



MEMORANDUM

March 8, 2024

TO: MEMBERS, PORT COMMISSION
Hon. Kimberly Brandon, President
Hon. Gail Gilman, Vice President
Hon. Willie Adams
Hon. Ed Harrington
Hon. Steven Lee

FROM: Elaine Forbes
Executive Director 

SUBJECT: Report on Local Business Enterprise and Workforce Development Programs applicable to Public Contracts for Fiscal Year 22-23 (July 1, 2022 through June 30, 2023).

DIRECTOR'S RECOMMENDATIONS: Information Only – No Action Required

EXECUTIVE SUMMARY

This report provides the Port Commission with comprehensive information regarding the status of equity requirements as applied to the Port's public contracts throughout Fiscal Year 2022-2023 (July 1, 2022, through June 30, 2023) (FY 22-23). These equity requirements encompass: (a) mandatory City contracting obligations applied to public contracts and enforced by City regulatory bodies through the City Administrator's Office, such as the Local Business Enterprise (LBE) rating bonus and subcontracting and Local Hire requirements; and (b) the Port's own unique initiatives to outreach, educate, and recruit LBEs and local workers to participate in and benefit from its contracting activities.

FY 22-23 Contract Award and Payment Summary:

All contract values referenced in this section can be found in Appendix D: PORT FY 2022-23 Contracts Report (Prof Svc & Construction).

Total Value of New Contracts subject to LBE Ordinance: \$29.5 million (19 contracts)
During FY 22-23, the Port awarded 19 contracts with a cumulative value of \$29,511,078.

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Of the 19 contracts, 13 contracts (68%) were awarded to an LBE prime contractor, or a joint venture comprised of at least one LBE, far exceeding the Port Commission's informal policy of awarding a minimum of 20% of contracts to LBE primes.

Total payments to LBEs on active and open Port contracts subject to LBE Ordinance: \$30.4 million (38%) including \$9.3 million (12%) to LBE Primes and \$21 million (26%) to LBE subcontractors. During FY 22-23, payments to LBE prime contractors were \$2.6 million (12%) and payments to LBE subcontractors were \$6.2 million (28%). Total payments to LBE contractors were \$8.8 million (40%).

The Port currently manages 17 public works and private development contracts subject to the Local Hire Ordinance. Port projects continue to meet Local Hire Ordinance compliance requirements as outlined in the ordinance (SF Administrative Code Chapter 82), as reported by the Mayor's Office of Economic and Workforce Development (OEWD). Port staff also seek to ensure we are meeting this requirement in a way that aligns with our values.

The Port currently manages (66) public works contracts that are subject to the First Source Hiring Ordinance. Staff is working with the City's Office of Economic and Workforce Development's First Source Hiring Team to better understand how best to implement a strategy that supports this program in reaching its goal of connecting residents in the Port's communities of concern with these hiring opportunities.

During FY 22-23, Port staff continued to implement a comprehensive LBE and workforce development strategy and focused on advancing equity strategies and improving solicitation practices. Part of the Port's workforce development commitment includes an eye toward the future. Through our internships and workforce development work, the Port endeavors to break down barriers to achieve greater racial equity in Maritime and other industries most critical to the Port's mission.

Due to the timing of this report, Port staff would also like to provide information regarding contracting performance for the beginning of FY 23-24:

The Port has awarded 7 contracts for a total value of \$27.6 million in Quarters 1 and 2 of FY 2023-24. Four (57%) were awarded to LBE Primes or Joint Ventures with one LBE Partner. First Source Hiring requirements apply to 6 contracts and Local Hire requirements apply to 1 contract. **Construction hours worked to date** for the one contract subject to local hire totals 297,195 hours with 62,940 (17.8%) being completed by local workers. A reporting mechanism to better track and report First Source Hiring is under development in partnership with the Office of Economic and Workforce Development.

Total payments to LBEs on active and open Port contracts in Q 1-2 of FY 23-24 is \$7.4 million (48%). During Q1-2 of FY 23-24, payments to LBE prime contractors were \$1.2 million (11%) and payments to LBE subcontractors were \$3.1 million (27%). Total payments to LBE contractors were \$4.4 million (38%).

BACKGROUND

Over time, the aim of this periodic report to the Port Commission has been to illustrate the impact of equity programs and the Port's efforts on LBE and local workforce participation in applicable contracts. The primary goal of contracting is to deliver the best products and services to the public. Port staff believes that to do that, we must identify and remove the barriers that small contractors and local workers may face entering into a competitive environment while continuing to hold the bar high for quality and safety.

Port Values are Reflected in Equity Requirements and Policies:

The Port champions the City's equity requirements found in the following SF Administrative Code Chapters: Chapter 14B (Local Business Enterprise Ordinance), Chapter 82 (Local Hiring Ordinance), and Chapter 83 (First Source Hiring Program). These programs serve as the foundation for equity work on locally funded public contracts. The Port's values and our approach go beyond the basic equity requirements, complementing them with our Racial Equity Action Plan (REAP) which seeks to combat anti-blackness and native invisibility across all of the Port's operations.

Through Port staff outreach and specialized programming, the Port continues towards our REAP goal to "grow the number of racially diverse businesses competing for and winning Port contracts." We seek to achieve our REAP goals by improving the Port's visibility within the diverse contracting community, enhancing our equity-based language in all pre-bids, through the creation of pools, by conducting early targeted outreach to MBE, DBE, and non-certified minority-owned businesses when solicitation information becomes public, working with City's Contract Monitoring Division ("CMD") partners to improve our outreach, and re-packaging contracts into smaller projects when feasible to create opportunities for racially diverse micro-LBE firms. At this time, the Port has limited access to business-owner ethnic and gender data. The Controller is engaging in a multi-year project that aims to comprehensively collect race, ethnicity, and gender data from the City's contractors. We will incorporate this owner data into this report once it becomes available.

We continue to explore additional tools that will allow us to deepen our equity work and positively impact the communities of concern that are adjacent to the waterfront.

CONTRACT ACTIVITY UPDATE

During FY 22-23, the Port executed 19 new contracts for a total value of \$29,511,078. Six contracts are subject to the LBE subcontracting requirement totaling \$20,334,284. The Port awarded five (86%) of these contracts to LBE primes or joint ventures with at least one LBE partner. Of these six contracts, 49% of the total value of the contracts was committed to LBEs on the CMD Forms submitted at proposal. The Port awarded 13 contracts that are not subject to the LBE subcontracting requirement for a total value of \$9,176,794. The Port awarded eight of these 13 contracts to LBE Primes. Items that were approved by the Port's Executive Director pursuant to her Delegated Authority (as defined in Appendix A) are marked with an asterisk (*) in the following table, all other contracts were approved by the Port Commission.

For the first time, the table also identifies which Workforce requirements each awarded contract is subject to.

New Contracts with LBE Subcontracting Requirements:

The Port awarded six contracts subject to the LBE Subcontracting Requirement during FY 22-23.

Contract Name	Type of Contract	Total Contract Value	LBE Prime or Joint Venture (LBE-Status)	LBE Award per CMD Forms (Prime & Subs)	Workforce Requirement
COWI - TECI JV	As-Needed Engineering and Related Services	\$4,000,000	LBE-WBE (Small) JV Partner	\$2,084,000 (52%)	First Source Hiring
GHD STRUCTUS JV	As-Needed Engineering and Related Services	\$4,000,000	LBE-MBE (Small) JV Partner	\$2,046,000 (51%)	First Source Hiring
Moffatt & Nichol OLMM JV	As-Needed Engineering and Related Services	\$4,000,000	LBE-MBE (Micro) JV Partner	\$2,260,000 (57%)	First Source Hiring
Roebuck Construction	Construction Services	\$4,586,900	Non-LBE	\$733,904 (16%)	First Source Hiring and Local Hire
SCA Environmental	As-Needed Planning and Environmental Services	\$2,500,000	LBE-MBE (Micro)	\$1,675,000 (67%)	First Source Hiring
Yerba Buena Engineering & Construction Inc	Construction Services	\$1,247,384	LBE-MBE (Micro)	\$1,227,384 (98%)	First Source Hiring and Local Hire
Total value of new contracts with LBE subcontracting requirements:		\$20,334,284	Total value of LBE participation on new contracts with LBE subcontracting requirements:	\$10,026,288 (49%)	

New Contracts without LBE Subcontracting Requirements:

The Port awarded thirteen contracts that did not have LBE Subcontracting Requirements. Of these 14 contracts, eight (62%) were awarded to LBE Prime contractors. The majority (10, 77%) are under 50% of the Minimum Competitive Amount (MCA) or Threshold Amount¹ and are therefore not subject to LBE subcontracting requirements per the LBE Ordinance. There is one Micro-Set Aside.

Contract Name	Type of Contract	Total Contract Value	LBE Prime or Joint Venture (LBE-Status)	Justification for no LBE Sub Requirement	Workforce Requirement
Backstrom McCarley Berry & Co LLC	Project-Based Professional Services	\$99,000.00*	LBE-MBE (Small)	Under 50% of the MCA Amount	First Source Hiring
Bae Urban Economics Inc	As-Needed Real Estate Services	\$99,000.00*	Non-LBE	Under 50% of the MCA Amount	First Source Hiring
Century Urban	As-Needed Real Estate Services	\$99,000.00*	LBE-OBE (Micro)	Under 50% of the MCA Amount	First Source Hiring
C.H. Elliott & Associates	As-Needed Real Estate Services	\$99,000.00*	LBE-OBE (Micro)	Under 50% of the MCA Amount	First Source Hiring
Deloitte & Touche, LLP	Project-Based Professional Services	\$51,744.00*	Non-LBE	Under 50% of the MCA Amount	First Source Hiring
Economic & Planning Systems Inc	As-Needed Real Estate Services	\$99,000.00*	Non-LBE	Under 50% of the MCA Amount	First Source Hiring
Keyser Marston Associates Inc	As-Needed Real Estate Services	\$99,000.00*	Non-LBE	Under 50% of the MCA Amount	First Source Hiring
Lahue & Associates	Construction Services	\$116,300.00*	LBE-OBE (Micro)	Micro Set-Aside	First Source Hiring
Literacy For Environmental Justice	Project-Based Professional Services	\$987,000.00	NLBE-OBE (Micro)	LBE Sub Waiver	First Source Hiring
Seifel Consulting Inc	As-Needed Real Estate Services	\$99,000.00*	LBE-WBE (Micro)	Under 50% of the MCA Amount	First Source Hiring
Sara Ellis Conant Coaching & Consulting	Project-Based Professional Services	\$50,000.00*	LBE-WBE (Micro)	Under 50% of the MCA Amount	First Source Hiring
Macchiatto	Project-Based Professional Services	\$40,000.00*	LBE-WBE (Micro)	Under 50% of the MCA Amount	First Source Hiring
The Dutra Group	Construction Services	\$7,238,750.00	Non-LBE	LBE Waiver	First Source Hiring and Local Hire
Total value of new contracts without LBE subcontracting requirements:		\$9,176,794.00			

LBE Participation in Current Contracts:

¹ The Minimum Compensation Amount is set by the City Controller. The current amount is \$200,000. The Threshold Amount is also set by the city Controller. The current amount is \$1,000,000.

Port contract payments totaled \$ 22,272,388.99 for all contracts during FY 22-23. LBE entities were paid \$8,821,895 (40%), including \$2,660,292 (12%) to LBE primes contractors and \$ 6,160,933 (28%) to LBE subcontractors. This includes all contracts, even those where the LBE subcontracting requirement does not apply. This is a departure from previous reporting that only included contracts where the LBE subcontracting requirement applies.

Contract Type	Total Value of Contracts	Total Payments in FY 22-23	Total LBE Prime Payments FY 22-23	Total LBE Sub Payments FY 22-23	Total LBE Payments FY 22-23	Overall LBE % FY 22-23	Sub LBE % FY 22-23
As-Needed Professional Services Contracts with LBE Sub Requirements	\$40,600,000	\$3,286,258	\$461,008	\$766,381	\$1,227,389	37%	23%
Project-Based Professional Services with LBE Subcontracting Requirements	\$67,050,377	\$11,681,903	\$7,137,551	\$343,191	\$4,201,161	39%	36%
Professional and Construction Services without LBE Subcontracting Requirements	\$16,387,049	\$3,573,084	\$796,232.23	\$460,187	\$1,256,419	35%	35%
Construction Contracts with LBE Subcontracting requirements	\$11,864,208	\$3,731,145	\$1,060,530	\$733,205	\$1,793,735	48%	20%
Total	\$135,901,634	\$22,272,389	\$2,660,962	\$6,160,933	\$8,821,895	40%	28%

Workforce Programming on Active Contracts:

Port contract workforce hours totaled 1,017,124.78 for all contracts during FY 22-23. Local workers completed 280,626.24 hours (28%), including 534,688 hours worked by minorities and women (all ethnicities) local workers. This percentage is just 2% shy of the Citywide local hire goal of 30%. Staff is exploring pathways to meet or exceed the Citywide workforce goal and to increase minority and white women local workers.

Work Force Goals	Total Hours	Hour %	# of Workers	Worker %
Local Residents (OEWD) San Francisco Only)	215,105.94	21.15%	530	14.87%
Local Apprentice (OEWD) San Francisco Only)	65,520.30	6.44%	176	4.94%
Total Minority	509,137.58	50.06%	2,019	56.63%
Total Women (all ethnicities)	25,530.09	2.51%	64	1.80%
Total Apprentice	175,144.40	17.22%	649	18.20%
Total (ALL Localities)	1,017,124.78	100.00%	3,565	100.00%

Ethnicity Breakdown	Total Hours	Hour %	# of Workers	Worker %
African American	47,697.18	4.69%	123	3.45%
Asian or Pacific Islander	30,234.76	2.97%	105	2.95%
Caucasian	507,987.20	49.94%	1,546	43.37%
Hispanic	420,536.46	41.35%	1,680	47.12%
Native American or Alaskan	919.50	0.09%	11	0.31%
Other	9,749.68	0.96%	100	2.81%
Total	1,017,124.78	100.00%	3,565	100.00%

LBE Participation at Close-Out:

CMD is the City Department charged with enforcing the LBE Ordinance which includes monitoring for contractor compliance with the LBE subcontracting requirement. At the Port's request, CMD has provided their close-out analysis of LBE subcontracting participation on the following contracts. Of the six contracts, 100% met or exceeded the LBE Subcontracting Requirement set by CMD.

Prime	Contract Name	Type of Service	LBE Status	Total Value of Contract (\$)	LBE Sub Requirement	CMD Sub Close-out %	Date of CMD Close-Out
Allied Universal	Unarmed Security Guards	OCA-General Services	Non-LBE	\$2,500,000	20%	20%	8.12.2022
Gordon N. Ball	Crane Cove Park 2	Construction Services	Non-LBE	\$19,525,304	25%	25.81%	8.30.2022
Wickman Development & Construction	CT-1824R Crane Cove Park-Building 49	Construction Services	LBE-OBE (Small)	\$2,477,307	20%	27%	1.17.2023
CF Contracting Inc	CT-2795 Heron's Head Park Path and Electrical Improvements	Construction Services	LBE-OBE (Micro)	\$1,282,769	20%	42%	1.26.2023
Hollins Consulting	17/18 As Needed Technical Svcs Mission Rock and Pier 70	As-Needed Professional Services	LBE-MBE (Small)	\$2,400,000	23%	54%	3.6.2023
Northgate/AGS JV	16/17 As Needed Environmental & Technical	As-Needed Professional Services	LBE-MBE (Micro)	\$1,000,000	22%	41%	3.28.2023

Port Development Agreements:

The Port manages two development projects at Pier 70 and Mission Rock. While these development projects are not subject to the Chapter 14B LBE program and Local Hire, the Port and the developers established a specialized LBE utilization plan to govern each project’s local business inclusion and participation as well as Local Hire and Apprentice requirements.

- **Pier 70:**

The Pier 70 project, led by FC PIER 70, LLC (aka Brookfield, has a 17% LBE participation goal. The tables below outline the contracts awarded by Brookfield through FY 22-23 through Quarter 3. Brookfield has awarded \$219.9 million in contracts, of which \$62.7 million (29%) has been awarded to micro, small, or SBA-LBEs.

Amount Awarded	\$219,960,221	Percentage
Awarded to Small & Micro LBE	\$54,693,219	24.9%
Awarded to SBA LBE (incl. Graduated)	\$62,749,312	28.5%
Awarded to Non-LBE	\$157,210,909	71.5%

LBE Award by Size	\$62,114,689	Percentage
Awarded to Micro LBE	\$26,709,634	12.1%
Awarded to Small LBE	\$27,983,585	12.7%
Awarded to SBA-LBE (incl. Graduated)	\$7,421,469	3.4%

LBE Award by Type	\$62,114,689	Percentage
Awarded to MBE-LBE	\$18,478,728	8.4%
Awarded to WBE-LBE	\$5,780,962	2.6%
Awarded to OBE-LBE	\$37,854,999	17.2%

Pier 70 Awards to Minority-Owned Companies Through Q2-2022

Minority-Owned: LBE's	Amount Awarded (\$)	% of MBE	Net Change in Q3 & 4	Total Project Award (\$)	%
African-American	\$5,003,671	2%	\$548,064	\$5,551,735	3%
Arab-American	\$17,000	0%	\$0	\$17,000	0%
Asian-American	\$7,577,954	3%	\$(634,624)	\$7,577,954	3%
Latino-American	\$4,798,820	2%	\$0	\$4,798,820	2%
Native American	\$320,770	0%	\$0	\$320,770	0%

Mission Rock:

- The Mission Rock Development Project, led by Mission Rock:
Partners have a 10% LBE subcontracting participation goal for pre-construction work and a 20% LBE subcontracting participation goal for construction. Mission Rock has awarded \$892 million in contracts through June 30, 2023, of which \$163 million (18.28%) has been awarded to micro, small, or SBA-LBEs. This is an increase of 1.28% from the previous report.

The following table extends into the first quarter of FY 23-24:

**MISSION ROCK DEVELOPMENT CONTRACT AWARDS
THROUGH SEPTEMBER 30, 2023**

Amount Awarded	\$895,558,121.27	Percentage
Awarded to Small & Micro LBE	\$152,803,358.78	17.06%
Awarded to SBA LBE	\$13,545,890.62	1.51%
Awarded to Non-LBE	\$729,208,871.86	81.43%
LBE Award by Size	\$166,349,249.40	Percentage
Awarded to Micro LBE	\$77,502,574.76	8.65%
Awarded to Small LBE	\$75,300,784.03	8.41%
Awarded to SBA-LBE	\$13,545,890.62	1.51%
LBE Award by Type	\$166,349,249.40	Percentage
Awarded to MBE-LBE	\$71,200,420.62	7.95%
Awarded to WBE-LBE	\$35,300,393.57	3.94%
Awarded to OBE-LBE	\$59,848,435.21	6.68%

**MISSION ROCK DEVELOPMENT CONTRACT AWARDS TO
MINORITY-OWNED COMPANIES THROUGH SEPTEMBER 30, 2023**

Minority-Owned: LBE's	Amount Awarded	% of MBE	% of LBE	% of All
African-American	\$36,377,265.90	44.59%	23.81%	4.06%
Arab-American	\$151,807.95	0.19%	0.10%	0.02%
Asian-American	\$14,741,132.40	18.07%	9.65%	1.65%
Latino-American	\$30,310,287.09	37.15%	19.84%	3.38%
Native American/ Indigenous People	\$--	0.00%	0.00%	0.00%
Minority-Owned: All	Amount Awarded	% of All		
African-American	\$37,508,399.30	4.19%		
Arab-American	\$2,012,894.95	0.22%		
Asian-American	\$21,442,018.53	2.39%		
Latino-American	\$33,278,439.91	3.72%		
Native American/ Indigenous People	\$3,395,594.00	0.38%		

OUTREACH AND COMMUNITY ENGAGEMENT

In addition to the administration of Port contracts, Port staff continued its efforts to increase opportunities and technical services to local businesses and training and inclusionary programs for the local workforce. 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. The Port is also dedicated to creating pipelines to work on our contracts, including engineering and maritime work.

July 2022 – All funds from the Port of San Francisco Micro LBE Emergency Relief Program have been deployed. This marker notes that we successfully assisted 27 LBEs with low-interest loans to aid in their recovery due to the impacts of the 2019 COVID-19 pandemic.

July 2022 and ongoing – Contracts and Procurement team continues to host LBE drop-in hours. During FY 22/23, staff met with 14 firms on a range of challenges, and concerns, and encouraged our contracting community to leverage staff as a resource.

September and November 2022 – The Port in partnership with the Northern California Procurement Technical Assistance Center (NorCal PTAC) co-hosted two technical assistance workshops targeted at the unique challenges and growth opportunities for LBEs. These webinars combined have over 2,500 views. NorCal PTAC has become a trusted partner and staff often refer LBEs to for additional business development and support.

October 2022 – Contracts and Procurement Team continues to seek out opportunities to network and make us available to the small business community. Port staff were invited and attended a supplier diversity mixer hosted by BuildOut California.

March 2023 – Finally returning to in-person, the Port welcomed over 275 participants to our 6th Annual Contract Open House. The event was hosted at the Justin R. Herman Cruise Ship Terminal at Pier 27. A Women in Construction panel was phenomenal and our keynote speaker, Assessor Recorder Joaquin Torres charged us to support and uplift the small business community with renewed vigor. The event received positive feedback including, one statement from an LBE stating, "There feels like a real opportunity in here today".

June 2023 – The Port participates in quarterly meetings called "Construction Partners" (sponsored by Renaissance Entrepreneurship Center) to discuss the implementation of a stakeholder-based study that identified ways to increase participation in government contracting for minority-owned construction businesses in San Francisco, which was completed last year. The final report, CREATING A PATHWAY FOR MINORITY-OWNED CONSTRUCTION BUSINESSES TO THRIVE IN THE SAN FRANCISCO BAY AREA provided specific recommendations to help women and minority-owned construction small businesses thrive in the San Francisco Bay Area.

June-August 2023 – The Port initiated a Maritime-specific internship that introduced maritime careers to high school students living in zip codes adjacent to Port property, specifically the Southeast sector of San Francisco. This internship included a week-long overnight stay for interns at the State University of California Maritime Academy (“Cal Maritime”). Cal Maritime is the only degree-granting maritime academy in the Western United States. Participants attend U.S. Coast Guard courses in Personal Survival and Basic Marine Firefighting. In addition, participants attend presentations given by Cal Maritime faculty about Cal Maritime degree programs and careers at sea or shoreside maritime positions.

June 2023 – Quarterly Supplier Diversity and Workforce Development Outreach Event sponsored by the Construction Industry Workforce Initiative. This event fosters conversations that create alignment and take us further on our equity journey to attract, retain, and develop the best talent for our industry and maximize the diversity of our suppliers. This event welcomed 15 sponsors, 6 government agencies, and multiple supporting organizations and drew over 275 attendees representing small/local/diverse design and trade partners and workforce professionals and created a space for connectivity.

KEY STRATEGIC INITIATIVES ON IMPROVEMENTS TO OUTREACH AND CONTRACTING

Below is a current list of REAP Action Items that pertain to contracting and workforce development/outreach. Although there is a process to prioritize new goals each year, previous goals and efforts are not forsaken and continue to be embedded in the work we do.

The Contracts and Procurement team has made progress on the below REAP items:

8.1.1	Advertise all contracting events to racially diverse businesses, LBE and DBE
8.1.2	Conduct early targeted outreach to MBE and DBE
8.1.3	Engage with technical service providers on common barriers
8.2.1	Enhance equity-based language in all pre-bids to state the Port’s values of creating racially diverse contracting teams
8.2.2	Increase opportunities for racially diverse micro-LBEs
8.2.3	Fund and partner community-based organizations that support minority contractors through investments and engagement
8.3.3	Review trade exemption with OEWD for possible training program creation opportunities to help increase the pool of available workers
8.5.1	Build supportive ecosystems for self-identified BIPOC-owned businesses doing business with the Port

Changes to RFPs Formatting for Efficiency and Equity:

The competitive selection process requires an investment of time for Port staff, respondents, and the scoring panel. A common barrier cited by small businesses is the complexity of the Port process and the investment of time to respond to proposals. The Port is implementing changes to its competitive solicitations to improve the business process for the stakeholders and improve equity opportunities.

Earlier Outreach at Commission Action:

Port staff must ensure that the bidding community receives equal access to information when there is a potential solicitation. As such, Port staff deliberate to ensure that stakeholders are receiving information at the same time. For the most recent RFQ for As-Needed Engineering, there was a scheduled lag between the Port Commission's action to authorize advertisement and the publication of the RFQ. Some savvy firms, generally the largest firms, regularly watch Port Commission meetings for advance notice of advertisements. Smaller firms, however, often lack the resources to track opportunities.

Once the information about the opportunity entered the public realm through the Port Commission meeting, Port staff shared the Port Commission staff report to the solicitation outreach list, including LBE bidders, to ensure there was a maximum amount of time for team formation in advance of the formal advertisement. Port staff believes this resulted in robust early outreach by shrinking the advantage of the largest firms. The As-Needed Engineering pre-proposal meeting had over 120 participants, one of the largest pre-proposal meetings hosted by the Port.

Simplification and Standardization of RFP Responses:

Responding to an RFP is a resource-intensive project. A typical RFP will require information such as firm background, license qualifications, project experience, staff experience, subconsultant lists, organizational structure, fees, and agreement to Port terms and conditions for a contract. A typical RFP response is over 50 pages and often runs to hundreds of pages. Large firms have marketing and design teams that are engaged in responding to RFPs.

Port staff have simplified and streamlined the RFQ/P response process to ensure respondents focus on the necessary information. Port is now publishing response templates for some sections of the RFPs to clarify and simplify how to provide the required information. Respondents do not need to spend time creating a format or layout and can respond directly to the form. Subconsultants can easily identify the requirements of subconsultants, complete the forms at once, and submit their expertise to numerous Prime respondents. This format also provides an added benefit to the evaluation panel. The proposals are all organized in a common format so the panelists can navigate through the responses to identify, digest, and score the proposals more easily. A template and form-based RFP increases the effort required by staff to design and publish the RFPs but decreases the time burdens for both prime respondents, subconsultants, and the scoring panel.

Inclusion of Diversity, Equity and Inclusion Plan in Scored Criteria:

The Office of Racial Equity (ORE) and the required departmental Racial Equity Action Plans are aimed at structural racial inequalities and the implementation of policies and practices that create impact. However, California Proposition 209 prohibits government institutions from giving preferential treatment to any individual or group in public contracting based on race, sex, color, ethnicity, or national origin.

Port staff considers diversity, equity and inclusion plans as useful tools to create fairness for all and the distribution of opportunity. The Port has included a scored question to determine if the respondent does or does not have a racial equity action plan. A respondent could have been awarded one point for having a racial equity action plan and zero points for respondents with no plans. These proposals are being evaluated for content and quality. Port staff will work with ORE to determine how to advance the practice and implementation of racial equity action plans for Port stakeholders.

Creation of Pre-Qualified Pools for Additional Contracts:

The Port recognizes that there is significant time, expense, and expertise that is needed to respond to a solicitation. In most instances, after the award of a contract, the proposals from firms that were not awarded a contract are abandoned as the process has concluded with an award to the top-scoring firm.

Port staff believes a more effective strategy with benefits to both the Port and the contracting community is, after a competitive process that has resulted in the award of contracts, to create pre-qualified pools of high-ranking proposals. If the Port has future contracting needs, then the Port can follow the requirements of Chapters 6 and 21 for pre-qualified pools to award additional contracts. This eases an administrative and time burden for both the Port and contractors and provides more time for receiving services over administrative and process-related tasks. Contracts awarded from these pre-qualified pools will be brought to the Port Commission for approval.

The Port has five active pools:

1. As-Needed Engineering and Related Professional Services
2. As-Needed Environmental and Planning Services
3. Grant Writing
4. Coaching and Organizational Development
5. Janitorial (through the Office of Contract Administration)

Panelists Instructions to Reduce Implicit Bias in Grading:

The Port relies on panelists comprised of experts to grade written proposals and proposer answers in oral interviews. In addition to working with CMD to review the expertise, gender, and ethnic make-up of the Panel, the Port has included in the instructions to panelists to be aware of how implicit bias may appear in the grading process and to grade on quality of information being presented and not the characteristics of the person giving the information such as their perceived gender, race, sexuality, and abilities.

First Source Hiring Check-Ins:

Port staff piloted a partnership program between OEWD's Hospitality Sector Team and the First Source Hiring Team to re-inform Port's hospitality sector-based tenants of the resources that OEWD's teams can provide. Outreach has already begun and we predict that many of the connections to Port tenants and job seekers will begin in the Spring.

Also, an OEWD's Hospitality Initiative provides seven culinary training programs that are implemented by four different CBO partners throughout San Francisco. Culinary trainees receive classroom and hands-on training in culinary techniques, knife skills, menu planning, plating, and food preparation. All program graduates complete a SERV Safe Food Handlers Card and, in some cases, a SERV Safe Manager Card and will be trained and qualified to become line cooks, prep cooks, sous chefs, fry cooks, grill chefs, chef de parties, catering managers, kitchen managers, baristas and bartenders.

As all Port tenants are subject to the First Source Hiring Program, OEWD's Employer Services Unit is ready to serve Port businesses with their unique hiring needs. To date, the Employer Services Unit has engaged with at least 20 Port businesses in the Hospitality sector and looks forward to building more relationships with other businesses at the Port.

The Port is working with the First Source Hiring team to create regular check-ins with professional services contractors to remind them of their obligation to advertise internships and entry-level hiring opportunities through the First Source Hiring system. Historically, consultants would only report anticipated hiring opportunities at contract awards.

Changes to City-Wide Customer Data Across Departments:

Per the 2019 ORE Legislation, the City is engaging in a multi-year project that aims to comprehensively collect race, ethnicity, and gender data from the City's contractors. As this information becomes available, the Port will have the opportunity to assess the data on our contracts to inform the more equitable and inclusive procurement process. Phase I of this data collection will be launched on June 21, 2023, to request information from existing and new suppliers who are sole proprietors and single-member LLCs. We can expect to be able to run reports with this data by the end of FY 2023-2024.

Delegated Authority:

The Port has utilized the Delegated Authority (as defined in Appendix A.C) to move nimbly in addressing Port needs while increasing opportunities for LBE contractors. Ten out of 19 total contracts awarded in FY 22-23 were awarded using Delegated Authority. Of these ten, seven (70%) have LBE Primes.

CONCLUSION

In FY 22-23 Quarters 1-3, the Port exceeded its policy to award a minimum of 20% of contracts to LBE firms by awarding 100% of its contracts subject to the LBE Ordinance to LBE prime contractors. The Port made payments of \$6.4 million (44%) of its contract payments to LBEs. Finally, the Port advanced its efforts to provide opportunities to the small business community through improvements to its contracting processes and robust outreach activities.

Prepared by: Alysabeth Alexander-Tut
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Senior Community Developer

For: Nate Cruz, Deputy Director
Finance & Administration

Copy to: Contract Monitoring Division, Melinda Kanios

Attachments:

Appendix A: General Contract Terms & Port Thresholds
Appendix B: The Local Business Enterprise Program
Appendix C: Workforce Development Programs
Appendix D: FY 2022-23 Contract Report (Prof Svc & Construction)

APPENDIX A

General Contract Terms And Port Thresholds

A. Use of Professional Services Contracts: Professional Services are those services that 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 can 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 that 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 each CSO. The Port's practice is to have an overall goal for 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 22-24):

- Contract Service Orders \$1,000,000
- Construction and Related Professional Services contracts \$1,000,000
- Chapter 21 Professional services contract \$200,000

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.

APPENDIX B

The Local Business Enterprise Program

The Port must comply with federal, state, and local laws concerning nondiscrimination in contracting.

The Contract Monitoring Division (“CMD”) is charged with enforcing the San Francisco Administrative Code Chapter 14B LBE Ordinance (“LBE Ordinance”) which applies to construction contracts, general services contracts, professional services, and private development contracts. 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-NPE”). Based on a calculation of their annual gross receipts and their CMD Certification Category, LBE firms are labeled as Micro LBEs, Small LBEs, or SBA LBEs.

There are four benefits that LBEs may receive through the LBE Ordinance when competing on applicable contracts:

- Rating Bonus or Bid Discount for LBE Primes
- Good Faith Outreach Requirements
- LBE Subcontracting Requirements
- Micro-Set Aside Contracts exclusively available to Micro LBEs

The LBE Ordinance applies to City and County of San Francisco (“City”) contracts, including many Port contracts.

CMD is charged with applying the LBE Subcontracting Requirement. CMD reviews the scope of a project and the nature of the work and determines the availability of City-certified LBEs for the contract. CMD also determines compliance with the subcontracting requirement at contract close-out.² When bidding as a prime contractor or as part of a joint venture, LBE firms receive bid discounts for construction bids and point bonuses in the case of professional service Requests for Proposals (“RFP”) and Requests for Qualifications (“RFQ”). This is all governed by the LBE Ordinance and enforced by CMD.

Not all City contracts include an LBE subcontracting requirement. If 1) the contract value is less than the threshold amounts for the program of \$100,000 for professional service contracts and \$500,000 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).

² 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 50% or more. CMD may apply LBE subcontracting goals to these contract amendments based on a review of the additional work.

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.

As summarized in Chart 1, as of May 18, 2023 (the most recent data available from CMD) there were 989 certified micro and small LBE firms. Of these firms, 406 are certified LBE-MBEs. The ethnicity breakdown of all LBE-MBEs is shown in Chart 2.

Chart 1: Certified Small and Micro LBEs as of as of May 18, 2023

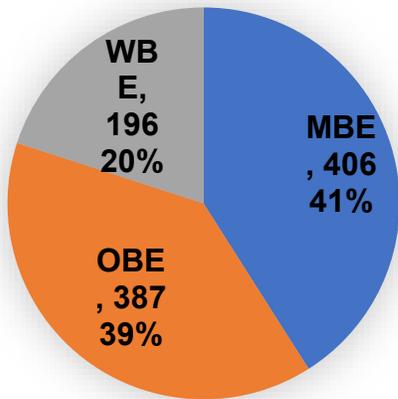
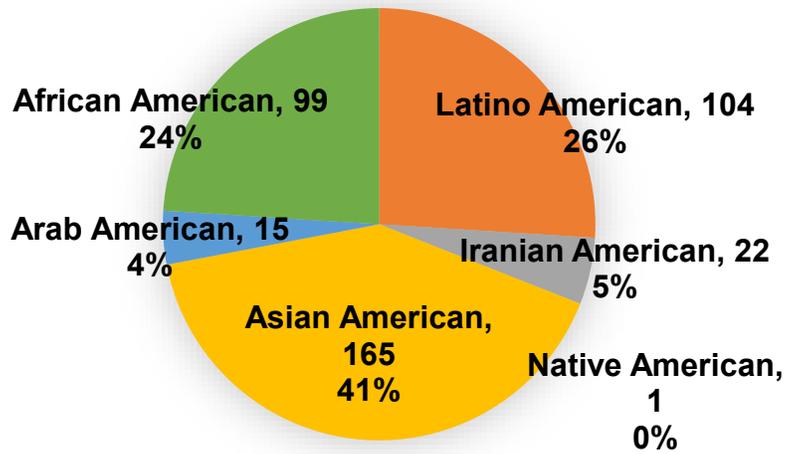


Chart 2: Certified Micro and Small LBEs with a Minority Owner as of May 18, 2023³



³ Chart 2 includes ethnicity for both LBE-MBEs and LBE-WBEs that have a minority owner.

APPENDIX C

Workforce Development Programs

SF Administrative Code Chapter 82, Local Hiring Ordinance was approved in 2011 by the late Mayor Ed Lee. The local hiring ordinance applies to construction contracts for public works or improvement projects in excess of \$1,000,000 and advances the City's workforce and community development goals by removing obstacles that may have historically limited the full employment of local residents on the opportunities created by covered projects, and curbing unemployment, population decline, and reduction in the number of businesses located in certain neighborhoods in the City. Reports show that the Local Hiring Ordinance has proven to be a highly effective tool in guaranteeing good-paying jobs for local residents. The Port supports the efforts of the ordinance through a \$200,000 annual work order to City Build, a department of the Office of Economic and Workforce Development that provides comprehensive pre-apprenticeship and construction administration training to San Francisco residents. Additionally, Port staff takes an active role in seeking new training opportunities that support the Port's business, especially Maritime.

The Local Hiring Ordinance 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 of \$1,000,000. The Local Hire Ordinance requires contractors and their subcontractors to attain a minimum of 30% work hours by trade per project using San Francisco residents.⁴ 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).

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.

SF Administrative Code Chapter 83, First Source Hiring Program applies to projects where (a) Local Hire is not required, (b) are advertised after 1998, and (c) are City funded with a value of at least \$50,000. The OEWD team is working with Port staff to create a more consistent way of creating employment opportunities on Port professional services contracts.

⁴ Local Hire Requirements increased from 20% to 25% on applicable contracts solicited after March 2012, and to 30% for contracts solicited after March 2013.

APPENDIX D
PORT FY 2022-23 Contracts Report (Prof Svc & Construction)

Contracts in the following tables are divided up as follows:

1. Professional Services As-Needed Contracts with LBE Subcontracting Requirements
 - a. Real Estate
 - b. Engineering and Related
 - c. Environmental and Related
 - d. Hazardous Materials Disposal
2. Construction Contracts with LBE Subcontracting Requirements
3. Project-Based Professional Services Contracts (Not As Needed) with LBE Subcontracting Requirements

PORT FY 2022-23 Contracts Report (Prof Svc & Construction)																		
(Up to June 30, 2023)																		
*All LBE data is based on Form 7 per invoices							Total Expenditures to Date (all Fiscal Years)					Total FY 2022-23						
Contractor	LBE Status	Total Contract Amount	Total Value New Contracts FY 22-23	CMD's LBE Sub Requirement	Workforce Program	Description	TOTAL EXPENDITURE (ALL FY)	TOTAL LBE PAID (ALL FY)	TOTAL PRIME LBE PAID (ALL FY)	TOTAL SUBCONTRACT LBE PAID (ALL FY)	SUBCONTRACT LBE-% (ALL FY)	Total Payments in FY 22-23	Total Non-LBE in FY 22-23	LBE Prime Payments in FY 22-23	LBE Sub Payments in FY 22-23	Total LBE Payment in FY 22-23	Overall LBE% in FY 22-23	Sub LBE% in FY 22-23
1. Professional Services As-Needed Contracts with LBE Subcontracting Requirements																		
Real Estate																		
BAE URBAN ECONOMICS INC	Non-LBE	\$750,000.00		13%	First Source Hiring	As-Needed Professional Service Contract	96,327.50	5,000.00	-	5,000.00	5.19%	90,447.50	90,447.50	-	-	-	0%	0%
ECONOMIC & PLANNING SYSTEMS INC (Non-LBE)	Non-LBE	\$750,000.00		13%	First Source Hiring	As-Needed Professional Contract Services	209,771.34	36,636.94	-	36,636.94	17.47%	13,018.75	13,018.75	-	-	-	0%	0%
KEYSER MARSTON ASSOCIATES INC (Non-LBE)	Non-LBE	\$750,000.00		13%	First Source Hiring	As-Needed Professional Contract Services	222,760.41	69,273.28	-	69,273.28	31.10%	54,699.75	14,602.75	-	40,097.00	40,097.00	73%	73%
SEIFEL CONSULTING INC (LBE-WBE)	LBE-WBE	\$750,000.00		13%	First Source Hiring	As-Needed Professional Contract Services	193,587.80	147,419.50	107,583.50	39,836.00	20.58%	61,383.50	38,250.00	15,963.50	7,170.00	23,133.50	38%	12%
Subtotal, As-Needed Real Estate Services with LBE Sub Requirements		\$3,000,000.00	\$0.00				722,447.05	258,329.72	107,583.50	150,746.22	20.87%	219,549.50	156,319.00	15,963.50	47,267.00	63,230.50	29%	22%

Contractor	LBE Status	Total Contract Amount	Total Value New Contracts FY 22-23	CMD's LBE Sub Requirement	Workforce Program	Description	TOTAL EXPENDITURE (ALL FY)	TOTAL LBE PAID (ALL FY)	TOTAL PRIME LBE PAID (ALL FY)	TOTAL SUBCONTRACT LBE PAID (ALL FY)	SUBCONTRACT LBE-% (ALL FY)	Total Payments in FY 22-23	Total Non-LBE in FY 22-23	LBE Prime Payments in FY 22-23	LBE Sub Payments in FY 22-23	Total LBE Payment in FY 22-23	Overall LBE% in FY 22-23	Sub LBE% in FY 22-23
Engineering & Related																		
ARCADIS LOTUS WATER	LBE-OBE (Small) JV Partner	\$3,000,000.00		18.50%	First Source Hiring	As-needed Engineering and Professional Services	1,838,944.30	666,430.38	268,226.02	398,204.36	21.65%	478,754.54	391,383.54	72,826.00	14,545.00	87,371.00	18%	3%
COWI - TECI JV	LBE-WBE	\$4,000,000.00	\$4,000,000.00	20.00%	First Source Hiring	Port GASB87 Implementation	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
GHD STRUCTUS JV	LBE-MBE	\$4,000,000.00	\$4,000,000.00	20.00%	First Source Hiring	As-needed Engineering and Professional Services	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
MOFFATT & NICHOL AND AGS JV	LBE-MBE (Micro) JV	\$1,500,000.00		18.50%	First Source Hiring	As-needed Engineering and Professional Services	1,448,512.43	514,795.21	239,347.71	275,447.50	19.02%	-	-	-	-	-	0%	0%
Moffatt & Nichol OLMM JV	LBE-MBE (Micro) JV	\$4,000,000.00	\$4,000,000.00	20.00%	First Source Hiring	As-needed Engineering and Professional Services	151,044.50	-	-	-	0.00%	151,044.50	151,044.50	-	-	-	0%	0%
PARSONS RJSD	LBE-WBE (Micro)	\$3,000,000.00		18.50%	First Source Hiring	As-needed Engineering and Professional Services	1,368,188.47	1,054,855.44	708,614.88	346,240.56	25.31%	294,340.95	45,920.27	78,618.25	169,802.43	248,420.68	84%	58%
STANTEC MCGOVERN MACDONALD	LBE-WBE (Micro)	\$3,000,000.00		18.50%	First Source Hiring	As-needed Engineering and Professional Services	1,888,811.89	1,733,385.49	561,801.26	1,171,584.23	62.03%	181,418.90	41,054.01	1,540.00	138,824.89	140,364.89	77%	77%
TERRA ENGINEERS	LBE-WBE (Micro)	\$3,000,000.00		18.50%	First Source Hiring	As-needed Engineering and Professional Services	1,845,515.25	708,885.84	328,116.29	380,769.55	20.63%	441,457.01	246,581.03	18,978.25	175,897.73	194,875.98	44%	40%
Subtotal, As-Needed Engineering & Related with Sub Requirements		\$25,500,000.00	\$12,000,000.00				8,541,016.84	4,678,352.36	2,106,106.16	2,572,246.20	30.12%	1,547,015.90	875,983.35	171,962.50	499,070.05	671,032.55	43%	32%

Contractor	LBE Status	Total Contract Amount	Total Value New Contracts FY 22-23	CMD's LBE Sub Requirement	Workforce Program	Description	TOTAL EXPENDITURE (ALL FY)	TOTAL LBE PAID (ALL FY)	TOTAL PRIME LBE PAID (ALL FY)	TOTAL SUBCONTRACT LBE PAID (ALL FY)	SUBCONTRACT LBE-% (ALL FY)	Total Payments in FY 22-23	Total Non-LBE in FY 22-23	LBE Prime Payments in FY 22-23	LBE Sub Payments in FY 22-23	Total LBE Payment in FY 22-23	Overall LBE% in FY 22-23	Sub LBE% in FY 22-23
Environmental & Related																		
AEW ENGINEERING (Prime LBE)	LBE-MBE (Micro)	\$1,000,000.00		22.00%	First Source Hiring	As-Needed Environmental & Related	871,666.58	452,718.20	291,557.56	161,160.64	18.49%	8,434.50	5,863.66	2,570.84	-	2,570.84	30%	0%
AEW ENGINEERING (Prime LBE)	LBE-MBE (Micro)	\$2,000,000.00		17.00%	First Source Hiring	As-Needed Environmental & Related	1,621,697.42	342,081.61	133,900.37	208,181.24	12.84%	413,639.33	313,175.40	48,087.36	52,376.57	100,463.93	24%	13%
ESA CDIM Joint Venture	LBE-OBE (Micro)	\$2,000,000.00		17.00%	First Source Hiring	As-Needed Environmental & Related	1,637,331.08	826,734.49	747,478.34	79,256.15	4.84%	445,654.24	301,819.55	122,899.69	20,935.00	143,834.69	32%	5%
NORTHGATE & AGS (JV-LBE Prime)	LBE-MBE (Micro)	\$1,000,000.00		22.00%	First Source Hiring	As-Needed Environmental & Related	811,931.15	380,758.72	-	380,758.72	46.90%	93,962.90	56,534.30	-	37,428.60	37,428.60	40%	40%
SCA Environmental	LBE-MBE (Micro)	\$1,000,000.00		22.00%	First Source Hiring	As-Needed Environmental & Related	975,521.46	515,112.39	222,048.03	293,064.36	30.04%	21,679.92	5,576.42	6,446.00	9,657.50	16,103.50	74%	45%
SCA Environmental	LBE-MBE (Micro)	\$2,000,000.00		17.00%	First Source Hiring	As-Needed Environmental & Related	1,469,071.41	623,942.40	249,213.15	374,729.25	25.51%	426,871.59	234,147.06	93,078.28	99,646.25	192,724.53	45%	23%
SCA Environmental	LBE-MBE (Micro)	\$2,500,000.00	\$2,500,000.00	15.00%	First Source Hiring	As-Needed Environmental & Related	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
Subtotal, As Needed Environmental & Related with LBE Sub Requirements		\$11,500,000.00	\$2,500,000.00				7,387,219.10	3,141,347.81	1,644,197.45	1,497,150.36	20.27%	1,410,242.48	917,116.39	273,082.17	220,043.92	493,126.09	35%	16%

Contractor	LBE Status	Total Contract Amount	Total Value New Contracts FY 22-23	CMD's LBE Sub Requirement	Workforce Program	Description	TOTAL EXPENDITURE (ALL FY)	TOTAL LBE PAID (ALL FY)	TOTAL PRIME LBE PAID (ALL FY)	TOTAL SUBCONTRACT LBE PAID (ALL FY)	SUBCONTRACT LBE-% (ALL FY)	Total Payments in FY 22-23	Total Non-LBE in FY 22-23	LBE Prime Payments in FY 22-23	LBE Sub Payments in FY 22-23	Total LBE Payment in FY 22-23	Overall LBE% in FY 22-23	Sub LBE% in FY 22-23
Hazardous Materials Disposal																		
Clean Harbors Environmental Services, Inc.	Non-LBE	\$300,000.00		6.75%	First Source Hiring	Hyde St. Harbor Petroleum Seep On-water Response Support	299,938.63	-	-	-	0.00%	30,171.75	30,171.75	-	-	-	0%	0%
Environmental Logistics	Non-LBE	\$300,000.00		6.75%	First Source Hiring	As-needed Engineering and Professional Services	267,912.30	-	-	-	0.00%	79,278.70	79,278.70	-	-	-	0%	0%
Subtotal, Hazardous Materials Disposal with LBE Requirements		\$600,000.00	\$0.00				567,850.93	-	-	-	0.00%	109,450.45	109,450.45	-	-	-	-	0%
Subtotal All As Needed with LBE Sub Requirements		\$40,600,000.00	\$14,500,000.00	-	-	-	17,218,533.91	8,078,029.89	3,857,887.11	4,220,142.78	0.71	3,286,258.33	2,058,869.19	461,008.17	766,380.97	1,227,389.14	37%	23%

Contractor	LBE Status	Total Contract Amount	Total Value New Contracts FY 22-23	CMD's LBE Sub Requirement	Workforce Program	Description	TOTAL EXPENDITURE (ALL FY)	TOTAL LBE PAID (ALL FY)	TOTAL PRIME LBE PAID (ALL FY)	TOTAL SUBCONTRACT LBE PAID (ALL FY)	SUBCONTRACT LBE-% (ALL FY)	Total Payments in FY 22-23	Total Non-LBE in FY 22-23	LBE Prime Payments in FY 22-23	LBE Sub Payments in FY 22-23	Total LBE Payment in FY 22-23	Overall LBE% in FY 22-23	Sub LBE% in FY 22-23
2. Construction Contracts with LBE Subcontracting Requirements																		
CF CONTRACTING INC	LBE-OBE	\$1,282,769.00		20%	Local Hire, First Source Hiring	Heron's Head Park Path and Electrical Improvements	1,245,218.12	1,139,828.12	628,174.48	511,653.64	41.09%	-	-	-	-	-	0%	0%
Dixon Marine Services Inc.	Non-LBE	\$2,269,848.17		20%	Local Hire, First Source Hiring	Heron's Head Shore Resiliency	2,091,621.92	274,056.20	-	274,056.20	13.10%	2,091,621.92	1,817,565.72	-	274,056.20	274,056.20	13%	13%
ROEBUCK CONSTRUCTION	Non-LBE	\$4,586,900.00	\$4,586,900.00	16%	Local Hire, First Source Hiring		-	-	-	-	0.00%	-	-	-	-	-	0%	0%
WICKMAN DEVELOPMENT & CONSTRUCTION	LBE-OBE	\$2,477,307.00		20%	Local Hire, First Source Hiring	Crane Cove Park Renovate Bldg 49	2,477,307.00	1,865,299.00	966,872.10	898,426.90	36.27%	570,037.30	119,844.00	261,545.75	188,647.55	450,193.30	79%	33%
YERBA BUENA ENGINEERING & CONSTRUCTN INC	LBE-MBE	\$1,247,383.96	\$1,247,383.96	20%	Local Hire, First Source Hiring	Crane Cove Park Renovate Bldg 49	1,069,485.50	1,069,485.50	798,984.49	270,501.01	25.29%	1,069,485.50	-	798,984.49	270,501.01	1,069,485.50	100%	25%
Subtotal, Construction Contracts with LBE Sub Requirements:		\$11,864,208.13	\$5,834,283.96				6,883,632.54	4,348,668.82	2,394,031.07	1,954,637.75	28.40%	3,731,144.72	1,937,409.72	1,060,530.24	733,204.76	1,793,735.00	48%	20%

Contractor	LBE Status	Total Contract Amount	Total Value New Contracts FY 22-23	CMD's LBE Sub Requirement	Workforce Program	Description	TOTAL EXPENDITURE (ALL FY)	TOTAL LBE PAID (ALL FY)	TOTAL PRIME LBE PAID (ALL FY)	TOTAL SUBCONTRACT LBE PAID (ALL FY)	SUBCONTRACT LBE-% (ALL FY)	Total Payments in FY 22-23	Total Non-LBE in FY 22-23	LBE Prime Payments in FY 22-23	LBE Sub Payments in FY 22-23	Total LBE Payment in FY 22-23	Overall LBE% in FY 22-23	Sub LBE% in FY 22-23
3. Project Based Professional Services Contracts (Not As Needed) with LBE Subcontracting																		
CH2M HILL ENGINEERS, INC	Non-LBE	\$55,684,130.00		21%	First Source Hiring	Seawall Resiliency Project	44,180,094.65	12,109,387.51	-	12,109,387.51	27.41%	10,759,643.74	6,864,194.28	-	3,895,449.46	3,895,449.46	36%	36%
COWI OLMM JV	LBE-MBE (Micro) JV	\$4,766,535.00		20%	First Source Hiring	Mission Bay Ferry Landing Design	4,278,128.28	1,697,026.27	595,169.00	1,101,857.27	25.76%	-	-	-	-	-	0%	0%
Deloitte & Touche, LLP	Non-LBE	\$199,712.00		10%	First Source Hiring	Port GASB87 Implementation	199,712.00	-	-	-	0.00%	199,712.00	199,712.00	-	-	-	0%	0%
ENVIRONMENTAL SCIENCE ASSOCIATES (WATERFRONT PLAN)	Non-LBE	\$1,000,000.00		18%	First Source Hiring	Environmental Review on Waterfront Land Use Plan	931,672.66	204,706.85	-	204,706.85	21.97%	95,369.25	73,644.25	-	21,725.00	21,725.00	23%	23%
HOLLINS CONSULTING	LBE-MBE	\$2,400,000.00		23%	First Source Hiring	As-Needed Technical Support Services for Pier 70 and Mission Rock Special Use Districts	2,186,834.39	2,186,834.39	1,355,675.67	831,158.72	38.01%	288,885.37	-	181,496.06	107,389.31	288,885.37	100%	37%
HOLLINS CONSULTING	LBE-MBE	\$3,000,000.00		20%	First Source Hiring	As-Needed Technical Support Services for Pier 70 and Mission Rock Special Use Districts	338,292.09	338,292.09	161,695.36	176,596.73	52.20%	338,292.09	-	161,695.36	176,596.73	338,292.09	100%	52%
Subtotal, Project-Based Professional Services Contracts with LBE Sub Requirements.		\$67,050,377.00	\$0.00				52,114,734.07	16,536,247.11	2,112,540.03	14,423,707.08	27.68%	11,681,902.45	7,137,550.53	343,191.42	4,201,160.50	4,544,351.92	39%	36%
Total for all Contracts with LBE Sub Requirements		\$119,514,585.13	\$20,334,283.96	-	-	-	76,216,900.52	28,962,945.82	8,364,458.21	20,598,487.61		18,699,305.50	11,133,829.44	1,864,729.83	5,700,746.23	7,565,476.06	40%	40%

Contractor	LBE Status	Total Contract Amount	Total Value New Contracts FY 22-23	CMD's LBE Sub Requirement	Workforce Program	Description	TOTAL EXPENDITURE (ALL FY)	TOTAL LBE PAID (ALL FY)	TOTAL PRIME LBE PAID (ALL FY)	TOTAL SUBCONTRACT LBE PAID (ALL FY)	SUBCONTRACT LBE-% (ALL FY)	Total Payments in FY 22-23	Total Non-LBE in FY 22-23	LBE Prime Payments in FY 22-23	LBE Sub Payments in FY 22-23	Total LBE Payment in FY 22-23	Overall LBE% in FY 22-23	Sub LBE% in FY 22-23
4. Professional and Construction Contracts without LBE Subcontracting Requirements																		
BACKSTROM MCCARLEY BERRY & CO LLC	LBE-MBE	\$100,000.00		Under 50% of the MCA Amount	First Source Hiring	Fund Balance Research	7,500.00	7,500.00	7,500.00	-	0.00%	-	-	-	-	-	0%	0%
BACKSTROM MCCARLEY BERRY & CO LLC	LBE-MBE	\$99,000.00	\$99,000.00	Under 50% of the MCA Amount	First Source Hiring	Financial Advisory Services	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
BAE URBAN ECONOMICS INC	Non-LBE	\$99,000.00	\$99,000.00	Under 50% of the MCA Amount	First Source Hiring	As Needed Real Estate	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
Bonner Communications	LBE-WBE (Micro)	\$129,000.00		Micro Set-Aside	First Source Hiring	As-Needed Public Relations, Communications, and Media Services	6,463.75	6,463.75	6,463.75	-	0.00%	-	-	-	-	-	0%	0%
Bonner Communications	LBE-WBE (Micro)	\$96,000.00		Micro Set-Aside	First Source Hiring	As-Needed Public Relations, Communications, and Media Services	48,349.71	17,322.99	17,322.99	-	0.00%	11,166.25	7,656.25	3,500.00	-	3,500.00	31%	0%
BLX GROUP LLC	Non-LBE	\$50,000.00		Under 50% of the MCA Amount	First Source Hiring	SWL337 Mission Rock - Special Tax Consultant Services	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
CENTURY URBAN	LBE-OBE (Micro)	\$99,000.00	\$99,000.00	Under 50% of the MCA Amount	First Source Hiring	As Needed Real Estate	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
C.H. Elliott & Associates	LBE-OBE (Micro)	\$99,000.00	\$99,000.00	Under 50% of the MCA Amount	First Source Hiring	As Needed Real Estate	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
Crowe LLP	Non-LBE	\$74,985.00		Under 50% of the MCA Amount	First Source Hiring	Port GASB87 Implementation	74,978.75	-	-	-	0.00%	57,280.00	57,280.00	-	-	-	0%	0%
Dabri, Inc.	LBE-WBE (Micro)	\$1,000,000.00		Micro Set-Aside	First Source Hiring	As-needed Engineering and Professional Services	115,794.75	-	-	-	0.00%	105,954.75	105,954.75	-	-	-	0%	0%
DAVIS & ASSOCIATES	LBE-WBE (Micro)	\$129,000.00		Micro Set-Aside	First Source Hiring	As-Needed Public Relations, Communications, and Media Services	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
DAVIS & ASSOCIATES	LBE-WBE (Micro)	\$96,000.00		Micro Set-Aside	First Source Hiring	As-Needed Public Relations, Communications, and Media Services	46,605.00	46,605.00	46,605.00	-	0.00%	8,077.50	-	8,077.50	-	8,077.50	100%	0%

Contractor	LBE Status	Total Contract Amount	Total Value New Contracts FY 22-23	CMD's LBE Sub Requirement	Workforce Program	Description	TOTAL EXPENDITURE (ALL FY)	TOTAL LBE PAID (ALL FY)	TOTAL PRIME LBE PAID (ALL FY)	SUBCONTRACT LBE PAID (ALL FY)	TRACT LBE-% (ALL FY)	Total Payments in FY 22-23	Total Non-LBE in FY 22-23	LBE Prime Payments in FY 22-23	LBE Sub Payments in FY 22-23	Total LBE Payment in FY 22-23	Overall LBE% in FY 22-23	Sub LBE% in FY 22-23
DAVIS & ASSOCIATES	LBE-WBE (Micro)	\$51,915.00		Micro Set-Aside	First Source Hiring	Design and layout services for the departmental Racial Equity Action Plan	44,633.52	44,633.52	44,633.52	-	0.00%	21,859.26	-	21,859.26	-	21,859.26	100%	0%
Deloitte & Touche, LLP	Non-LBE	\$51,744.00	\$51,744.00	Under 50% of the MCA Amount	First Source Hiring	Lease Software	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
Dixon Marine Services Inc.	Non-LBE	\$2,269,848.17		20% SBE (Federal Funding)	SBE Federal	Heron's Head Shore Resiliency	2,091,621.92	274,056.20	-	274,056.20	13.10%	2,091,621.92	1,817,565.72	-	274,056.20	274,056.20	13%	13%
THE DUTRA GROUP	Non-LBE	\$7,238,750.00	\$7,238,750.00	Waived by CMD	Local Hire, First Source Hiring	Crane Cove Park Renovate Bldg 49	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
ECONOMIC & PLANNING SYSTEMS INC	Non-LBE	\$99,000.00	\$99,000.00	Under 50% of the MCA Amount	First Source Hiring	As-Needed Real Estate	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
Everything Good Studio Inc	Non-LBE	\$30,000.00		Under 50% of the MCA Amount	N/A	Art restoration and maintenance	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
GOODWIN CONSULTING GROUP IN	Non-LBE	\$99,000.00		Under 50% of the MCA Amount	First Source Hiring	SWL337 Mission Rock - Special Tax Consultant Services	26,837.88	-	-	-	0.00%	-	-	-	-	-	0%	0%
Joe Hill Consulting Engineers	LBE-OBE (Micro)	\$1,000,000.00		Micro Set-Aside	First Source Hiring	As-needed Engineering and Professional Services	701,523.76	700,515.73	491,090.24	209,425.49	29.85%	641,847.23	75.00	455,641.49	186,130.74	641,772.23	100%	29%
KEYSER MARSTON ASSOCIATES INC	Non-LBE	\$99,000.00	\$99,000.00	Under 50% of the MCA Amount	First Source Hiring	As Needed Real Estate	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
LAHUE & ASSOCIATES	LBE-OBE	\$116,300.00	\$116,300.00	Micro-Set Aside	First Source Hiring	Construction: Heron's Head Signage	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
Larkin Street Youth Services	Non-LBE	\$630,000.00		LBE Sub Waiver	First Source Hiring	Youth Employment Program	191,607.00	-	-	-	0.00%	77,047.00	77,047.00	-	-	-	0%	0%
Literacy for Environmental Justice	NLBE-OBE (Micro)	\$256,844.00		LBE Sub Waiver	First Source Hiring	Grow, plant, and maintain native wetland plants at Heron's Head Park	256,154.41	-	-	-	0.00%	68,559.28	68,559.28	-	-	-	0%	0%
Literacy for Environmental Justice	NLBE-OBE (Micro)	\$987,000.00	\$987,000.00	LBE Sub Waiver	First Source Hiring	Grow, plant, and maintain native wetland plants at Heron's Head Park	91,898.75	-	-	-	0.00%	91,898.75	91,898.75	-	-	-	0%	0%
Macchiato	LBE-WBE (Micro)	\$78,300.00		Under 50% of the MCA Amount	First Source Hiring	Design services and design construction support for interpretive signage program along Islais Creek	75,300.00	75,300.00	75,300.00	-	0.00%	32,250.00	-	32,250.00	-	32,250.00	100%	0%
Macchiato	LBE-WBE (Micro)	\$40,000.00	\$40,000.00	Under 50% of the MCA Amount	First Source Hiring	Design services and design construction support for interpretive signage program along Islais Creek	33,910.00	33,910.00	33,910.00	-	0.00%	33,910.00	-	33,910.00	-	33,910.00	100%	0%

Contractor	LBE Status	Total Contract Amount	Total Value New Contracts FY 22-23	CMD's LBE Sub Requirement	Workforce Program	Description	TOTAL EXPENDITURE (ALL FY)	TOTAL LBE PAID (ALL FY)	TOTAL PRIME LBE PAID (ALL FY)	TOTAL SUBCONTRACT LBE PAID (ALL FY)	SUBCONTRACT LBE-% (ALL FY)	Total Payments in FY 22-23	Total Non-LBE in FY 22-23	LBE Prime Payments in FY 22-23	LBE Sub Payments in FY 22-23	Total LBE Payment in FY 22-23	Overall LBE% in FY 22-23	Sub LBE% in FY 22-23
Next Steps Marketing	LBE-WBE (Micro)	\$59,750.00		Under 50% of the MCA Amount	First Source Hiring	PRT-Aquatic Pk Communication	40,290.50	-	-	-	0.00%	30,195.50	30,195.50	-	-	-	0%	0%
OPPORTU	LBE-WBE (Micro)	\$99,790.00		Under 50% of the MCA Amount	First Source Hiring	PRT - Race Equity Facilitation	98,030.88	-	-	-	0.00%	98,030.88	-	98,030.88	-	98,030.88	100%	0%
R D J Enterprises LLC	LBE-MBE (Micro)	\$529,823.00		LBE Sub Waiver	First Source Hiring	Youth Employment Program	244,373.98	244,373.98	218,783.13	27,610.85	11.30%	140,983.12	-	140,983.12	-	140,983.12	100%	0%
RICHARD ALAN FOSTER	Non-LBE	\$95,000.00		Under 50% of the MCA Amount	First Source Hiring	Organizational Development	67,500.00	-	-	-	0.00%	-	-	-	-	-	0%	0%
ROSALES BUSINESS PARTNERS LLC	LBE-WBE (Micro)	\$35,000.00		Under 50% of the MCA Amount	First Source Hiring	Racial Equity Analysis/Report and other as needed services	17,608.50	-	-	-	0.00%	-	-	-	-	-	0%	0%
SARA ELLIS CONANT COACHING & CONSULTING	LBE-WBE (Micro)	\$50,000.00	\$50,000.00	Under 50% of the MCA Amount	First Source Hiring	Coaching and Training	5,500.00	5,500.00	5,500.00	-	0.00%	5,500.00	-	5,500.00	-	5,500.00	100%	0%
SEIFEL CONSULTING INC	LBE-WBE	\$99,000.00	\$99,000.00	Under 50% of the MCA Amount	First Source Hiring	As-Needed Real Estate	-	-	-	-	0.00%	-	-	-	-	-	0%	0%
Watts Marine	Non-LBE	\$400,000.00		LBE Sub Waiver	First Source Hiring	Specialty Construction	68,088.32	-	-	-	0.00%	68,088.32	68,088.32	-	-	-	0%	0%
Subtotal, No LBE Sub Requirement:		\$16,387,049.17	\$9,176,794.00				4,292,257.90	1,424,894.43	913,801.89	511,092.54	11.91%	3,573,083.49	2,316,664.32	796,232.23	460,186.94	1,256,419.17	35%	35%
Total Contract Value		\$135,901,634.30	\$29,511,077.96				\$80,509,158.42	\$30,387,840.25	\$9,278,260.10	\$21,109,580.15	26.22%	\$22,272,388.99	\$13,450,493.76	\$2,660,962.06	\$6,160,933.17	\$8,821,895.23	40%	28%