




## MEMORANDUM

November 5, 2021

**TO:** MEMBERS, PORT COMMISSION  
Hon. Kimberly Brandon, President  
Hon. Willie Adams, Vice President  
Hon. John Burton  
Hon. Gail Gilman  
Hon. Doreen Woo Ho

**FROM:** Elaine Forbes  
Executive Director 

**Subject:** Report on Local Business Enterprise Contracting Activity for Fiscal Year 2020-2021 (July 1, 2020 through June 30, 2021) and the Local Business Enterprise Engagement Strategy Outcomes

**DIRECTOR'S RECOMMENDATIONS:** Information Only – No Action Required

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### EXECUTIVE SUMMARY

This report provides the Port Commission with information on contracting activity for Fiscal Year (“FY”) 2020-21 (July 1, 2020 through June 30, 2021) and the Contract and Procurement team outcomes for Local Business Enterprise (“LBE”) engagement during the same time period.

**Total Value of New Contracts: \$6.9 million (12 contracts)** During FY 2020-21, the Port Commission approved two as-needed contracts, three construction contracts, and seven professional services contracts for a cumulative value of \$6,904,956. The Port Commission awarded nine of the twelve contracts (75%) to LBE firms and the aggregate value of these awards was \$4,860,060 (70%) of the cumulative value. These contract awards to LBE firms exceeded the Port Commission’s informal policy to award a minimum of 20% of contracts to LBE firms.

**Total payments to active and open Port contracts with LBE requirements: \$30.7 million, including \$9.0 million (30%) to LBE Primes and LBE subcontractors.** During FY 2020-21, payments to LBE prime contractors was \$3.8 million (12%) and

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payments to LBE subcontractors \$5.2 million (17%). Total payment to LBE contractors was \$9,072,078 (29.6%).

**Port projects continue to meet Local Hire Ordinance compliance requirements.**

The Port currently manages seven public works and private development contracts, subject to the Local Hire Ordinance. The Office of Workforce and Economic Development (“OEWD”) has deemed all seven contracts compliant with this Ordinance.

**In FY 2020-21, the Port continued to implement a comprehensive LBE strategy and is integrating equity principles beyond the LBE program** in the systems and practices of the Port. Port staff completed all deliverables due by July 1, 2021 and will continue integration of LBE equity work into the Port’s Racial Equity Action Plan (REAP).

**I. BACKGROUND**

The Port engages in a variety of contractual transactions that includes leases, developer agreements, construction contracts, general service contracts and professional services contracts.

The Port must comply with federal, state and local laws concerning nondiscrimination in contracting. Construction contracts, general services contracts, and professional services contracts are subject to the San Francisco Administrative Code Chapter 14B LBE subcontracting participation requirements. The LBE program applies to City and County of San Francisco (“City”) contracts, including many Port contracts.

Prior to the adoption of Chapter 14B, the City and County of San Francisco implemented Chapter 12D, Minority/Women/Local Business Utilization Ordinance between 1989 until 2006. In 2006, the City and County of San Francisco was enjoined by the San Francisco Superior Court from enforcing certain provisions of Chapter 12D (benefits and preferences for minority and women businesses.<sup>1</sup>) due to conflicts with California Proposition 209, a measure that amended the state constitution to prohibit state and local government from considering race, sex, or ethnicity in areas of public employment, public contracting and public education.

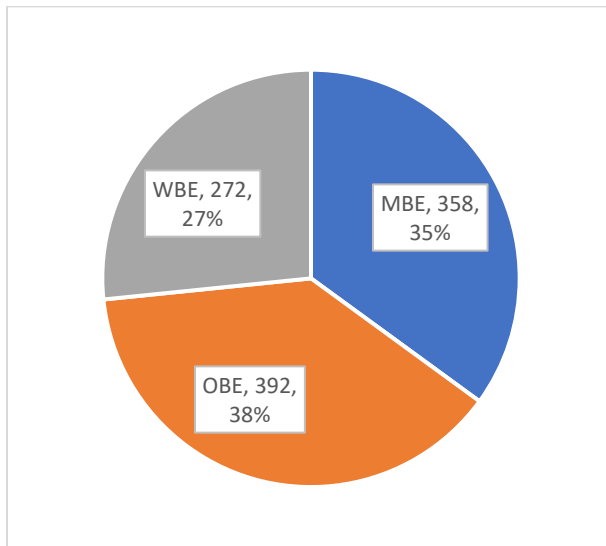
The successor ordinance to Chapter 12D is Chapter 14B, the Local Business Enterprise Utilization and Non-Discrimination in Contracting Ordinance, first adopted by the Board of Supervisors in 2006. This ordinance expanded contracting opportunities and benefits for certified small San Francisco based firms, which are defined and categorized (micro or small) based on gross receipts by type of industry. The Contract Monitoring Division (“CMD”), a division of the City Administrator’s Office, oversees compliance with adherence to Chapter 14B. CMD accepts and reviews applications and certifies qualifying local firms as LBEs. Once a business is certified as an LBE, it is also classified as a Minority Owned Enterprise (“LBE-MBE”), Woman Owned Enterprise (“LBE-WBE”), Other Business Enterprise (“LBE-OBE”) or Non-Profit Enterprise (“LBE-

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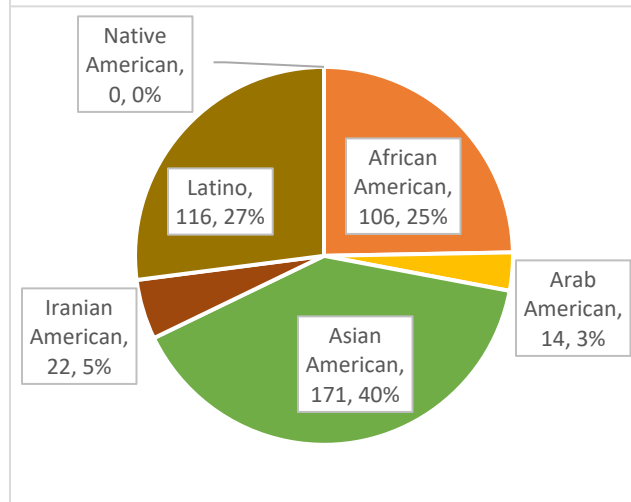
<sup>1</sup> Chapter 14B: Local Business Enterprise Utilization and Non-Discrimination in Contracting Ordinance, 14.5.1.(B)(5)

NPE”). As summarized in Chart 1, as of July 1, 2021 there were 1,022 certified micro and small LBE firms. Of these firms, 358 are certified LBE-MBEs. The ethnicity breakdown of all LBEs is show in Chart 2.

**Chart 1: Certified Small and Micro LBEs as of as of June 30, 2021**



**Chart 2: Certified Micro and Small LBEs with a Minority Owner as of December 31, 2021<sup>2</sup>**



The availability of LBEs has declined significantly from the June 30, 2020 to June 30-2021 from 1233 firms to 1022 firms, a loss of 211 firms (17%). This availability is of significant concern to the Port as the decreasing numbers of LBE firms may make meeting the Port’s overall informal equity goals of 25% participation by LBEs more difficult.

When establishing LBE requirements for a contract, CMD reviews the scope of a project and the nature of the work and determines the availability of City-certified LBEs for such contract. CMD also determines compliance with the subcontracting requirement at contract close-out.<sup>3</sup> When bidding as a prime contractor or as part of a joint venture, LBE firms receive bid discounts for construction bids and bonuses in the case of professional service Requests for Proposals (RFP) and Request for Qualifications (RFQ).

Not all City contracts include an LBE subcontracting requirement. If 1) the contract value is less than the threshold amounts of \$64,500 for professional service contracts

<sup>2</sup> Chart 2 includes ethnicity for both LBE-MBEs and LBE-WBEs that have a minority owner.

<sup>3</sup> LBE subcontracting requirements are calculated based on the contract amount. Following CMD Policy, contract allowances, alternates or contingencies are not factored into calculating final LBE participation rates. CMD reviews on a case-by-case basis contract amendments that result in a cumulative increase in the total contract amount of 30% or more. CMD may apply LBE subcontracting goals to these contract amendments based on a review of the additional work.

and \$353,000 for construction contracts, or 2) Federal law prohibits the use of local preferences, or 3) a waiver is obtained from CMD (such as in the case of an emergency contract, a sole source contract, lack of subcontracting opportunities, or lack of LBE availability for the specific scopes of work), then an LBE subcontracting requirement is not included.<sup>4</sup>

Prior to soliciting bids and/or responses to requests for proposals/qualifications, Port staff engage CMD to review the availability of LBE firms and CMD independently determines the LBE subcontracting requirement for inclusion in the solicitation or RFQ/RFP.

## II. Contract Activity Update

During FY 2020-21, the Port awarded twelve new contracts totaling \$6,904,956. The Port awarded nine of twelve (75% of contracts) to LBE primes. The Port paid \$16,843,821 on contracts with LBE requirements and \$9,072,078 (27%) to LBEs.

A. **New Contracts (\$6,904,956, 12 contracts)**: As summarized in Table 1 and detailed in Attachment 1, in FY 2020-21, the Port issued two as-needed contracts, three construction contracts and seven professional services contracts for a cumulative value of \$6,904,956. Nine of the twelve (75%) contracts were awarded to LBEs and three contracts (25%) were awarded to non-LBEs.

**Table 1. Contracts Awarded from July 1, 2020-June 30, 2021**

Type of Contracts	Total # of Contracts	Total Dollar Amount	LBE Award Amount (Prime & Subs)	Total LBE% of \$\$ Awarded
As-Needed	2	\$450,000	\$450,000	100%
Construction	3	\$4,725,256	\$2,117,988	45%
Professional Services	7	\$1,729,700	\$1,104,700	64%
<b>Total</b>	<b>12</b>	<b>\$6,904,956</b>	<b>\$4,860,700</b>	<b>70%</b>

1. *Use of Delegated Authority (\$372,700; 4 contracts)*: The Port awarded 4 contracts totaling \$372,700 in the reporting period through the Executive Director and Delegated Departmental Authority.

On October 1, 2020, the Port awarded Rosales Business Partners, LLC an LBE-MBE, a \$99,400 contract procured for racial equity training and development services. The contract was procured as a Micro Set-Aside Solicitation.

On November 1, 2020, the Port awarded Backstrom McCarley Berry & So, LLC, an LBE-MBE a \$100,000 contract for financial advisory services in connection with the creation and management of debt. The contract was procured through use of a

<sup>4</sup> The LBE program threshold amounts were adjusted effective January 1, 2020 when the Chapter 6 and Chapter 21 minimum competitive amounts were adjusted by the Controller.

prequalified list pursuant to a Request for Qualifications (“RFQ”) issued by the Controller’s Office.

On January 25, 2021, the Port Awarded Richard Foster, a non-LBE, a \$95,000 contract for organizational development services. This contract was procured through a San Francisco first solicitation.

On May 10, 2021, the Port awarded Macchiatto, an OBE-LBE, a \$78,300 contract for interpretative signage. This contract was procured as a Micro-LBE Set-Aside

2. *Port Commission Approved (\$6,904,956; 8 contracts)* The Port Commission awarded eight contracts valued at \$6,904,956 in FY 2020-21. All contracts were issued through formal contracting guidelines under Administrative Code Chapter 6, 21, and/or 14B.

On August 25, 2020, the Port Commission awarded a \$297,000 contract to Literacy for Environmental Justice, a Non-Profit LBE, to provide native plant habitat restoration and an eco-apprentice program to Heron’s Head Park. This was a sole source solicitation and CMD approved with an LBE subcontracting waiver.

On December 8, 2020, the Port Commission awarded a \$1,237,800 contract to CF Contracting, an LBE-OBE firm for Heron’s Head Park path and electrical improvements. CF Contracting met the 20% LBE subcontracting requirements through subcontracts to Cazadoro Construction Inc. (LBE-WBE), Angotti & Reilly (LBE-OBE), Hoseley Corporation (LBE-OBE), Huey Construction Management Co, Inc (LBE-MBE), R&S Construction Management (LBE-MBE), Baird Trucking (LBE-MBE), Delano Electric (LBE-OBE), and Ronan Construction (LBE-OBE). The overall LBE participation on this contract will be 100%.

On December 8, 2020 the Port Commission awarded a \$1,419,896 contract to Power Engineering Construction, a non-LBE firm, for the San Francisco Police Department marine dock unit replacement. This project was primarily funded by a Federal Emergency Management Agency grant. It did not include an LBE goal as the federal funding precluded this project from participation in the LBE program.

On January 12, 2021, the Port Commission awarded contracts to Larkin Street Youth Services (non-LBE) and RDJ Enterprises (LBE-MBE) for a youth employment program on Port properties. Each contract has a value of \$530,000 and there is a LBE subcontracting waiver on these contracts. .

On March 23, 2021, the Port Commission awarded a \$2,067,560 contract to Wickman Development and Construction (LBE-OBE) for improvements at Crane Cove Park Building 49. The 20% LBE requirement is being met with subcontracts to CPM (LBE-OBE), Citywide Fibers (LBE-WBE), San Francisco Roofing Services (LBE-MBE), Delano Electric (LBE-MBE), Yum’s Mechanical (LBE-MBE), Tom’s Metal (LBE-MBE),

Basset Engineering (LBE-OBE) and Madden Plumbing (LBE-OBE). The overall LBE participation on this contract will be 83%.

On May 25, 2021 the Port Commission awarded contracts to Bonner Communications (LBE-WBE) and Davis & Associates (LBE-MBE) for As-Needed Media Relations, Communications, Public Relations and Advertising. Each contract was for a value of \$225,000. These were micro-LBE set-aside contracts with no LBE subcontracting requirement.

**B. Contract Payments:** As shown in Table 2, during the first quarters of FY 2020-21, Port contract payments totaled \$30,656,890 for contracts governed by the LBE program. LBE firms were paid \$9,072,078 (30%), including \$3,827,380 (13%) to LBE Prime contractors and \$5,244,698 (17%) to LBE subcontractors. The Port and CMD staffs monitor payments to LBEs to ensure that Port contractors honor their contract commitments.

**Table 2: Contract Payments and LBE Participation from July 1, 2020 – December 31, 2020**

Type	Total Payments	Prime LBE Payments	Sub LBE Payments	Total LBE Payment	Overall %	Sub %
As-Needed	\$4,519,166	\$984,149	\$861,225	\$1,845,374	41%	19%
Construction	\$16,399,890	\$2,516,961	\$1,146,703	\$3,663,664	22%	7%
Professional Services	\$9,737,226	\$326,269	\$3,236,771	\$3,563,040	37%	33%
<b>Grand Total</b>	<b>\$30,656,282</b>	<b>\$3,827,380</b>	<b>\$5,244,698</b>	<b>\$9,072,078</b>	30%	17%
Non-14B Contracts	\$5,780,278					

1. **As Needed Contracts:** The Port managed 25 active as-needed contracts that received \$4,519,166 in payments in FY 2020-21. As detailed in Attachment 2, LBE contractors received 41% of all as-needed contract payments. The as-needed real estate contracts paid 30% of contract dollars to LBE contracts while the as-needed engineering contracts paid 41% of overall funds during the reporting period to LBEs. The as-needed environmental contracts paid 41% of contract dollars to LBEs and the as-needed public relations contracts paid 83% of overall funds to LBEs.

- Real Estate – Payments made on the as-needed real estate contracts totaled \$160,143. Payments made to LBEs during the reporting period were 30%.
- Engineering – Payments made on the as-needed engineering contracts totaled \$1,533,071 during the reporting period. Payments made to LBEs during the reporting period were 41%.
- Environmental Services – Payments made on the as-needed environmental services totaled \$2,546,173. During the reporting period 41% of payments were paid to LBEs consultants.

- Hazardous Waste – Payments made on the as-needed hazardous materials disposal contracts was \$119,814. There were no payments made to LBE in this time period.
  - Public Relations – Payment made on the as-needed public relations contract totaled \$139,953 and total payments to LBEs is 83%.
2. Construction Contracts. In the reporting period, the Port managed four contracts with LBE requirements. As detailed in Attachment 4, LBE contractors received \$3,663,664 (22%) in total payments.
- Mission Bay Ferry Landing: The LBE requirement for Dutra Group was 16%. There were \$202,258 (2%) in payments to LBEs in the reporting period. As staff reported to the Port Commission on April 23, 2021, Contract Change Order #1 changed the dredge materials disposal location from the Deep Ocean Disposal Site to the Montezuma Wetlands Restoration Project site. The scope of work that would have been completed by Hoseley Corporation (LBE-OBE) was eliminated. The change order resulted in \$355,000 of savings to the project and also supported a wetlands improvement project on San Francisco Bay.
  - Crane Cove Park: The Crane Cove Park was completed by Gordon N. Ball, the project's non-LBE contractor. The LBE requirement was 21% and in this fiscal year 23% of payments were to LBEs.
  - Heron's Head Park Path and Electrical Improvements: This project is being completed by CF Contracting (LBE-OBE). The LBE requirement was 20% and 87% of payments were made to LBEs.
  - 19<sup>th</sup> and Georgia Construction: This project was completed by Cazadoro Construction, a LBE-WBE contractor. This project has federal funds so there is no LBE requirement, but 100% of payments were made to LBEs.
3. Professional Services Contracts. During the reporting period, the Port managed eight open professional services projects governed by the LBE Ordinance. As detailed in Attachment 4, LBE contractors received \$3,563,050 (37%) in total payments during the reporting period.
- *Crane Cove Park Design:* The Crane Cove Design Project led by AECOM, a non-LBE firm, had 12% of payments to LBE subcontractors. AECOM is currently exceeding its goal with 24% of all payments going to LBE subcontractors over the term of the contract.
  - *Seawall Earthquake Safety Program:* CH2M Hill, non-LBE project lead for the Seawall Earthquake Safety Program, has committed 21% LBE subcontracting

requirement and payment to LBE subconsultants was 33% during the reporting period.

- *Seawall Communications*: The Seawall Earthquake Safety Program Public Relations and Media Services contract led by Civic Edge Consulting an LBE-WBE firm has a 21% subcontracting goal. 87% of payments went to LBE subconsultants and 100% of payments to LBEs.
- *Mission Bay Ferry Landing*: The Mission Bay Ferry Landing Design Project led by COWI/OLMM Joint Venture, a JV-MBE, has a 25% LBE subcontracting goal. During the reporting period, 10% of payments were made to LBE subcontractors. Through the life of the contract, 26% of payments have been made to LBE subcontractors.
- *Heron's Head Park Shoreline Stabilization*: The Heron's Head stabilization project is led by Environmental Science Associates, a non-LBE. The LBE subcontracting goal is 4%. During the reporting period 25% of payments were made to LBE subconsultants.
- *Waterfront Land Use Plan and Environmental Review*: The environmental review of the Waterfront Lane Use Plan is led by Environmental Science Associates, a non-LBE firm, and has an 18% LBE goal and 22% of payments were made to LBE subconsultants.
- *Technical Support for Pier 70*: The technical support for private developments at Pier 70 and Mission Rock contract led by Hollins Consulting, LBE-MBE, has a 24% LBE subcontracting goal. Payments to LBE subcontractors were 40% and 100% of payments when the Prime payments are included.
- *Financial Advisors*: The municipal financial advisory contract led by Public Financial Management, a non-LBE firm, has a 20% LBE subcontracting goal. This contract included both access to a proprietary software program and services related public financing. When proprietary software is excluded from the total payments, LBE payments for financial services over the life of the contract are 50% of payments to LBEs.

4. Exempt Contracts. The Port has eleven contracts that are exempt from the provisions of the LBE Ordinance due to their contract size, funding source requirements, LBE subcontracting waiver granted by CMD, or emergency contract. While these contracts are exempt from LBE subcontracting requirements, Attachment 5 includes information about the contracts to provide a complete picture of the Port's overall contracting activity.

C. Port Development Agreements: The Port oversees two development projects at



Pier 70 and Mission Rock. While these development agreements are not subject to the Chapter 14B LBE program, the Port and the developers established a specialized LBE utilization plan to govern each project's local business inclusion and participation.

1. Pier 70: The Pier 70 project led by Brookfield has a 17% LBE participation goal. Attachment 6 outlines the contracts awarded through the FY 2020-21. Through the reporting period, Pier 70 has awarded \$205.1 million in contracts, of which \$58.9 million (29%) has been awarded to small, micro or SBA-LBEs.

2. Mission Rock: The Mission Rock Development Project led by Mission Rock Development Partners has a 10% participation goal for pre-construction work and a 20% participation goal for construction. In the reporting period, construction work began with site preparation. Attachment 7 shows Mission Rock has awarded \$553.6 million in contracts, of which \$65.9 million (12%) has been awarded to small, micro or SBA-LBEs.

D. **Compliance with Local Hire Requirements**: The San Francisco Local Hire Policy for Construction applies to construction projects advertised for bid after March 25, 2011, for public works or improvements that are City funded with an engineer's estimate above the threshold amount, \$706,000 as of January 1, 2020. The Local Hire Ordinance is in Chapter 82 of the San Francisco Administrative Code and requires contractors and their subcontractors to attain a minimum of 30% work hours by trade per project using San Francisco residents.<sup>5</sup> The ordinance also requires that 50% of apprentice hours per trade be performed by disadvantaged San Francisco residents. The program is managed by the Office of Economic and Workforce Development ("OEWD"). The Port currently maintains four active construction contracts that are subject to the requirements of the Local Hire Ordinance and three private development projects. OEWD staff advises that the projects are compliant and the overall total works hours for all active Port projects is 27% and total apprentice hours is 49%. The Port public works projects' overall total work hours is 60% and total apprentice hours is 86%. See Attachment 7 for additional information.

In some instances, contractors' use of Local Hire falls below initial estimates. Under the Local Hire Ordinance, OEWD staff may authorize conditional waivers and exemptions, including exemptions for marine related pile driving, asbestos removal, operating engineering work and other specialized trades. For example, the majority of the work in the Port's maintenance dredging contract is exempt from the Local Hire Ordinance given the specific nature of dredging work.

E. **Prime Contractors Performance Outcomes**:

The summary of completed construction contracts is below and in Attachment 9:

- Power Engineering completed the San Francisco Fire Department marine unit dock replacement work nine days after the expected completion date. The final payments total is not yet available.

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<sup>5</sup> Local Hire Requirements increased from 20% to 25% on applicable contracts solicited after March 2012, and to 30% for contracts solicited after March 2013.

- Dutra Dredging completed the dredging at Mission Bay Ferry Landing twenty days ahead of schedule and \$1,660,575 below the budgeted amount.

F. Non-Compliance: The Contract Monitoring Division issued two formal warnings in FY 2020-2021.

- The Dutra Group received a memo of non-compliance for the Mission Bay Ferry Landing Dredging contract. CMD credited Dutra Group for 1.38% LBE participation on a 16.85% commitment.<sup>6</sup> After the Port issued a change order eliminating the LBE scope of work from the contract, the Port contacted Dutra repeatedly to request that they collaborate with CMD on a mitigation plan. Dutra did not do so. CMD did not assess a financial penalty.
- BAE Urban Economic (“BAE”) received a memo of non-compliance for an As-Needed Real Estate & Planning Services contract. The LBE requirement was 20% and BAE was credited with 18.88% of LBE participation. BAE did not engage Urban Analytics (LBE-OBE) on the contract due to a BAE contract management oversight. BAE paid Urban Analytics 5% of the originally listed participation amount through a CMD facilitated conciliation.

### III. Outreach and Community Engagement

In addition to the formal administration of Port contracts, Port staff continued its efforts to increase opportunities and technical services to local businesses. This work is designed to support and expand the Port’s LBE community through outreach, one-on-one engagement and targeted technical support to increase contractor capacity.

Fall 2020 and ongoing – The Port of San Francisco Micro-LBE Emergency Relief Program finalized its loan approach and engaged the service provider Main Street Launch. The Port contacted all LBEs on its outreach list and contracted with RDJ Enterprises to provide additional outreach and technical assistance for applicants. The program’s application portal was launched in December 2020. To date the program has approved 21 loans with \$798,000 of program funds deployed. There are additional applications in the underwriting process.

Fall 2020 – Contract and Procurement staff created and populated a database for advertising contracts with data from the Northern California Procurement Technical Assistance Center. This effort provided the Port with an initial set of organizations and contacts for the State of California, including regional ethnic Chamber of Commerce organizations, allowing staff to begin advertising contracting opportunities to regional organizations.

September 2020 – The Post hosted the participants of the Contract Monitoring Division Mentor Protegee Program. Five LBE businesses and their mentors met with Port staff to learn about opportunities at the Port and discuss solutions to common obstacles faced

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<sup>6</sup> Dutra Group paid \$202,258 to LBEs and was credited \$158,200 (1.38%) by CMD. Dutra did not complete the CMD LBE firm addition process so dollars paid to one LBE were not credited to Dutra Group.

by small businesses. The Port had follow-up conversations with two LBE mentees and one LBE subsequently won a contract as a second-tier subcontractor to Mission Rock.

November 2020 – The Port provided a briefing to the Local Business Enterprise Advisory Committee on the Port’s strategic direction for the LBE program.

December 2020 – The Port engaged four members of the Local Business Enterprise Advisory Committee for direct feedback on the Port’s contracting practices and to understand small business concerns.

December 2020 – The Port hosted a workshop for Local Business Enterprises called “Over Water Work and Future Opportunities” in collaboration with the Contract Monitoring Division. This interactive workshop provided an opportunity to dispel myths about the Port’s portfolio of projects and to learn about the obstacles of working over water.

March 2021 – The Port hosted the 4<sup>th</sup> Annual Contractor Open House as a virtual event. There were over 100 participants and ten breakout rooms for project-specific discussion or technical assistance. This was the first large-scale virtual networking event hosted by the Port and one of the largest LBE networking events held by any public works-contracting City department during the pandemic.

Spring 2021 – The Port initiated monthly drop-in office hours for LBEs. Office hours provide one-on-one opportunities for small business to engage in direct conversation with Port staff. As a result of the office hours communications, small businesses access to the Port has increased and small businesses have been requesting one-on-one meetings outside of the scheduled office hours. To date, the Port has conducted over thirty one-on-one meetings small businesses.

June 2021 – The Port engaged with the Black and Latino Contractors association and conducted a meeting with the association members to introduce the Port, private development projects, and discuss concerns.

Throughout the Year -- The Port conducted eleven debriefs with LBE proposers and two non-LBE proposers to Port opportunities. These sessions allow the Port to provide candid comments about a respondent’s performance in the solicitation and provide technical assistance on the bidding process. The Port requests feedback from the proposers for insight on how to better engage and improve the bidding process for small businesses.

#### **IV. Changes to the Chapter 14B Ordinance**

On July 20, 2021, Mayor Breed and Supervisors Walton, Safai and Melgar introduced amendments to the Chapter 14B Ordinance:<sup>7</sup>

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<sup>7</sup> [City and County of San Francisco - File #: 210835 \(legistar.com\)](#)

- 1) Increase the LBE certification size thresholds and create automatic increases based on the consumer price index
- 2) Change the LBE threshold calculation for application of the LBE subcontracting requirements and size maximum for Micro Set-Aside solicitations.
- 3) Increase penalties for non-compliance from 10% to 20%.
- 4) Require LBE subcontractor payment requests to be done within 30 days of invoicing to Prime
- 5) Authorize separate LBE subcontracting participation requirements for micro, small and SBA-LBEs
- 6) Extend bonding assistance to other City-funded construction projects
- 7) Authorize CMD director to initiate additional pilot programs
- 8) Increase contracting threshold amount and Minimum competitive amounts.
- 9) Expand reporting of LBE bidders

The legislation was unanimously approved by the Board of Supervisors and is likely to be signed by the Mayor on November 5, 2011. . The Port welcomes changes supported by the community that increase the availability, opportunity and capacity of LBE firms. The proposed expansion of performance bonding assistance and other programs to the development projects could positively impact the capacity of LBE subcontractors.

## **V. LBE Engagement Strategy Concerns**

### **1. As-Needed Contracts and LBE Goals**

In FY 2020-21, the Port worked to improve management of its as-needed contracts. As-needed contracts provide Port staff with significant flexibility, and allow staff to access consultants quickly, but are not-guaranteed. However, they present challenges for LBE goal setting, utilization, and monitoring. Project-based contracts generally have well defined scopes of work and clear roles for subconsultants. The contract team is usually established at the time of proposal, which facilitates contract monitoring and helps support achievement of LBE goals. In contrast, as-needed contracts have broadly defined scopes of work and staff define projects under as-needed contracts at the time of need, not at the time of the contract. Both project-based and as-needed contracts have LBE requirements set at the time of advertisement.

The Port works to balance flexibility and structure in its as-needed contracts. In the pre-solicitation phase of an as-needed contract, Port staff attempts to develop a broad scope of work that anticipates possible needs for consultant capacity. The respondents propose a team responsive to this broad scope that provides sufficient, but not necessarily comprehensive coverage of the scope subspecialties. After award of an as-needed contract Port staff refine the utilization of each subconsultant through the contract service order (“CSO”) process. Staff initiate a CSO to meet a specific need and the prime then forms a team, pulling from the subconsultants assembled at time of proposal. Occasionally, the prime will also add subconsultants to meet the needs of the CSO. Over time, multiple CSOs may engage the entire as-needed contract team.

The evolving use of different contract teams based on the particular needs of CSOs makes monitoring LBE utilization on an as-needed contract challenging for both the Port and CMD. In addition, while a project-based contract has a single project manager, as-needed contracts often have a project manager for each CSO. Finally, the prime may have legitimate reasons for not utilizing an LBE subconsultant. LBEs may not be utilized due to non-availability, refusal to accept a scope of work, or the lack of need for a specific LBE's subspecialty.

The Port is actively engaged in mitigating challenges of monitoring as-needed contracts. To start, the Port is improving the scoping process when RFPs are advertised, engaging the prime consultant on potential use of existing LBE team members before they add new subconsultants to the contract, and monitoring as-needed contracts on a contract-wide and not just a CSO-level. The monitoring and utilization of as-needed contracts will always be more challenging than fixed-scope contracts. However, Port staff are committed to improving business practices to spot LBE utilization concerns early and collaborate with the prime to maximize LBE utilization.

## **2. Progress on Lines of Effort and Deliverables for FY 2020-21**

The Port's ongoing LBE efforts align with the four strategy areas staff presented in the October 23, 2020 report to the Port Commission on LBE strategy for 2020-21. Staff made good progress in advancing these strategies in FY 2020-21. As a reminder the four LBE strategy areas are:

Improve internal practices: The Port will work within the divisions to build on strengths, identify challenges and make short, medium and long-term plans for stronger LBE practices. The Contracts and Procurement Team will convene internal stakeholders to identify the common needs for tools and provide central support.

Listen and partner with the LBEs, community, City and regional stakeholders: The Port's efforts and impact are amplified when the engagement includes asking questions, listening to answers, and acting together. The LBE strategy will evolve as engagement supports new opportunities and projects.

Partner to mitigate barriers for LBEs: The barriers to the small business community can be actively addressed through technical assistance workshops, a robust network of referrals, and a continued recognition of obstacles and solutions.

Merge work of LBE strategy with Racial Equity Action Plan (REAP). The REAP has become the guiding document for the Port's equity strategy. Historically, the Contracts and Procurement Team focused on LBE efforts as the primary equity strategy for contracting. The implementation of the REAP will enable Port staff to approach equity with a wider lens including strategies that support non-certified minority-owned firms in San Francisco and minority firms with owners outside of San Francisco.

In support of these strategies, Port staff completed all deliverables presented in the March 2021 contracting update.

Deliverable 1: Develop Phase 1 LBE Engagement Toolkit for use internally by Port divisions. Expand tools for on-boarding to procurement and LBE engagement.

Deliverable 2: Implement three supports to divisions for research, engagement, or process.

The Contracts and Procurement team shared the LBE engagement toolkit throughout the Port in 2020-21. The LBE engagement tools outline the strategic opportunities when and how to engage LBEs through the contracting and procurement process. The questions and decision points are presented at each stage of contracting so that LBE strategies are incorporated far beyond mandated requirements. The division can access best practices on “dos and don’ts.” As a result of these efforts, staff are consulting the Contracts and Procurement team much earlier in the contracting life-cycle allowing Contracts and Procurement to provide guidance on alternative approaches to incorporate equity into contracts on both an immediate and strategic basis.

Deliverable 3: Improve monitoring of LBE payment data with divisions.

Contracts and Procurement is now circulating quarterly reports of LBE within the divisions to ensure Port staff have a contract-long, annual and quarterly review of LBE utilization. As-needed contracts are now being more thoroughly reviewed annually on a contract-wide basis by a single project manager.

Deliverable 4: Engage five community stakeholders (new or existing relationships).

The Port collaborated with the San Francisco African American of Chamber in aligning strategic objectives, planned multiple sessions and sponsorship of Black Business Week. Port meet with leadership of the Black and Latino Contractors Association and led a session on getting to know Port and being responsive to questions and concerns. The Port met with the Small Business Development Centers to collaborate on bringing the resources of these federal government technical assistance centers to the LBE community The Port deepened its engagement with the Northern California Procurement Technical Assistance Centers to participate in a day-long matchmaking event. Finally, Port staff are engaging the larger prime contractors to ensure that there is a clear understanding of the Port’s commitment to the success of small, BIPOC businesses and to provide ways for large primes to implement this commitment.

Deliverable 5: Develop conceptual framework for LBE Loan/Security Program

The Port has researched the needs of the Port LBEs, researched the marketplace for small business access to capital, and developed a conceptual framework for an LBE Loan program. The Port has been working within the City to explore how to move this

program forward and Port staff expect to brief the Port Commission on this approach before Spring 2022.

#### Deliverable 6: Complete REAP deliverables

The Contracts and Procurement team has been on the leading edge of the Port's equity efforts for many years. As the Port plans and executes a broad strategy to achieve racial equity, the team has played a key role in development of the REAP, sharing its experience to help shape new equity initiatives.

Contracts and Procurement is eager to expand the scope of its equity work through the REAP. In contrast to the LBE program which relies on mandated requirements and compliance efforts, the REAP advances a values-based approach with a broader scope and urgency. Staff expects that the REAP will provide new opportunities to support equity with the Port's community partners. For example, the LBE program focuses on small business opportunities but does not create or support development of new small businesses. Under the REAP, staff is excited to identify workforce strategies designed to provide people with a potential pathway to small business creation. This winter, the Port will partner with City College of San Francisco and OEWD to launch a workforce development initiative related to construction management. The Port will fund a construction management certificate program at City College, creating 25 slots for residents of Port-adjacent communities to earn a certificate and compete for entry-level positions in the construction management industry.

The Contracts and Procurement is also sharing lessons learned from the Port's success in bringing equity-focused public sector government contracting strategies to private developments. As the REAP evolves, staff will continue to build on the foundation laid by the Port's equity work in contracts and procurement.

Deliverables through January 1, 2023

- Implement LBE payment data improvements with divisions.
- Improve Contract closeout process for Professional Services As-Needed Contracts.
- Brief Port Commission on Long-Term LBE Loan/Security Program framework.
- Complete REAP deliverables

Deliverables through July 1, 2023

- Complete REAP Deliverables

#### **Conclusion**

In 2020-21, the Port awarded twelve five contracts totaling \$6.9 million of which \$4.86 million was awarded to LBEs. The Port made \$30.7 million in contract payments for contracts with LBE requirements, of which \$9.0 million were paid to LBEs. Most

contracts are on track to meet or exceed their contractually obligated CMD requirements based on overall contract spending to date.

In FY 2020-21, Port staff will continue to implement the LBE strategy and integrate the LBE equity work into the Port-wide Racial Equity Action Plan.

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Appendix A: General Contract Terms & Port Thresholds  
Attachment 1: Contracts Awarded Fiscal Year 2020-2021  
Attachment 2: As-Needed Contracts, Fiscal Year 2020-2021  
Attachment 3: Construction Contracts, Fiscal Year 2020-2021  
Attachment 4: Professional Service Contract, Fiscal Year 2020-2021  
Attachment 5: Non-Chapter 14-B Contracts, Fiscal Year 2020-2021  
Attachment 6: Pier 70 Development LBE Participation  
Attachment 7: Mission Rock LBE Participation  
Attachment 8: Office of Economic and Workforce Development Local Hire Participation, January 1, 2021 – June 30, 2021  
Attachment 9: Construction Contracts (Non-Emergency) Completed during July 1, 2020 – June 30, 2021



## **APPENDIX A**

### **General Contract Terms and Port Thresholds**

A. Use of Professional Services Contracts: Professional Services are those services which require the exercise of discretion and independent judgment in their performance, and/or the application of an advanced, specialized type of knowledge, expertise, or training. Examples of professional service providers include architects, engineers, and software developers. The City's Civil Service Commission must review all Professional Services contracts to determine whether City employees could perform the requested services and, if so, whether the Department can justifiably contract out the services. The Port contracts for professional services only when Port employees or other City employees cannot perform the work because of the limited nature of the work, peak workload obligations, lack of specific expertise, or other unusual circumstances such as mitigation of financial risk, funding or other legal requirements.

B. As-Needed Contracts: As-Needed contracts are Professional Services contracts which the Port uses for services that recur but are not consistent or predictable enough to justify full time staff. Currently the Port maintains as-needed services contracts for architecture and design services, economic analysis, environmental services, and hazardous materials disposal. Master Agreements for as-needed services are negotiated upon Contractor pre-qualification through formal, competitive RFQ processes. These agreements usually have a three-year term.

As-needed services are typically construction-related professional services, such as engineering services. Following the requirements of Administrative Code Chapter 6.64, the Port tasks contractors with individual projects through the issuance of Contract Service Orders ("CSO"). LBE subcontracting requirements may apply to each Master Agreement or for each CSO. The Port's practice is to have an overall goal for the as-needed contracts and to manage individual CSOs to ensure overall compliance.

C. Delegated Authority: To streamline the Port's contract approval process and to be consistent with the San Francisco Administrative Code and the practice of other City departments, the Port Commission has delegated the following authority to the Executive Director (Resolution Nos. 09-29, 09-37 and 10-60):

- Contract Service Orders \$500,000
- Construction contracts \$600,000
- Professional services contracts \$100,000

Delegated authority allows the Port's Executive Director to execute and award public works and improvement and professional services CSOs and contracts at or under the threshold limits without Port Commission review and approval.

Attachment 1  
**Awarded Contracts, Fiscal Year 2020-21**

Project Title	Vendor Name	Contract Amount	LBE Sub Req %	LBE Prime Contract	Total LBE Sub Awarded	Total LBE Awarded
<b>As-Needed</b>						
As-Needed Media Relations, Communications, Public Relations and Advertising	Davis & Associates Communications (MBE-LBE)	\$225,000	N/A			
As-Needed Media Relations, Communications, Public Relations and Advertising	Davis & Associates Communications (MBE-LBE)	\$225,000	N/A			
<b>Total As-Needed</b>		<b>\$450,000</b>				
<b>Construction</b>						
Crane Cove Park Building 49	Wickman Development and Construction (OBE-LBE)	\$2,067,560	20%	\$1,391,329	\$676,231	83%
SFFD Marine Dock Replacement	Power Engineering (Non-LBE)	\$1,419,896	N/A			
Heron's Head Park Path and Electrical Improvements	CF Contracting (OBE-LBE)	\$1,237,800	20%	\$726,659	\$511,141	100%
<b>Total Construction</b>		<b>\$2,657,696</b>		<b>\$726,659</b>	<b>\$511,141</b>	<b>100%</b>
<b>Professional Services</b>						
Wetland Habitat Restoration at Heron's Head Park	Literacy for Environmental Justice (NPLBE-OBE)	\$297,000	N/A			
Financial Advisory Services Professional	Backstrom McCarley Berry & Co (MBE-LBE)	\$100,000	N/A			
Racial Equity Training and Development Services	Rosales Business Partners (MBE0LBE)	\$99,400	N/A			
<b>Total Services</b>		<b>\$496,400</b>				

**Awarded Contracts, Fiscal Year 2020-21 by Ethnicity**

Ethnicity	Number of Contracts	Prime and Subcontractor Contract Amount
African American	4	\$1,080,000
Latino American	1	\$99,400
Non-Minority (including non-profits)	4	\$4,210,660
Ethnicity Unknown	3	\$1,514,896

Attachment 2  
As Needed Annual Contracts, Fiscal Year 2020-21

Contractor	Total Contract Amount	LBE Req %	Total Payments in FY	Total Non-LBE	LBE Prime Payments	LBE Sub Payments	Total LBE Payment	Overall LBE%	Sub LBE%
<b>1. AS NEEDED CONTRACTS</b>									
<b>Real Estate</b>									
BAE URBAN ECONOMICS INC (Non-LBE)	\$750,000	13%	\$5,000	\$0	\$0	\$5,000	\$5,000	100%	100%
CENTURY URBAN LLC (LBE-OBE)	\$500,000	21%	\$5,138	\$2,638	\$2,500	\$0	\$2,500	49%	0%
ECONOMIC & PLANNING SYSTEMS INC (Non-LBE)	\$750,000	13%	\$51,757	\$43,065	\$0	\$8,692	\$8,692	17%	17%
KEYSER MARSTON ASSOCIATES INC (Non-LBE)	\$750,000	13%	\$82,096	\$66,895	\$0	\$15,201	\$15,201	19%	19%
SEIFEL CONSULTING INC (LBE-WBE)	\$750,000	13%	\$16,164	\$46	\$14,929	\$1,190	\$16,119	100%	7%
<b>Subtotal, Real Estate Services</b>	<b>\$3,500,000</b>		<b>\$160,154</b>	<b>\$112,643</b>	<b>\$17,429</b>	<b>\$30,083</b>	<b>\$47,512</b>	<b>30%</b>	<b>19%</b>
<b>Engineering &amp; Related</b>									
ARCADIS LOTUS WATER (JV-OBE)	\$3,000,000	20%	\$211,273	\$80,335	\$45,377	\$85,561	\$130,938	62%	40%
COWI OLMN JV (JV-MBE)	\$1,500,000	25%	\$11,096	\$2,928	\$0	\$8,168	\$8,168	74%	74%
DABRI, INC (LBE-WBE)	\$1,000,000	20%	\$9,840	\$9,840	\$0	\$0	\$0	0%	0%
GHD-TELAMON JV (JV-MBE)	\$1,500,000	20%	\$2,563	\$2,563	\$0	\$0	\$0	0%	0%
JOE HILL CONSULTNG ENGINEERS (LBE-OBE)	\$1,000,000	N/A	\$12,048	\$407	\$3,501	\$8,140	\$11,641	97%	68%
MOFFATT & NICHOL & AGS JV (JV-MBE)	\$1,500,000	20%	\$48,511	\$48,511	\$0	\$0	\$0	0%	0%
PARSONS-LOTUS WATER JOINT VENTURE (JV-OBE)	\$1,500,000	26%	\$128,278	\$34,916	\$0	\$93,363	\$93,363	73%	73%
PARSONS RJSD (JV-OBE)	\$3,000,000	20%	\$519,784	\$239,082	\$215,582	\$65,121	\$280,703	54%	13%
STANTEC MCGOVERN MACDONALD (JV-WBE)	\$3,000,000	19%	\$443,881	\$328,860	\$2,740	\$112,281	\$115,021	26%	25%
TERRA ENGINEERS (LBE-WBE)	\$3,000,000	19%	\$165,797	\$161,692	\$4,105	\$0	\$4,105	2%	0%
<b>Subtotal, Engineering &amp; Related</b>	<b>\$20,000,000</b>		<b>\$1,553,071</b>	<b>\$909,133</b>	<b>\$271,306</b>	<b>\$372,633</b>	<b>\$643,939</b>	<b>41%</b>	<b>24%</b>
<b>Environmental &amp; Related</b>									
AEW ENGINEERING (Prime LBE)	\$1,000,000	22%	\$47,535	\$13,522	\$5,805	\$28,209	\$34,014	72%	59%
AEW ENGINEERING (Prime LBE)	\$2,000,000	22%	\$846,729	\$606,343	\$46,113	\$194,274	\$240,386	28%	23%
ESA CDIM Joint Venture (JV-LBE Prime)	\$2,000,000	22%	\$931,229	\$399,494	\$481,278	\$50,457	\$531,735	57%	5%
NORTHGATE & AGS (JV-LBE Prime)	\$1,000,000	22%	\$258,177	\$158,446	\$0	\$99,731	\$99,731	39%	39%
SCA Environmental (LBE-MBE)	\$1,000,000	22%	\$44,225	\$41,307	\$2,918	\$0	\$2,918	7%	0%
SCA Environmental (LBE-MBE)	\$2,000,000	12%	\$418,279	\$289,447	\$43,694	\$85,138	\$128,832	31%	20%
<b>Subtotal, Environmental &amp; Related</b>	<b>\$9,000,000</b>		<b>\$2,546,174</b>	<b>\$1,508,558</b>	<b>\$579,807</b>	<b>\$457,808</b>	<b>\$1,037,616</b>	<b>41%</b>	<b>18%</b>
<b>Hazardous Materials Disposal</b>									
ENVIRONMENTAL LOGISTICS (Non-LBE)	\$300,000	6.75%	\$86,259	\$86,259	\$0	\$0	\$0	0%	0%
SILVERADO CONTRACTORS INC (Non-LBE)	\$300,000	6.75%	\$33,555	\$33,555	\$0	\$0	\$0	0%	0%
<b>Subtotal, Hazardous Materials Disposal</b>	<b>\$600,000</b>		<b>\$119,814</b>	<b>\$119,814</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>-</b>	<b>0%</b>
<b>Public Relations</b>									
BONNER COMMUNICATIONS (Prime LBE)	\$300,000	N/A	\$34,755	\$23,645	\$10,410	\$700	\$11,110	32%	2%
DAVIS & ASSOCIATES (Prime LBE)	\$300,000	21%	\$105,197	\$0	\$105,197	\$0	\$105,197	100%	0%
<b>Subtotal, Public Relations</b>	<b>\$600,000</b>		<b>\$139,953</b>	<b>\$23,645</b>	<b>\$115,608</b>	<b>\$700</b>	<b>\$116,308</b>	<b>83%</b>	<b>1%</b>
<b>Total As-Needed Contracts</b>	<b>\$33,700,000</b>		<b>\$4,519,166</b>	<b>\$2,673,793</b>	<b>\$984,149</b>	<b>\$861,225</b>	<b>\$1,845,374</b>	<b>41%</b>	<b>19%</b>

**Attachment 3  
Construction Contracts, Fiscal Year 2020-21**

Contractor	Description	Total Contract Amount	Total Payments in FY	Total Non-LBE	LBE Prime Payments	LBE Sub Payments	Total LBE Payment	Overall LBE%	Sub LBE%
CAZADORO CONSTRUCTION, INC (LBE-WBE)	19th and Georgia St Construction	\$2,991,280	\$2,587,429	\$0	\$2,097,410	\$490,018	\$2,587,429	\$1	\$0
CF CONTRACTING INC (LBE-OBE)	Heron's Head Park Path and Electrical Improvements	\$1,237,800	\$510,601	\$67,350	\$419,551	\$23,700	\$443,251	\$1	\$0
THE DUTRA GROUP (Non-LBE)	Mission Bay Ferry Landing Dredging	\$11,920,300	\$11,451,755	\$11,249,497	\$0	\$202,258	\$202,258	\$0	\$0
GORDON N BALL (Non-LBE)	As-Needed Environmental & Related	\$19,525,304	\$1,850,105	\$1,419,378	\$0	\$430,726	\$430,726	\$0	\$0
<b>Total</b>			<b>\$16,399,890</b>	<b>\$12,736,225</b>	<b>\$2,516,961</b>	<b>\$1,146,703</b>	<b>\$3,663,664</b>	<b>\$0</b>	<b>\$0</b>

**Attachment 4  
Professional Service Contracts, Fiscal Year 2020-21**

Contractor	TOTAL ENCUMBRANCE	Total Contract Amount	Total Payments in FY	Total Non-LBE	LBE Prime Payment	LBE Sub Payments	Total LBE Payment	Overall LBE%	Sub LBE%
AECOM TECHNICAL SVC (Non-LBE)	Pier 70 Crane Cove Park Project	\$4,079,396	\$244,524	\$214,984	\$0	\$29,540	\$29,540	12%	12%
CH2M HILL ENGINEERS, INC (Non-LBE)	Seawall Resiliency Project	\$55,684,130	\$8,246,748	\$5,530,544	\$0	\$2,716,204	\$2,716,204	33%	33%
CIVIC EDGE CONSULTING LLC (PRIME LBE)	Seawall Environmental Consulting	\$1,695,205	\$212,221	\$0	\$26,756	\$185,465	\$212,221	100%	87%
COWI OLMM JV (JV-MBE)	Mission Bay Ferry Landing	\$4,766,535	\$89,207	\$80,018	\$0	\$9,189	\$9,189	10%	10%
ENVIRONMENTAL SCIENCE ASSOCIATES INC. (Non-LBE)	Heron's Head Planning.	\$440,000	\$29,167	\$21,883	\$0	\$7,284	\$7,284	25%	25%
ENVIRONMENTAL SCIENCE ASSOCIATES (Non-LBE)	Environmental Review on Waterfront Land Use Plan	\$1,000,000	\$409,512	\$319,757	\$0	\$89,756	\$89,756	22%	22%
HOLLINS CONSULTING (LBE-MBE)	Technical Support for Pier 70/Mission Rock	\$2,400,000	\$498,846	\$0	\$299,513	\$199,333	\$498,846	100%	40%
PUBLIC FINANCIAL MANAGEMENT, INC (Non-LBE)	Financial Advisory Consultant Svcs	\$700,000	\$7,000	\$7,000	\$0	\$0	\$0	0%	0%
<b>Total</b>			<b>\$9,737,226</b>	<b>\$6,174,186</b>	<b>\$326,269</b>	<b>\$3,236,771</b>	<b>\$3,563,040</b>	<b>37%</b>	<b>33%</b>

**Attachment 5  
Non-Chapter 14B Contracts Fiscal Year 2020-21**

Contractor	Total Contract Amount	Description	Non-Chapter 14B Reason	Total Payments in FY	Total Non-LBE	LBE Prime Payments	LBE Sub Payments	Total LBE Payment	Overall LBE%	Sub LBE%
BELFOR USA GROUP INC (Non-LBE)	\$3,500,000.00	Clean up and restoration services	Emergency	\$1,915,730	\$739,093	\$1,176,637	\$0	\$1,176,637	61%	0%
GOODWIN CONSULTING GROUP IN (Non-LBE)	\$99,000.00	SWL337 Mission Rock - Special Tax Consultant Services	Below Threshold	\$569	\$569	\$0	\$0	\$0	0%	0%
HOLLINS CONSULTING (LBE-MBE)	\$129,874.00	Construction Management for Pier 45 Fire	Emergency	\$123,206	\$0	\$123,206	\$0	\$123,206	100%	0%
LITERACY FOR ENVIRONMENTAL JUSTICE (LBE-Nonprofit)	\$256,844.00	Heron's Head Park Wetland	Waiver	\$59,115	\$59,115	\$0	\$0	\$0	0%	0%
NATALIE MACRIS (LBE-WBE)	\$50,000.00	Waterfront Land Use Plan	Below Threshold	\$3,185	\$0	\$3,185	\$0	\$3,185	100%	0%
POWER ENGINEERING CONSTRUCTION CO (Non-LBE)	\$1,419,896.00	Floating dock Hyde Street	Federal Funds	\$1,377,507	\$1,097,533	\$0	\$279,974	\$279,974	20%	20%
RICHARD ALAN FOSTER (Non-LBE)	\$95,000.00	Organizational Development	Below Threshold	\$37,500	\$37,500	\$0	\$0	\$0	0%	0%
ROSALES BUSINESS PARTNERS LLC (LBE-MBE)	\$99,440.00	Racial Equity Facilitation	Below Threshold	\$54,305	\$32,655	\$0	\$21,650	\$21,650	40%	40%
SILVERADO CONTRACTORS INC (Non-LBE)	\$2,163,995.49	Pier 45 Shed C	Emergency	\$2,163,995	\$2,065,936	\$0	\$98,060	\$98,060	5%	5%
SILVERADO CONTRACTORS INC (Non-LBE)	\$49,500.00	Secure Cranes at Pier 68	Emergency	\$16,000	\$16,000	\$0	\$0	\$0	0%	0%
<b>Subtotal; Non-14B Contracts</b>				<b>\$5,751,111</b>	<b>\$4,048,400</b>	<b>\$1,303,027</b>	<b>\$399,683</b>	<b>\$1,702,711</b>		

## Attachment 6

### Pier 70 Development Contract Awards Through June 30, 2021

<b>Amount Awarded</b>	<b>\$205,060,754</b>	<b>Percentage</b>
Awarded to Small & Micro LBE	\$51,137,600	25%
Awarded to SBA-LBE	\$7,770,584	3%
Awarded to Non-LBE	\$146,152,583	72%
<b>LBE Award by Size</b>	<b>\$58,908,183</b>	
Awarded to Micro-LBE	\$27,095,169	13%
Awarded to Small-LBE	\$24,042,430	12%
Awarded to SBA-LBE	\$7,770,584	4%
<b>LBE Award by Type</b>	<b>\$58,908,183</b>	
Awarded to MBE-LBE	\$16,883,474	8%
Awarded to WBE-LBE	\$5,372,698	3%
Awarded to OBE-LBE	\$36,652,012	18%

### Pier 70 Development Contract Awards to Minority-Owned LBEs Through June 30, 2021

	<b>Amount Awarded</b>
African-American	\$2,485,793
Arab-American	\$17,000
Asian-American	\$5,940,863
Iranian-American	\$3,053,570
Latino-American	\$3,783,301
Native-American	\$320,770

## Attachment 7

### Mission Rock Development Contract Awards Through June 30, 2021

<b>Amount Awarded</b>	<b>\$533,634,129</b>	<b>Percentage</b>
Awarded to Small & Micro LBE	\$58,125,509	11%
Awarded to SBA-LBE <sup>8</sup>	\$7,734,362	1%
Awarded to Non-LBE	\$465,486,349	88%
<b>LBE Award by Size</b>	<b>\$65,859,871</b>	
Awarded to Micro-LBE	\$32,123,264	6%
Awarded to Small-LBE	\$26,002,245	5%
Awarded to SBA-LBE	\$7,734,362	1%
<b>LBE Award by Type</b>	<b>\$65,859,872</b>	
Awarded to MBE-LBE	\$25,173,428	5%
Awarded to WBE-LBE	\$19,456,771	4%
Awarded to OBE-LBE	\$21,229,673	4%

### Mission Rock Development Contract Awards to Minority-Owned LBEs Through June 30, 2021

	<b>Amount Awarded</b>
African-American	\$17,976,706
Arab-American	\$6,968
Asian-American	\$6,350,533
Latino-American	\$7,000,361

<sup>8</sup> LBE status may change over the duration of the contract and firms awarded LBE contacts may have graduated or left the LBE program.

## Attachment 8

### Office of Economic Workforce and Development Data. Active Port Projects January 1, 2021 – June 30, 2021

Project	Total Work Hours			Total Apprentice Hours		
	30% Requirement			50% Requirement		
	Total Hours	Local Hours	Local %	Total App Hours	Total Local App Hours	Local App %
Marine Structural IV Project	11,997	2,392	20%	4,935	2,392	48%
Pier 29 Utilities	1,823	1,028	56%	83	81	98%
Crane Cove park Construction Package 2	86,601	19,738	22%	14,322	6,794	47%
MBFL Dredging and Site Preparation	1,793	237	13%	162	5	3%
<b>TOTAL (public works projects active by the Port)</b>	<b>102,247</b>	<b>23,394</b>	<b>23%</b>	<b>19,500</b>	<b>9,271</b>	<b>48%</b>
Pier 70 Forest Cities Development: Horizontal Development	176,462	52,125	30%	11,033	4,837	44%
Pier 70 Forest Cities Development: Building 12	86,306	33,187	38%	8,617	5,002	58%
Mission Rock	13,796	1,681	12%	838	210	25%
<b>Private Development Total Hours</b>	<b>276,563</b>	<b>86,993</b>	<b>31%</b>	<b>20,488</b>	<b>10,048</b>	<b>49%</b>
<b>TOTAL (including private developments)</b>	<b>378,810</b>	<b>110,388</b>	<b>29%</b>	<b>39,988</b>	<b>19,319</b>	<b>48%</b>

## Attachment 9

### Construction Contracts (Non-Emergency) Completed During Fiscal Year 2020-21

Contractor	Description	Contractual Substantial Completion	Actual Substantial Completion	Contractual Budget	Final Total Payments
Power Engineering (Non-LBE)	SFPD Marine Unit Dock Replacement	5/31/2021	06/09/2021	\$1,543,316	Data Pending
Dutra Dredging (Non-LBE)	Mission Bay Ferry Landing	11/30/2020	11/10/2020	\$13,112,330	\$11,451,755