $4,178,302
  - In Design: 2026
  - WBE Participation: 2,521,352

- **Transbay Block 2 West (Professional Design)**
  - Project Type: Stand Alone Affordable Housing
  - Sponsor: Chinatown Community Development Corp.
  - General Contractor: Swinerton/Rubec on JV
  - Total: $3,800,079
  - In Design: 2026
  - WBE Participation: 865,729

- **Transbay Block 4 (Design) (Professional Design)**
  - Project Type: Market Rate/Affordable Housing
  - Sponsor: Hines
  - General Contractor: TBD
  - Total: $14,154,950
  - In Design: TBD
  - WBE Participation: 10,503,599

**Subtotal**

- Total: $22,133,330
  - Units: 18,078,580
  - Affordable: 17,512,230
  - WBE Participation: 9,490,589

**Summary for Project Area = Transbay**

- Total: $22,133,330
  - Units: 18,078,580
  - Affordable: 17,512,230
  - Participation: 9,490,589

**Yerba Buena Center**

- Total: $22,133,330
  - Units: 18,078,580
  - Affordable: 17,512,230
  - Participation: 9,490,589

---

**Notes:**

- Figures are based on SBE Credits.
- Informational Purposes Only.
- Participation may vary.
- Goal Credit participation may range from 0% to 100%.
- Figures are based on SBE Credits.
<table>
<thead>
<tr>
<th>Project Area</th>
<th>Project</th>
<th>Project Type</th>
<th>Housing Type</th>
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<th>Units</th>
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<tbody>
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<td>Millennium Partners</td>
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Project Status: On Hold

Hunters Point Shipyard/ Candlestick Point

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<th>Amount</th>
<th>Figures are based on SBE Credits</th>
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<tbody>
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<td>Infrastructure</td>
<td>n/a</td>
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<td>Condominiums Lennar</td>
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<td>13</td>
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Thursday, September 7, 2023
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<th>Affordable</th>
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<th>Completion Date</th>
<th>Amount</th>
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<td>HPSY II/CP: Candlestick Point South Block 11A (Professional Consulting)</td>
<td>Stand Alone Affordable Housing</td>
<td>Rental - Very Low Income Supportive/Homeless</td>
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<td>4,030,316</td>
<td>3,816,716</td>
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<td>Hotel</td>
<td>Golden State Warriors</td>
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<td>HOTEL</td>
<td>Golden State Warriors</td>
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<td>5,143,553</td>
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### Citywide

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<th>Certificate of Preference (Professional Consulting)</th>
<th>Miscellaneous</th>
<th>n/a</th>
<th>OCI</th>
<th>Lynn Insights and Investigations, Inc.</th>
<th>n/a</th>
<th>Other</th>
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<th>0.0%</th>
<th>0.0%</th>
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<tr>
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<td>229,570</td>
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<td>0.0%</td>
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<tr>
<td>Summary for Project Area = Citywide</td>
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<td>229,570</td>
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<td>0.0%</td>
<td>0.0%</td>
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</table>

### Hunters Point Shipyard/ Candlestick Point

<p>| Environmental Technical Support Services (Professional Consulting) | Infrastructure | n/a | OCI | Langan Treadwell Rolls | n/a | n/a | Other | 2024 | 1,900,000 | 1,900,000 | 1,900,000 | 1,900,000 | 0.0% | 0.0% | 0.0% | 665,000 | 35.0% |
|------------------------|----------------|-----|-----|-----------------------|-----|-----|-------|------|--------|-------|-------|-------|-------|-------|-------|-------|
| HPS1 and CP/HPS2 Infrastructure Engineering Support Services (Professional Consulting) | Infrastructure | n/a | OCI | Hollins Consulting Inc | n/a | n/a | Other | 2024 | 1,700,000 | 1,700,000 | 1,700,000 | 1,700,000 | 0.0% | 0.0% | 0.0% | 1,700,000 | 100.0% |
| Hunters Point Shipyard Parks Management (Professional Consulting) | Miscellaneous | n/a | OCI | POSIM | n/a | n/a | Other | 2024 | 3,194,760 | 3,194,760 | 3,194,760 | 360,956 | 0.0% | 0.0% | 88.7% | 0.0% |
| Hunters Point Shipyard Site Office Management (Professional Consulting) | Miscellaneous | n/a | OCI | MJF Consulting | n/a | n/a | Other | 2024 | 957,100 | 957,100 | 957,100 | 957,100 | 0.0% | 0.0% | 957,100 | 0.0% |
| Subtotal | | | | | | | | | 7,751,860 | 7,751,860 | 7,751,860 | 4,493,056 | 0.0% | 0.0% | 36.8% | 84.1% | 0.0% |
| Summary for Project Area = Hunters Point Shipyard/ Candlestick Point | | | | | | | | | 7,751,860 | 7,751,860 | 7,751,860 | 4,493,056 | 0.0% | 0.0% | 36.8% | 84.1% | 0.0% |
| TOTAL FOR OTHER PROJECTS | | | | | | | | | 7,981,430 | 7,751,860 | 7,751,860 | 4,493,056 | 0.0% | 0.0% | 36.8% | 84.1% | 0.0% |</p>
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<th>Project Area</th>
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The figures are based on SBE Credits.
### OCII Workforce Summary - Total Workforce Hours by Project: (July 1, 2022 - June 30, 2023)

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<th>SF Hours</th>
<th>BVHP Hours</th>
<th>Minority</th>
<th>Female</th>
<th>Caucasian</th>
<th>Indian</th>
<th>Asian</th>
<th>Black</th>
<th>Latinx</th>
<th>Other</th>
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<td>20,971</td>
<td>6,832</td>
<td>53,699</td>
<td>1,431</td>
<td>40,699</td>
<td>1,114</td>
<td>5,781</td>
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<td>7.2%</td>
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<td>17.1%</td>
<td>0.3%</td>
<td>3.6%</td>
<td>8.9%</td>
<td>70.3%</td>
<td>0.1%</td>
</tr>
<tr>
<td>HPSY Block 52</td>
<td>Lennar</td>
<td>54,620</td>
<td>10,817</td>
<td>3,656</td>
<td>17,895</td>
<td>320</td>
<td>36,725</td>
<td>0</td>
<td>579</td>
<td>2,147</td>
<td>14,148</td>
<td>1,020</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of Total</td>
<td>19.8%</td>
<td>6.7%</td>
<td>32.8%</td>
<td>0.6%</td>
<td>67.2%</td>
<td>0.0%</td>
<td>1.1%</td>
<td>3.9%</td>
<td>25.9%</td>
<td>1.9%</td>
</tr>
<tr>
<td>HPSY Block 52/54</td>
<td>Baines/Nibbi JV</td>
<td>963</td>
<td>242</td>
<td>102</td>
<td>653</td>
<td>0</td>
<td>311</td>
<td>0</td>
<td>0</td>
<td>104</td>
<td>523</td>
<td>27</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of Total</td>
<td>25.1%</td>
<td>10.6%</td>
<td>67.8%</td>
<td>0.0%</td>
<td>32.3%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>10.8%</td>
<td>54.3%</td>
<td>2.8%</td>
</tr>
<tr>
<td>HPSY Block 56</td>
<td>Baines/Nibbi JV</td>
<td>808</td>
<td>174</td>
<td>121</td>
<td>594</td>
<td>0</td>
<td>186</td>
<td>0</td>
<td>0</td>
<td>24</td>
<td>473</td>
<td>97</td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of Total</td>
<td>21.5%</td>
<td>15.0%</td>
<td>73.5%</td>
<td>0.0%</td>
<td>23.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>3.0%</td>
<td>58.5%</td>
<td>12.0%</td>
</tr>
<tr>
<td>HPSY Block 48 Shoring, Excav Hoseley Corporation</td>
<td>4,424</td>
<td>832</td>
<td>217</td>
<td>1,422</td>
<td>348</td>
<td>3,002</td>
<td>0</td>
<td>33</td>
<td>191</td>
<td>1,193</td>
<td>5</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of Total</td>
<td>18.8%</td>
<td>4.9%</td>
<td>32.1%</td>
<td>7.9%</td>
<td>67.9%</td>
<td>0.0%</td>
<td>0.7%</td>
<td>4.3%</td>
<td>27.0%</td>
<td>0.1%</td>
</tr>
<tr>
<td>HPSY Block 48 Underground</td>
<td>Minerva/Graniterock J</td>
<td>186</td>
<td>110</td>
<td>10</td>
<td>106</td>
<td>0</td>
<td>80</td>
<td>0</td>
<td>0</td>
<td>106</td>
<td>0</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>% of Total</td>
<td>59.1%</td>
<td>5.4%</td>
<td>57.0%</td>
<td>0.0%</td>
<td>43.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>0.0%</td>
<td>57.0%</td>
<td>0.0%</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td></td>
<td>274,883</td>
<td>62,987</td>
<td>19,406</td>
<td>162,867</td>
<td>3,440</td>
<td>111,991</td>
<td>1,499</td>
<td>9,197</td>
<td>10,669</td>
<td>135,389</td>
<td>6,074</td>
</tr>
<tr>
<td><strong>% of Total</strong></td>
<td></td>
<td>22.9%</td>
<td>7.1%</td>
<td>59.2%</td>
<td>1.3%</td>
<td>40.7%</td>
<td>0.5%</td>
<td>3.3%</td>
<td>3.9%</td>
<td>49.3%</td>
<td>2.2%</td>
<td></td>
</tr>
</tbody>
</table>
### OCII Workforce Summary - Total Workforce Hours: (July 1, 2022 - June 30, 2023)

| Mission Bay Project Area          | General Contractor          | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours |
|-----------------------------------|-----------------------------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|
| Mission Bay 1450 Owens            | Truebeck                    | 94,398      | 20,971   | 6,832       | 1,431   | 53,699      | 40,699   | 1,114       | 5,781   | 2,687       | 14,371   | 33,471      | 1,053   | 33,344      | 3,386   | 33,444      | 2,509   |
| 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       | 1,053   | 33,344      | 2,509   |
| 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       | 1,053   | 33,344      | 2,509   |
| Mission Bay 6W Blue Bear          | Oliver and Company           | 401         | 140      | 56          | 215     | 0           | 186     | 44          | 15      | 67          | 90       | 0.00         | 1,114   | 8,585       | 8,203   |
| Mission Bay Park P22              | Hoseley Corporation          | 12,088      | 4,117    | 2,706       | 10,027  | 432         | 2,062   | 0           | 441     | 1,073       | 8,497    | 1,653       | 1,053   | 8,203       | 8,497   |
| **Total**                         |                             | 213,882     | 50,812   | 15,300      | 142,197 | 2,772       | 71,687  | 1,499       | 8,585   | 8,203       | 118,946  | 4,925       | 1,053   | 8,203       | 8,497   |
| **Percent of Total**              |                             | 23.8%       | 7.2%     | 66.5%       | 1.3%    | 33.5%       | 0.7%    | 4.0%        | 3.8%    | 55.6%       | 2.3%     | 16          | 2.3%     | 16          | 2.3%     |

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

| Hunters Point Shipyard Project    | General Contractor          | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours |
|-----------------------------------|-----------------------------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|
| HPSY Block 52                     | Lennar                      | 54,620      | 10,817   | 3,656       | 17,895  | 320         | 36,725  | 0           | 579     | 2,147       | 14,148   | 1,020       | 523      | 27          | 473      | 97          | 27       |
| HPSY Block 52/54 (Affordable)     | Baines/Nibbi JV             | 963         | 242      | 102         | 653     | 0           | 311     | 0           | 104     | 990         | 33,644   | 1,653       | 1,053    | 33,344      | 2,509   |
| HPSY Block 56                     | Affordable Hc Baines/Nibbi JV | 808        | 174      | 121         | 594     | 0           | 186     | 0           | 24      | 473         | 97       | 27          | 473      | 97          | 27       |
| HPSY Block 48 Shoring, Excav      | Hoseley Corporation         | 4,424       | 832      | 217         | 1,422   | 348         | 3,002   | 0           | 33      | 1,193       | 5        | 27          | 473      | 97          | 27       |
| HPSY Block 48 Underground J       | Minerva/Graniterock JV      | 186         | 110      | 10          | 106     | 0           | 80      | 0           | 0       | 106         | 0        | 0           | 106      | 0           | 0        |
| **Total**                         |                             | 61,001      | 12,175   | 4,106       | 20,670  | 668         | 40,304  | 0           | 612     | 2,466       | 16,443   | 1,149       | 523      | 27          | 473      | 97          | 27       |
| **Percent of Total**              |                             | 20.0%       | 6.7%     | 33.9%       | 1.1%    | 66.1%       | 0.0%    | 1.0%        | 4.0%    | 27.0%       | 1.9%     | 1.9%        | 1.9%     | 1.9%        | 1.9%     |

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

<p>| Affordable and Inclusionary      | General Contractor          | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours | Total Hours | SF Hours |
|-----------------------------------|-----------------------------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|-------------|----------|
| Affordable Block 9                | Cahill Contractors           | 53,850      | 13,920   | 1,337       | 37,964  | 633         | 15,886  | 341         | 1,295   | 990         | 33,644   | 1,653       | 1,053    | 33,344      | 2,509   |
| Affordable 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       | 1,053    | 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       | 523      | 27          | 473      | 97          | 27       |
| HPSY Block 52/54 (Affordable)     | Baines/Nibbi JV             | 963         | 242      | 102         | 653     | 0           | 311     | 0           | 104     | 990         | 33,644   | 1,653       | 1,053    | 33,344      | 2,509   |
| HPSY Block 56                     | Affordable Hc Baines/Nibbi JV | 808        | 174      | 121         | 594     | 0           | 186     | 0           | 24      | 473         | 97       | 27          | 473      | 97          | 27       |
| <strong>Total</strong>                         |                             | 163,386     | 36,817   | 9,585       | 97,398  | 1,229       | 65,962  | 341         | 2,927   | 6,651       | 82,132   | 5,306       | 573      | 306         | 306      |
| <strong>Percent of Total</strong>              |                             | 22.5%       | 5.9%     | 59.6%       | 0.8%    | 40.4%       | 0.2%    | 1.8%        | 4.1%    | 50.3%       | 3.2%     | 3.2%        | 3.2%     | 3.2%        | 3.2%     |</p>
<table>
<thead>
<tr>
<th>GOOD FAITH EFFORT</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Contract Size</td>
<td>Unbundling or dividing contracts to encourage and facilitate SBE participation, including scopes that a contractor normally self-performs.</td>
</tr>
<tr>
<td>2. Advertise</td>
<td>Advertise for a minimum of 30 days, allowing SBEs sufficient time to respond to requests for bids or proposals.</td>
</tr>
<tr>
<td>3. SBE Lists</td>
<td>Outreach to SBE lists, including LBEs.</td>
</tr>
<tr>
<td>4. Public Solicitation, Outreach and Assistance</td>
<td>Issue solicitations, follow up with SBEs and SBE related associations, provide technical assistance to SBEs, and provide SBEs with plans.</td>
</tr>
<tr>
<td>5. Meetings</td>
<td>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.</td>
</tr>
<tr>
<td>6. Insurance and Bonding</td>
<td>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.</td>
</tr>
<tr>
<td>7. Focused Meetings</td>
<td>When deficiencies are noted, convene meetings for SBEs focusing on opportunities for particular industries.</td>
</tr>
<tr>
<td>8. Monitoring</td>
<td>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.</td>
</tr>
</tbody>
</table>

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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.
### Workforce Compliance Measures

<table>
<thead>
<tr>
<th>COMPLIANCE MEASURES</th>
<th>DESCRIPTION</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Workforce Kick-Off Meeting</td>
<td>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.</td>
</tr>
<tr>
<td>2. Workforce Projection Forms</td>
<td>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.</td>
</tr>
<tr>
<td>3. Preconstruction Meetings</td>
<td>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.</td>
</tr>
<tr>
<td>4. Local Worker Request Forms and Referral Process</td>
<td>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</td>
</tr>
<tr>
<td>COMPLIANCE MEASURES</td>
<td>DESCRIPTION</td>
</tr>
<tr>
<td>---------------------</td>
<td>-------------</td>
</tr>
<tr>
<td>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.</td>
<td></td>
</tr>
<tr>
<td>5. Certified Payroll Reports</td>
<td>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.</td>
</tr>
<tr>
<td>6. Job Site Visits</td>
<td>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.</td>
</tr>
<tr>
<td>7. Workforce Compliance Reports</td>
<td>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.</td>
</tr>
<tr>
<td>COMPLIANCE MEASURES</td>
<td>DESCRIPTION</td>
</tr>
<tr>
<td>--------------------------------------------</td>
<td>---------------------------------------------------------------------------------------------------------------------------------------------</td>
</tr>
<tr>
<td>8. Monitoring and Progress Meetings</td>
<td>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.</td>
</tr>
</tbody>
</table>