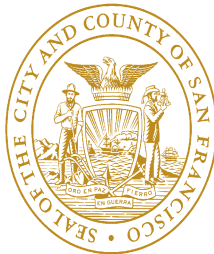


**City & County of San Francisco**  
London N. Breed, Mayor



**Office of the City Administrator**  
Carmen Chu, City Administrator  
Romulus Asenloo, Director,  
Contract Monitoring Division

October 21, 2022

San Francisco Board of Supervisors  
City Hall  
1 Dr. Carlton B. Goodlett Place, Room 244  
San Francisco, CA 94102-4689

Dear San Francisco Board of Supervisors

Pursuant to Chapter 14B.15 (A) of the San Francisco Administrative Code, please find the Local Business Enterprise (“LBE”) Participation Annual Report for FY 21-22. The LBE Participation Report documents the LBE contract award statistics as on work covered by Chapter 14B City-wide, as well those for the Controller’s Office, Airport, Public Works, Port, Public Utilities Commission, Recreation & Parks Department, and Department of Public Health.

Thank you for your continued support of CMD and the LBE Program. Should you have any questions, please do not hesitate to contact me at (415) 581-2320 or [romulus.asenloo@sfgov.org](mailto:romulus.asenloo@sfgov.org).

Sincerely,

A handwritten signature in blue ink, appearing to read "Romulus Asenloo".

Romulus Asenloo  
Contract Monitoring Division  
Director



# Local Business Enterprise Utilization and Non-Discrimination in Contracting Program

FY 2021-22 Annual LBE Participation Report  
San Francisco Contract Monitoring Division

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# **About the Contract Monitoring Division**

## **Organizational Background**

### **CMD Mission and Roles**

The Contract Monitoring Division (CMD) implements and enforces the Chapter 12B Equal Benefits Ordinance and Chapter 14B Local Business Enterprise Ordinance adopted by the Mayor and the Board of Supervisors to protect the public interest in equality throughout the City & County of San Francisco's governmental contracting process. To provide the highest level of public service, the CMD is committed to providing expert assistance to businesses and City departments to ensure this mandate is accomplished fairly, effectively and efficiently.

### **Roles and Services**

- I. Chapter 12B - Chapter 12B NONDISCRIMINATION IN CONTRACTS also known as the Equal Benefits Ordinance), passed in 1997, was the first Equal Benefits Ordinance in the United States. The 12B Compliance Unit is responsible for working with firms that enter into contracts with the City to provide goods or services or enter into leases with the City to administer benefits equally to employees with domestic partners and employees with spouses, and/or to the domestic partners and spouses of such employees.
  
- II. Chapter 14B LOCAL BUSINESS ENTERPRISE UTILIZATION AND NON-DISCRIMINATION IN CONTRACTING ORDINANCE – (also known as the LBE Program), is one of the strongest and most well-established disadvantaged/local business participation programs in the country. The 14B Compliance Unit is responsible for ensuring that all departments comply with program requirements regarding fairness, transparency and consistency. CMD also improves the ability of certified Local Business Enterprises (LBE) to compete effectively for the award of City contracts through the enforcement of Bid Discounts/Rating Bonuses, Micro-Set Asides, and LBE subcontracting participation requirements, as well as developing and implementing outreach, training, technical assistance and other capacity-building programs.

### **Current Operational Environment**

The 21-22 Fiscal Year was particularly busy as the City worked with both internal and external stakeholders to make extensive revisions to Chapter 14B Program. While our local small businesses continued to have difficulty in navigating the post-COVID 19 environment, Board of Supervisors and the Mayor provided the Contract Monitoring Division with new tools to focus our limited resources on increasing the participation of Micro-LBEs with particular emphasis on those from our most disadvantaged communities.

The suite of changes in the LBE Program include (i) Increasing the average gross receipts across all LBE categories, (ii) Changing the Micro-LBE contracting thresholds to \$1,000,000 for Construction and \$200,000 for Professional Services, General Services and Commodities, (iii) Increasing Penalties for non-compliance to 25% of contract and/or subcontract value (iv) Ability for the Director to create 3 separate (i.e. Micro-LBE, Small-LBE and SBA-LBE) LBE subcontracting requirements, and (v) Ability for the Director to create various Pilot programs including a Neighborhood Preference Pilot Program and Micro-LBE Trucking Pilot Program.

As the necessities of holding virtual meetings subside, The Contract Monitoring Division is moving forward with attending and/or holding in-person meetings in an effort to engage our stakeholders in more meaningful ways that we would not be able to do in a virtual environment.

We continue to work with the Human Rights Commission/Office of Racial Equity, Controllers Office and other departments under the City Administrators Office to refine our reporting metrics and other processes to gain more insight into the current contracting environment as to The City's ability to afford opportunities to businesses from marginalized communities in a more equitable basis.

# Executive Summary

## PURPOSE

The purpose of this report is to provide the Mayor and the Board of Supervisors with data for the 2021-2022 Fiscal Year on LBE Certification and LBE participation on city-funded projects. This report also documents CMD's continued initiatives to increase contracting opportunities for small local businesses as they compete and participate on City-sponsored contracts. It also outlines CMD and partner-Departments' one-year accomplishments and priorities for the coming fiscal year.

## METHOD OF ANALYSIS

During this fiscal year, which began on July 1, 2021 and ended June 30, 2022, CMD utilized the LBE Certification database, the City's Financial and Procurement System ("F\$P") and SOLIS III to obtain the LBE certification and 14B utilization data.

Since July 1, 2017, F\$P has served as a comprehensive enterprise planning system, including contract/financial management, reporting and analytics functionality to for most City departments. While the City is still in a transition period moving from legacy financial/participation tracking systems, departments continue to collaborate with CMD to increase the level of accuracy reflected in this report.

CMD and the Controller's Office are currently addressing various functional and change-management challenges in F\$P.

## REPORT OVERVIEW

As of June 30, 2022, there were 1,127 certified City LBEs. Of that amount, 1,041 were Small and Micro LBEs and 86 were SBA-LBEs. The breakdown of the 1,041 certified Micro/Small LBEs are as follows: 366 MBEs, 252 WBEs, and 423 OBEs.

The 7 major contracting departments<sup>1</sup> covered in this report awarded approximately 581 new contracts during the reporting period. Total contract dollars awarded during this fiscal year was \$1,345,240,079. Total LBE participation (i.e. dollars awarded to LBEs at all tiers) is \$133,509,037 (9.9%).

## PRIORITIES

The Contract Monitoring Division's core competencies include providing contract compliance services across core enforcement responsibilities (i.e. 12B and 14B) and providing technical assistance for businesses.

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<sup>1</sup> 7 Major contracting departments are Airport, Controller's Office, Public Works, Port, Public Utilities Commission, RPD, and Department of Public Health.

CMD priorities:

- Program – Leverage changing economic environments and to strengthen the ability of certified LBEs to complete effectively in the award of City contracts and expand the pool of qualified vendors
- Organization – Respond quickly to evolving contracting paradigms; find opportunities to increase LBE participation on City projects
- Community – Maintain strong ties to community with continuous outreach, technical assistance, and collaboration
- Technology – Upgrade systems to leverage staff resources, increasing transparency/accuracy and conserving resources

## **LBE Advisory Committee**

The Committee advises the City Administrator and the Director of the Contract Monitoring Division on the implementation of Section 14B of the City Ordinance and proposes changes to the Ordinance with the goal of strengthening support for local small businesses in City contracting. There are 14 members of the Local Business Enterprise Advisory committee (LBEAC). The LBEAC is composed of representatives from eight CMD certified LBE firms and six City departments. The LBEAC meets on the first Thursday of every month.

The LBEAC has made recommendations regarding proposed changes to the LBE program, in particular, increasing the LBE certification thresholds and adjusting minimum competitive amounts. These recommendations were included in a subsequent amendment to the 14B legislation.

### **From July 2021 to June 2022, the LBEAC met on a variety of topics, including:**

- Discussion on the LBE Re-certification process/resetting size standards
- Briefing from the City Administrator's Office
- F&P: new updates to the program
- Update on Chapter 14B amendments
- Creating a list of best contracting practices
- Discussion on the annual contractor's breakfast

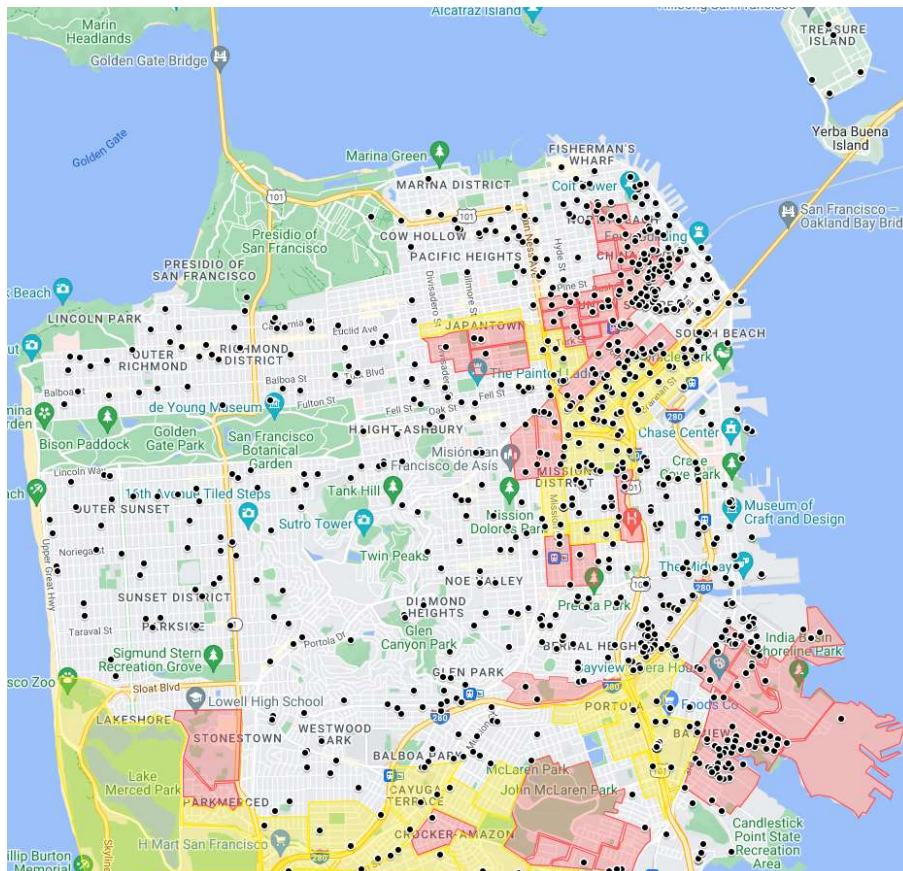
## Chapter 14B Certification:

Pursuant to the San Francisco Administrative Code Chapter 14B Local Business Enterprise and Non-Discrimination in Contracting Ordinance and accompanying Rules and Regulations, a business contracting with the City and County of San Francisco may be eligible for bid discounts or bid rating bonuses as a certified LBE, PUC-LBE (for use on PUC Regional Projects), or Non-Profit (NPE). This certification promotes the utilization and participation of San Francisco small businesses with respect to City contracts.

Specifically, certified businesses benefit from bid discounts/rating bonuses, LBE sub-contracting requirements and Micro-LBE set-aside contracts. To receive these benefits, a business must be certified by the San Francisco Contract Monitoring Division prior to the submission of a bid or proposal.

As of June 30, 2022, there are 1,127 Certified LBEs to be utilized on City projects (a drop from 1,212 firms in 2021). Of the LBE and NPE Certified Micro & Small Firms, approximately 35% are MBEs, 24% are WBEs, and 41% are OBEs. Of the PUC-LBE Certified Micro & Small Firms, approximately 32% are MBEs, 3% are WBEs, and 65% are OBEs.

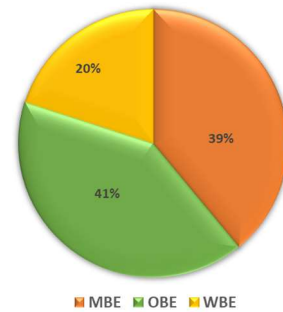
CMD continues to maintain our current certification processes of conducting virtual site visits, conducting webinars to assist prospective LBEs with certification and other procurement information and COVID-19 resources. During COVID-19, the Certification Unit continued to provide one-on-one technical assistance and direct responses to applicants and LBEs regarding the F&P Supplier Portal and 14B Certification.



## LBE Certification

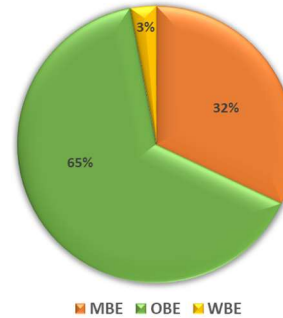
### LBE and NPE<sup>1</sup> Certified Small & Micro Firms<sup>2</sup>

	FY 21/22	%
MBE	410	39%
OBE	423	41%
WBE	208	20%
<b>Total</b>	<b>1,041</b>	<b>100.0%</b>



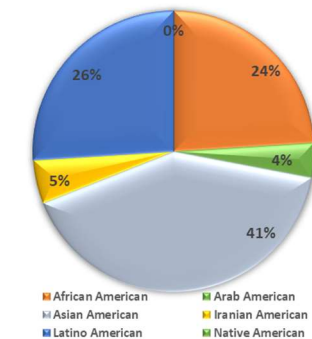
### PUC-LBE Certified Small & Micro Firms

	FY 21/22	%
MBE	22	32%
OBE	44	65%
WBE	2	3%
<b>Total</b>	<b>68</b>	<b>100.0%</b>



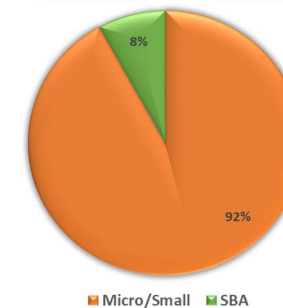
### Small & Micro MBE Firms by Ethnicity (LBE, NPE & PUC-LBE)

	FY 21/22	%
African American	99	24%
Arab American	15	4%
Asian American	169	41%
Iranian American	21	5%
Latino American	105	26%
Native American	1	0%
<b>Total</b>	<b>410</b>	<b>100%</b>



### Summary of all LBEs

	FY 21/22	%
Micro/Small	1,041	92%
SBA	86	8%
<b>Total</b>	<b>1,127</b>	<b>100.0%</b>



<sup>1</sup>NPE: Non-Profit Enterprise

<sup>2</sup>Criteria for Micro-, Small-, and SBA-LBEs are based on the average gross receipts in the prior year that limits:

	Micro Bid Discount 10%	Small Bid Discount 10%	SBA Bid Discount 5%
Class A and B General Contractors	\$12,000,000	\$24,000,000	\$40,000,000
Specialty Contractors	\$6,000,000	\$12,000,000	\$20,000,000
Trucking and Hauling	\$2,500,000	\$5,000,000	\$10,000,000
Suppliers and General Service Providers	\$6,000,000	\$12,000,000	\$20,000,000
Architect, Engineering and Professional Services	\$2,500,000	\$5,000,000	\$8,500,000

<sup>3</sup>MBE: Minority-Owned Business Enterprise

<sup>4</sup>OBE: Other Business Enterprise (Not a Minority- or Woman-Owned Business Enterprise)

<sup>5</sup>WBE: Woman-Owned Business Enterprise

<sup>6</sup>Includes firms identifying as Asian, Asian Indian, Asian/PI, Chinese, Filipino, Japanese, Korean, Pacific Islander, Southeast Asian

<sup>7</sup>Some firms with primary identification as a woman-owned business (WBE) may also identify as an ethnicity and is non-minority.

<sup>8</sup>Some SBA firms may also be a Micro or Small LBE



## **Total City-Wide LBE Participation for 7 Major Departments**

The purpose of San Francisco's Chapter 14B Local Business Enterprise Ordinance is to help small, local businesses compete effectively for City contracts.

The next section provides details on LBE Participation for the 7 main departments. These seven departments let the majority of contracts that are under Chapter 14B. The CMD compliance team ensures that pre-award LBE requirements are met as well as monitors each prime's progress toward achieving these requirements throughout the course of the contract

## Office of the Controller

### CON Initiatives to enhance Citywide Systems, Support Departments and Suppliers, and Increase Transparency:

- **Enhancements to the City’s Procurement System Allows LBE Tracking to Be Performed on Complex Contracts.** The Controller’s Office implemented major changes to allow LBE tracking to be performed on complex Contract types (including Design-Build, Construction Management / General Contractor (CMGC), As-Needed, and Job Order Contracts (JOC), including downstream dashboards and reporting through SF Reports & Analytics. Additionally, to improve the Supplier experience and increase transparency and data access, the Controller’s Office implemented enhancements to the Contract Project Team that is set up by City staff, Payment Affidavits/Confirmation Reports that are filed by Suppliers, and the Participation Report that is accessed by both City staff and Prime Contractors.
- **Expansive Rollout Including Both Live and Recorded Trainings and a Full Set of New and Updated Job Aids.** As part of its upgrade rollout efforts, the Controller’s Office created over a dozen new/updated job aids and provided a large number of trainings, including live trainings with key departments (AIR, CMD, CON, DPW, PRT, REC) and pre-recorded trainings that are accessible to both City staff and Suppliers.
- **City’s Procurement System Job Aid Update.** In consultation with CMD, the Controller’s Office updated the Sourcing Event Job Aids used by City staff for issuing competitive solicitations, Bid Advertisements, and Requests for Information.
- **User Support Tickets.** The Controller’s Office has responded to thousands of User Support Tickets including providing support to Prime Contractors on their Payment Affidavit filings and Participation Reports; Subcontractors on their Confirmation Reports; and City staff on setting up Contract Project Teams and viewing Payment Affidavits, Confirmation Reports, and Participation Reports.
- **Micro-LBE Set-Aside Request for Qualifications Prequalified List.** The Controller’s Office established a prequalified list for Racial Equity Consulting Services in 7 different Service Areas:
  1. Executive Leadership Team Assessment and Training;
  2. All Staff Training Sessions;
  3. Restorative Justice Dialogue and Reflection;
  4. Hiring, Recruitment, and Promotion Strategy;
  5. Core Team Racial Equity Capacity Building;
  6. Racial Equity Plan Project Management and Reporting;
  7. As-Needed Consulting. The Joint Venture (Contigo Communications and Two Rivers) is prequalified in Service Areas 1, 2, 3, 5, 6 and 7. There were no prequalified firms in Service Area 4. All City Departments may utilize the results of the Controller’s competitive solicitation since it was conducted as a shared use procurement under San Francisco Administrative Code Section 21.16c. If the Controller’s Office re-opens the list in accordance with Section 21.4 (d)(3) of the San Francisco Administrative Code, the list may be extended for up to two (2) additional years to allow new firms to be added to the prequalified list.

## Office of the Controller (Data Source – F\$P)

### Total Number of Contracts: 14

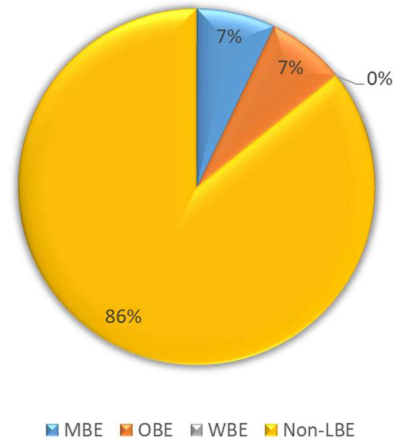
Contract Type Description	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date *	Percent of Total to Date
Professional Services – Chapter 21	14	100.0%	203	97.6%
<b>Grand Total</b>	<b>14</b>	<b>100.0%</b>	<b>208</b>	<b>100.0%</b>

Contract Type Description	Amount Awarded FY 21/22	LBE Amount Awarded FY 21/22	Amount Awarded to Date	LBE Amount Awarded to Date
Professional Services – Chapter 21	\$2,638,998	\$286,250	\$188,264,780	\$10,070,068
<b>Grand Total</b>	<b>\$2,638,998</b>	<b>\$288,895</b>	<b>\$191,296,603</b>	<b>\$10,070,068</b>

Prime LBE Status	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
LBE	2	14.3%	26	12.5%
Non-LBE	12	87.5%	182	87.5%
<b>Grand Total</b>	<b>14</b>	<b>100.0%</b>	<b>208</b>	<b>100.0%</b>

Prime Owner Type	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Minority Business Enterprise	1	7.1%	12	5.8%
Other Business Enterprise	1	7.1%	13	6.3%
Women Business Enterprise	0	0%	1	0.5%
Non-LBE	12	85.7%	182	87.5%
<b>Grand Total</b>	<b>14</b>	<b>100.0%</b>	<b>208</b>	<b>100.0%</b>

### LBE Participation Contracts Awarded FY 2021/22



**Notes:** \* 'Number of contracts to date' does not include all contract categories from past fiscal years.



## San Francisco International Airport

The San Francisco International Airport (SFO) is a gateway for international and domestic travelers to the robust and energetic region of San Francisco and the greater Bay Area. As air traffic returns in FY 2021-2022, SFO remains a major regional economic engine and is well positioned to generate over \$10 billion in business activity.

SFO recognizes that developing partnerships with the SFO's surrounding communities is a crucial part of its ongoing success and has a long history of helping small and local businesses gain access to opportunities at SFO. SFO was one of the first U.S. airports to open a Small Business Office over thirty years ago. Over the years, SFO has developed various programs to help small, local, minority, and women-owned firms have equitable access to SFO's business opportunities. Today, the Social Responsibility (SR) section works closely with the Contract Monitoring Division (CMD) to ensure compliance with Chapter 14B of the San Francisco Administrative Code. SR also enforces the Federal Disadvantaged Business Enterprise (DBE) and Airport Concessions Disadvantaged Business Enterprise (ACDBE) Programs. Through the collaboration with CMD, SFO provides rigorous outreach and support to connect local, small, and disadvantaged businesses to resources and contract opportunities at SFO. SFO hosts town hall meetings with disadvantaged businesses and major primes to advertise SFO business opportunities, introduce small business owners to SFO's staff for support in their pursuit of opportunities, and connect small businesses to primes for teaming on SFO contracts.

Further, SFO implements various strategies to exceed mandated goals. SFO provides scoring bonus incentives to Joint Ventures (JV), including LBEs as part of the JV. Additionally, in Design-Build contracts, SFO awards JV bonus scoring for the prime designers, including LBE as part of a JV for the design portion of the contract. For both CM/GC and Design-Build Contracts, SFO seeks to increase small business participation by setting aside specific scopes of work and trade bid packages for LBE firms when practical. Additionally, CM/GC and Design-Build contracts allow for 7.5% of trade work to be directly negotiated. Contractors are encouraged to use this allowance to engage directly with LBE subcontractors.

SFO also ensures that contracting qualifications and experience requirements do not exclude small businesses from participating in all its contracts. In addition to unbundling large construction scopes into smaller scopes, master builders on large projects each assign a staff person to serve as the 14B Compliance/Community Liaison. This process helps ensure SFO fully informs community stakeholders of opportunities and encourages them to bid. The Compliance/Community Liaison also assists in overcoming challenges related to changes in project scope, ensuring the timely dissemination of these changes to affected stakeholders.

Some noteworthy project accomplishments this fiscal year include:

- The Terminal 1 Center (T1C) Renovation Project continues with construction. In the B Core basement, shotcrete walls and grade beams were completed in June 2022.
- The Courtyard 3 Connector Project continues with the remaining construction nearing completion. The temporary Certificate of Occupancy for the Office Tower was received on June 27, 2022.
- The Wayfinding Enhancement Program, the Digital Asset Management System, and Color banding installation in Terminal 2 Air Train Station were completed in June 2022.
- The International Terminal Building (ITB) Phase 2 Project completed scope. Punch work is 91% complete. Closeout completion is anticipated in September 2022.

Also of note, during this fiscal year, the following contracts were awarded to LBE primes:

As of June 2022, LBE firms earned \$959 million, or 21%, of the \$4.95 billion spent on capital improvement projects under the Ascent Program Phase 1.

SFO is implementing COVID-19 Recovery Framework, and Strategic Plan grounded in its core values, adapting to tackle an unpredictable future, and striving to prevent a resurgence of the virus. In addition to ensuring the safety and security of its employees and the traveling public, SFO continues to prioritize small business participation in all its business opportunities.



# San Francisco International Airport (Data Source – F\$P)

## Total Number of Contracts let this FY: 303

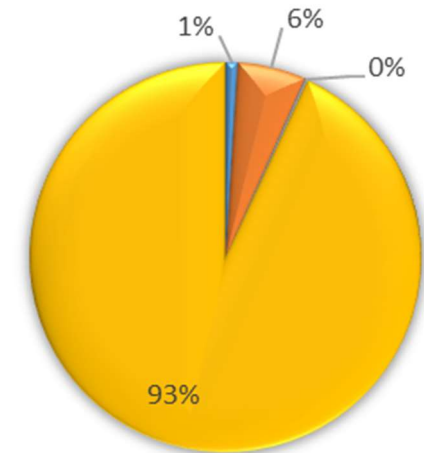
Contract Type Description	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Construction Contracts	14	4.6%	139	6.1%
Professional Services Ch. 6	1	0.3%	84	3.7%
Professional Services Ch. 21	12	4%	267	11.7%
Purchasing Contracts	275	90.8%	1777	78%
Purchasing Cont. Term Co.	1	0%	11	0.5%
<b>Grand Total*</b>	<b>303</b>	<b>100.0%</b>	<b>2278</b>	<b>100.0%</b>

Contract Type Description	Amount Awarded FY 21/22	LBE Amount Awarded FY 21/22	Amount Awarded to Date	LBE Amount Awarded to Date
Construction Contracts	\$36,136,452	\$11,236,158	\$5,152,182,990	\$1,119,147,178
Professional Services Ch. 6	\$3,334,996	\$500,249	\$589,841,246	\$218,426,778
Professional Services Ch. 21	\$38,698,202		\$1,450,769,458	\$40,091,883
Purchasing Co.	\$2,110,721	\$95,500	\$912,801,064	\$52,121,547
Purch. Con. Ter	\$109,056		\$2,463,204	
<b>Grand Total</b>	<b>\$80,389,426</b>	<b>\$11,831,907</b>	<b>\$9,266,900,318</b>	<b>\$1,429,787,386</b>

Prime LBE Status	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
LBE	21	6.9%	275	12.1%
Non-LBE	282	93.1%	2,003	87.9%
<b>Grand Total</b>	<b>303</b>	<b>100.0%</b>	<b>2,278</b>	<b>100.0%</b>

Prime Owner Type	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Minority Business Enterprise	3	1%	58	2.5%
Other Business Enterprise	17	5.6%	151	6.6%
Women Business Enterprise	1	0.3%	54	2.4%
Non-LBE	282	93.1%	2,015	88.5%
<b>Grand Total</b>	<b>303</b>	<b>100.0%</b>	<b>2,278</b>	<b>100.0%</b>

## LBE Participation Contracts Awarded FY 2021/22



■ MBE 
 ■ OBE 
 ■ WBE 
 ■ Non-LBE

### Notes:

- 1) All column headings are defined as per CMD (e.g. "to Date" refers to active contracts with term start date of FY2016-2017 or later)
- 2) Due to FAMIS to PeopleSoft conversion, not all original award amounts may have been captured
- 3) Prime LBE Status, Prime owner type additionally includes purchasing contracts





## Public Works

San Francisco Public Works (“Public Works”) was founded on January 8, 1900, with the original four (4) bureaus being Streets, Lighting, Building, and Light & Water Services. Currently, Public Works designs, builds, maintains, and enhances the City’s infrastructure, along with essential public facilities, to keep San Francisco beautiful, safe, and sustainable for residents, merchants, and visitors.

Public Works is one of the largest and most complex municipal operations in the City, with a 1,600-member workforce. The department’s active capital project portfolio exceeds \$3 billion. As one of San Francisco’s oldest City departments, it is also one of the most forward-thinking.

As a 24/7 operation with a diverse set of responsibilities, Public Works touches every neighborhood in San Francisco. The staff designs and manages construction of civic buildings and streets, cleans and greens the right of way, maintains civic buildings, trains people for jobs, keeps the right of way free of hazards, paves the streets, repairs bridges and public stairways, expands accessibility and works at the forefront addressing some of San Francisco’s biggest challenges, including homelessness.



Public Works consistently encourages LBEs to participate on contracts, helping to exceed LBE participation requirements. An example of this is street improvement (“SI”) projects, which comprise a significant percentage of Public Works projects. SI projects often start with a benchmark LBE subcontracting requirement of 20%. To encourage LBE participation, Public Works has advertised Invitations for Bids in the Small Business Exchange, a dedicated newspaper designed to assist smaller, local business firms. Public Works also sends advertising notifications for formal construction projects to Minority Business Development Agencies, Builders’ Exchanges, and plan rooms.

- Some notable projects during this Calendar Year include:
- Various Locations Pavement Renovation No. 55 Project: Awarded April 2022 LBE Participation Requirement 20%
- Various Locations Pavement Renovation No. 54 and Sewer Replacement Project: Awarded November 2021 LBE Participation Requirement 20%
- Various Locations Pavement Renovation No. 47 Project: Awarded September 2021 LBE Participation Requirement 25%

Additionally, Public Works over the past fiscal year has procured Micro-LBE Set-Aside projects to effectively harness LBE talent and competition. Some examples of MLBE projects include:

- Various Locations Curb Ramps #10 MLBE: Awarded May 2022
- Elk Street and Sussex Street Pedestrian Safety Improvements MLBE: Awarded May 2022

- MLBE Job Order Contract J52 General Building Services: Awarded February 2022

Public Works continues to integrate its collective data and reconcile its internal information with the City's enterprise financial and procurement system. Public Works consistently updates projects' profiles to represent accurate LBE data; this crucial information is utilized to review and improve upon LBE participation.

Public Works is working in conjunction with CMD to ensure accurate advertising and procurement in accordance with recent updates to Chapter 14B. The main goal is to ensure viability and success for LBEs, while maintaining balanced competition.

Public Works also has a large portfolio of upcoming projects that include LBE bid discounts and LBE subcontracting requirements. Please check out [Contractor Resources | Public Works \(sfpublicworks.org\)](https://sfpublicworks.org) for opportunities currently posted.



## Public Works (Data Source – F&P)

### Total Number of Contracts: 76

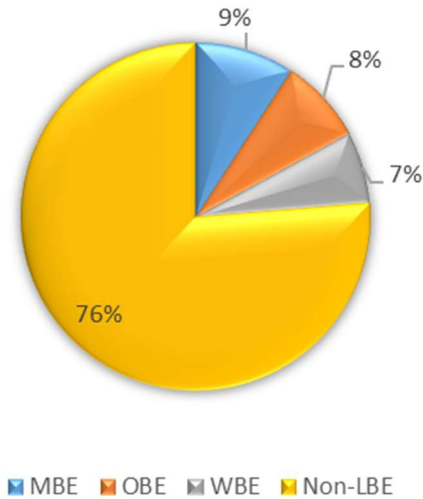
Contract Type Description	Number of Contracts FY 21/22	Percent of Total FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Construction Contracts	25	32.9%	491	48.9%
Professional Services Ch. 6	38	50%	385	38.3%
Professional Services Ch. 21	5	6.6%	31	3.1%
Purchasing Co.	2	2.6%	85	8.5%
Purchasing Cont. Term	6	7.9%	13	1.3%
<b>Grand Total</b>	<b>76</b>	<b>100.0%</b>	<b>1,005</b>	<b>100.0%</b>

Contract Type Description	Amount Awarded FY 21/22	LBE Amount Awarded FY 21/22	Amount Awarded to Date	LBE Amount Awarded to Date
Construction Contracts	\$118,482,252	\$20,266,903	\$3,694,009,394	\$1,184,612,832
Professional Services Ch. 6	\$75,300,000	\$41,964,000	\$709,637,679	\$275,522,950
Professional Services Ch. 21	\$1,483,006	\$0	\$9,863,637	\$6,498,643
Purchasing Co.	\$145,500	\$0	\$10,384,155	\$5,267,185
Purchasing Cont. Term	\$135,703	\$0	\$1,247,051	\$0
<b>Grand Total</b>	<b>\$195,546,461</b>	<b>\$62,230,903</b>	<b>\$4,425,141,916</b>	<b>\$1,471,901,609</b>

Prime LBE Status*	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
LBE	26	34.2%	481	47.9%
Non-LBE	50	65.8%	524	52.1%
<b>Grand Total</b>	<b>76</b>	<b>100.0%</b>	<b>848</b>	<b>100.0%</b>

Prime Owner Type*	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Minority Business Enterprise	7	9.2%	166	16.5%
Other Business Enterprise	6	7.9%	199	19.8%
Women Business Enterprise	5	6.6%	92	9.2%
Non-LBE	58	76.3%	548	54.5%
<b>Grand Total</b>	<b>43</b>	<b>100.0%</b>	<b>1,005</b>	<b>100.0%</b>

### LBE Participation Contracts Awarded FY 2021/22



**Notes:** \* Prime LBE Status and Prime Owner Type additionally includes purchasing contracts





## Port of San Francisco

Port of San Francisco is a public enterprise agency of the City and County of San Francisco. The Port is responsible for 7.5 miles of San Francisco waterfront from Hyde Street Pier in the north to India Basin in the south. The Port develops, markets, leases, administers, manages, and maintains over 1,000 acres of land. The Port manages the waterfront as the gateway to a world-class city, and advances environmentally and financially sustainable maritime,



recreational and economic opportunities to serve the City, Bay Area, and California.

The Port of San Francisco is aggressively committed to the principles of the Local Business Enterprise Ordinance. The Port's 2021-2025 strategic plan includes a commitment to grow the number of certified LBEs through outreach and engagement.

In fiscal year 2021-22, the Port Micro-LBE Hardship Emergency Loan

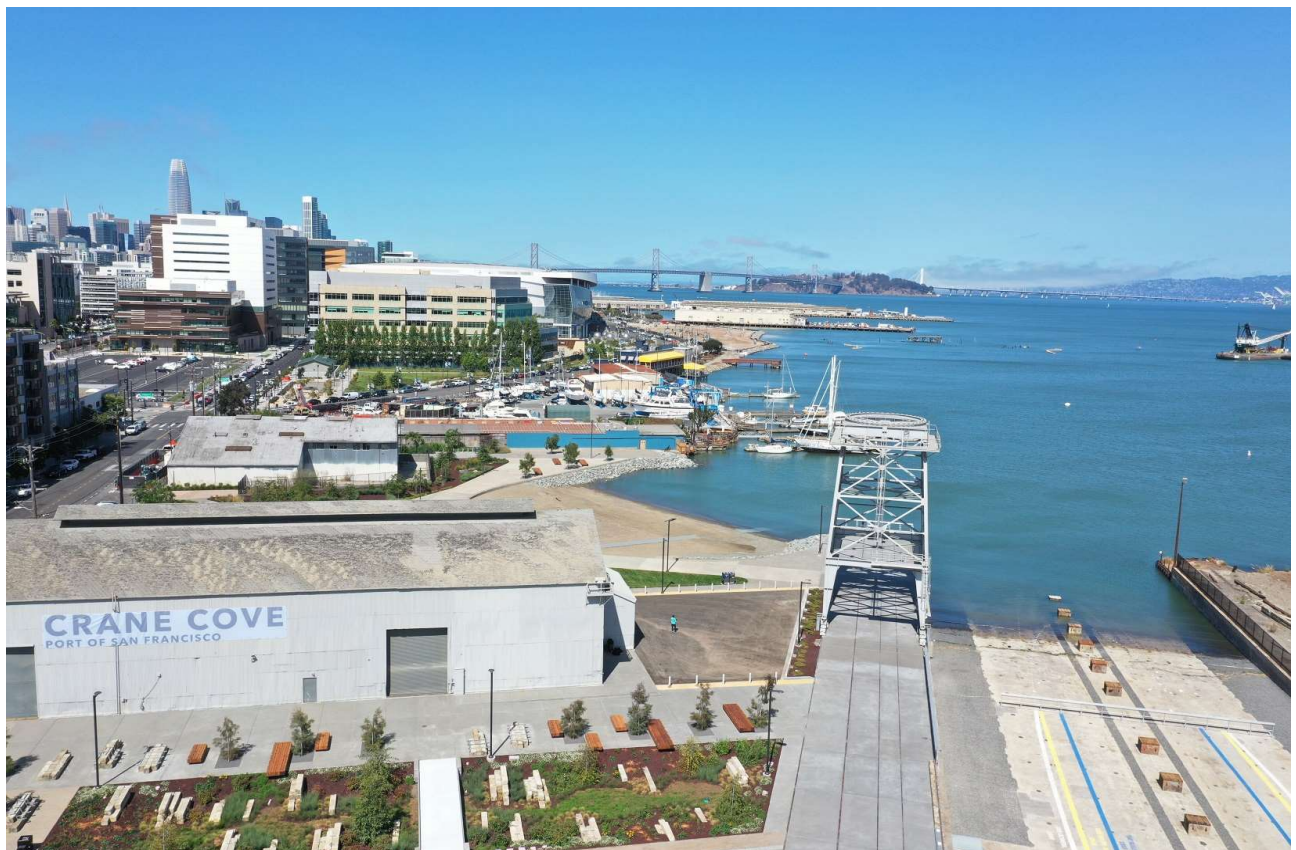
Program was exhausted. The Port created a \$1 million zero-interest loan program offering loans up to \$40,000 to eligible Micro-LBEs who are Port contractors, subcontractors, subconsultants, and tenants. The program includes a loan forgiveness component offering up to 50% forgiveness for early repayment. The Port implemented this program in response to the COVID-19 pandemic and the challenges COVID posed to the local business community. The Port supported 25 loans with the majority of loans issued to women or minority owned LBEs.



The Port hosted its Annual Contract Open House in March 2022 and introduced virtual matchmaking. Over 115 attendees participated in the day of webinars and there were 13 hours of one-on-one networking between primes and subcontractors. The webinars and presentations from the event are available on <https://sfport.com/smallbusiness>.

The pool of available LBE firms continues to pose a challenge for the Port specifically for specialized services, such as real estate economics, environmental services and over and over-water construction. While the Port has surpassed the Mayor's aspirational LBE goal, Port staff is collaborating with CMD to meet the Port Commission's strong commitment to increase diversity among winning firms, particularly from the City's most disadvantaged communities. These initiatives are vital to the Port's effort to ensure full community participation in the next phases of the waterfront resiliency projects.

Note: LBE Dollars is calculated based on F\$P definition of LBE status in the Business Intelligence module. As such, internal data held by Port varies from the data of this report.





## Port of San Francisco (Data Source – F\$P)

### Total Number of Contracts: 16

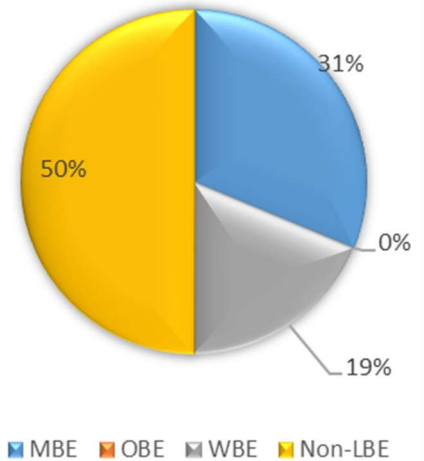
Contract Type Description	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Construction Contracts	1	6.3%	27	15.6%
Professional Services – Chapter 6	1	6.3%	24	13.9%
Professional Services – Chapter 21	14	87.5%	49	28.3%
<b>Grand Total</b>	<b>16</b>	<b>100.0%</b>	<b>173</b>	<b>100.0%</b>

Contract Type Description	Amount Awarded FY 21/22	LBE Amount Awarded FY 21/22	Amount Awarded to Date	LBE Amount Awarded to Date
Construction Contracts	\$163,900	\$0	\$101,395,548	\$27,432,952
Professional Services – Chapter 6	\$31,473	\$31,473	\$89,113,298	\$29,764,965
Professional Services – Chapter 21	\$2,520,975	\$768,807	\$33,727,044	\$8,405,773
<b>Grand Total</b>	<b>\$2,716,348</b>	<b>\$800,280</b>	<b>\$340,414,728</b>	<b>\$87,074,661</b>

Prime LBE Status	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
LBE	8	50%	70	40.5%
Non-LBE	8	50%	103	59.5%
<b>Grand Total</b>	<b>16</b>	<b>100.0%</b>	<b>160</b>	<b>100.0%</b>

Prime Owner Type	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Minority Business Enterprise	5	31.3%	22	12.7%
Other Business Enterprise	0	0%	19	11.0%
Women Business Enterprise	3	18.8%	20	11.6%
Non-LBE	8	50%	112	64.7%
<b>Grand Total</b>	<b>16</b>	<b>100.0%</b>	<b>160</b>	<b>100.0%</b>

### LBE Participation Contracts Awarded FY 2021/22



**Note:**

- 1) LBE Dollars is calculated based on FSP definition of LBE status in the Business Intelligence module. As such, internal data held by Port varies from the data of this report.
- 2) 'Number of Contracts to Date' and 'Amounts Awarded to Date' do not include all contract categories from past fiscal years.





Services of the San Francisco  
Public Utilities Commission

## Public Utilities Commission

SFPUC is committed to maximizing the participation of LBEs on our capital projects. We undertake many different strategies to achieve this, including contractor outreach and engagement, providing technical support services and trainings at our Contractors Assistance Center, minority- and women-owned business inclusion strategies, as well as novel contracting tools and analyses to maximize LBE participation. Below, we will provide a summary of some of the major categories of initiatives we undertake to maximize LBE participation as well as examples of specific strategies we have delivered that illustrate our commitment to LBE inclusion.

During the Shelter-in-Place Orders related to the COVID-19 pandemic and since, the SFPUC has remained committed to supporting LBEs. All of the SFPUC's programming and technical assistance has remained available virtually throughout the pandemic. As the City returns to in-person work, the Contractors Assistance Center re-opened its physical space to the public two days a week. The Center's services also remain available virtually.

### **Contractor Outreach and Engagement**

SFPUC conducts and delivers many workshops, large gatherings of contractors, and outreach programs to inform LBEs of upcoming work and to connect LBEs with large prime contractors who bid SFPUC capital projects.



**Project Outreach:** SFPUC undertakes an extensive and robust contractor outreach and engagement strategy to make sure LBEs are aware of SFPUC's upcoming contracts. Staff across bureaus and enterprises collaborate to ensure that targeted outreach to LBEs and larger contractors occurs for each contract. Furthermore, staff conducts post-bid analyses of failed bids to identify and better understand the barriers that contractors face when bidding SFPUC contracts, with specific attention and analyses of challenges for LBEs.

**Regional LBE Program:** SFPUC's Regional LBE Program provides small regional construction and construction-related firms located within SFPUC's water service territory (from Daly City to Hetch Hetchy), eligibility to be certified as a LBE for contracting opportunities on SFPUC projects outside of San Francisco. SFPUC staff also deliver workshops, outreach events, and dedicated contractor engagement throughout our water service territory to encourage SFPUC-LBEs to pursue contracts. There are currently 79 firms certified as SFPUC-LBEs.

### **Contractors Assistance Center**

SFPUC created the Contractors Assistance Center (Center) located in Bayview Hunters Point to help the LBE community get access to, compete for, and participate on SFPUC's contracting opportunities. All the Center's services and resources are free for our contracting community.

**Center's Services:** The Center provides LBEs with the tools and support needed to compete for City-funded contracts. The Center offers technical assistance, classroom trainings, marketing support, and one-on-one counseling. All these services and support are tailored to the specific needs of the small business owner, the specific project, and the City's contract requirements. Additionally, the Center provides access to plans and specifications for City projects, networking events, computer workstations, and meeting space for our local contractors. By learning generally applicable skills and utilizing these free resources, LBEs can better compete for projects at the SFPUC and navigate the City's contracting requirements, while also obtaining skills that they can utilize on projects throughout the City and beyond.

**Business Trainings:** The Center created 12-week program that was designed to provide local, small construction businesses with technical training to ensure access to contracting opportunities, create strategies to compete for contracts, and enable the participants to perform business operations effectively. The Center built the program to provide the training participants first-hand experiences and feedback, as well as one-on-one mentorship. The Getting Down to Business Program completed its second cohort at the end of 2021 and began outreach for its third cohort in the first half 2022.

### **Targeted Initiatives for Historically Marginalized Local Contractors**



SFPUC is committed to supporting community contractors that have been historically excluded or are underserved in public contracting and by the construction industry. The SFPUC has pursued specific funding that allows for additional small business contracting requirements.

**Minority- and Women-owned Businesses:** Several significant contracts under SSIP are utilizing resources from the Federal Water Infrastructure Finance and Innovation Act and the Clean Water State Revolving Funds which require race- and gender-conscious contracting. SFPUC has worked strategically to include these federal contracting requirements, which clearly establish subcontracting goals for minority- and women-owned businesses. To maximize participation, SFPUC works with LBEs to ensure that they are cross-certified as both a San Francisco LBE and a Federal DBE. Prime contractors are then incentivized to utilize these dual-certified contractors because, as the LBE performs work on these



contracts, the prime makes progress toward satisfying multiple compliance requirements by utilizing the same dual-certified LBE/DBE contractor.

### **Results on SSIP**

SSIP is currently SFPUC's largest capital program. To quantify some of the positive impacts of the above strategies and initiatives on LBEs working on SSIP alone, SFPUC has awarded 267 LBEs a combined 693 contracts as both prime and subcontractors on professional services and construction contracts. Through June 30, 2022, those LBE contractors have earned more than \$490 million. Of the 693 contracts on SSIP that went to LBEs, 116 minority-owned and 71 women-owned businesses have been awarded 483 prime or subcontracts and have earned more than \$320 million.



## Public Utilities Commission (Data Source: Solis III)

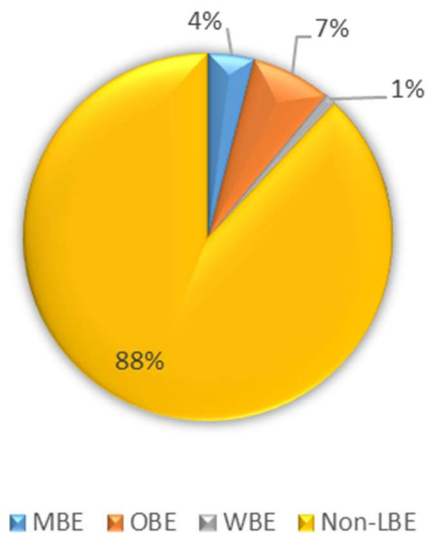
### Total Number of Contracts: 43

Contract Type Description	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Construction Contracts	35	58.3%	273	41.4%
Professional Services - Chapter 6	8	13.3%	173	26.3%
Professional Services - Chapter 21	17	28.3%	213	32.3%
<b>Grand Total</b>	<b>43</b>	<b>100.0%</b>	<b>643</b>	<b>100.0%</b>

Contract Type Description	Amount Awarded FY 21/22	LBE Amount Awarded FY 21/22	Amount Awarded to Date	LBE Amount Awarded to Date
Construction Contracts	\$299,280,408	\$49,305,248	\$4,700,477,483	\$1,197,018,765
Professional Services - Chapter 6	\$45,253,000	\$8,837,000	\$1,424,780,925	\$317,875,123
Professional Services - Chapter 21	\$166,580,680	\$3,630,000	\$593,805,877	\$128,769,730
<b>Grand Total</b>	<b>\$511,114,088</b>	<b>\$53,025,715</b>	<b>\$6,719,064,286</b>	<b>\$1,643,663,619</b>

Prime LBE Status	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
LBE	3	5%	224	34%
Non LBE	57	95%	436	66%
<b>Grand Total</b>	<b>60</b>	<b>100.0%</b>	<b>660</b>	<b>100.0%</b>

### LBE Participation Contracts Awarded FY 2021/22



Note: 1) Graph is based on awarded dollar amount by LBE Type, not included on this report.



## Recreation and Parks Department

The Recreation and Park Department (RPD) manages over 225 sites and facilities including parks, recreation centers, pools, golf courses and major tourist destinations including the Golden Gate Park and the SF Marina. We also operate a robust recreation program for both children and adults. Department staffing ranges up to 1,000 employees during peak summer season.

The Recreation and Park Department continued its successful partnership with the LBE community in FY21-22. Whenever possible and appropriate, RPD utilizes the Micro-LBE program to complete park improvement and maintenance projects. We have forged successful partnerships with many LBE construction contractors and consultants through these efforts. Specific project types include park improvements such as tennis court resurfacing, fencing, pathway repair and replacement and playground renovations. We have also utilized LBEs in our tree maintenance and removal program.

RPD staff have also been consistently involved in planning and discussions regarding the PLA program and the importance of facilitating timely and accurate LBE payment affidavits and tracking. We are a small contracting unit at the Recreation and Park Department, so reliability and accountability are paramount both from our Department and our contractors. The pandemic years have given all an opportunity to rise under adverse conditions, and our relationship with the LBE contractor community has been strengthened because of the challenges.

### **Professional Services Contracts**

Most professional service agreements are administered through Public Works for Capital project design services.

### **Future Opportunities**

As a practice, RPD will issue solicitations as Micro-LBE solicitations if at least (3) LBEs are available in the discipline. We have a diverse portfolio of facilities and construction opportunities. Through these project opportunities, we will continue to forge a partnership with CMD and LBEs in San Francisco.

CMD would like to thank General Manager Phil Ginsburg and RPD staff for their support of the LBE program, especially for participating in outreach meetings.



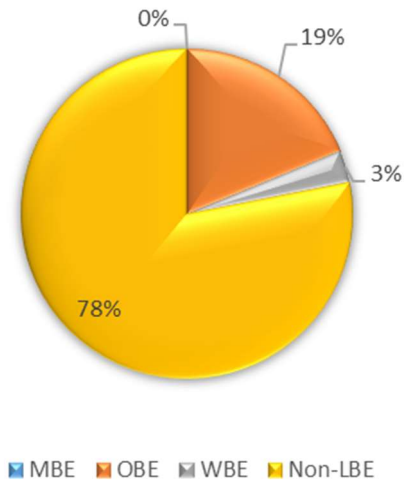


# Recreation and Parks Department (Data Source – F\$P)

## Total Number of Contracts: 32

Contract Type Description	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Construction Contracts	12	37.5%	26	7.4%
Construction Cont. Unilateral	13	40.6%	215	61.3%
Professional Services Ch. 6	3	9.4%	24	6.8%
Professional Services Ch. 21	1	3.1%	9	2.6%
Purchasing Cont	1	3.1%	72	20.5%
Purchasing Cont. Term	2	6.3%	5	1.4%
<b>Grand Total</b>	<b>44</b>	<b>100.0%</b>	<b>351</b>	<b>100.0%</b>

## LBE Participation Contracts Awarded FY 2021/22



Contract Type Description	Amount Awarded FY 21/22	LBE Amount Awarded FY 21/22	Amount Awarded to Date	LBE Amount Awarded to Date
Construction Contracts	\$6,292,253	\$1,752,806	\$10,870,893	\$2,763,853
Construction Cont. Unilateral	\$2,311,792	\$259,295	\$51,491,115	\$24,410,360
Professional Services Ch.6	\$11,444,559	\$2,430,695	\$31,683,483	\$13,997,439
Professional Services Ch. 21	\$1,076,724	\$0	\$51,734,184	\$613,800
Purchasing Cont	\$85,000	\$0	\$34,294,401	\$10,191,562
Purchasing Cont. Term	\$47,000	\$0	\$174,718	\$0
<b>Grand Total</b>	<b>\$21,257,828</b>	<b>\$4,442,796</b>	<b>\$180,248,795</b>	<b>\$51,977,013</b>

Prime LBE Status*	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
LBE	8	25%	141	40.2%
Non-LBE	24	75%	210	59.8%
<b>Grand Total</b>	<b>32</b>	<b>100.0%</b>	<b>351</b>	<b>100.0%</b>

Prime Owner Type*	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Minority Business Enterprise	0	0%	35	10%
Other Business Enterprise	6	18.8%	85	24.2%
Women Business Enterprise	1	3.1%	20	5.7%
Non-LBE	25	78.1%	211	60.1%
<b>Grand Total</b>	<b>32</b>	<b>100.0%</b>	<b>327</b>	<b>100.0%</b>

Notes: \* Prime LBE Status and Prime Owner Type additionally includes purchasing contracts



## Department of Public Health (Data Source - F\$P)

**Total Number of Contracts: 85**

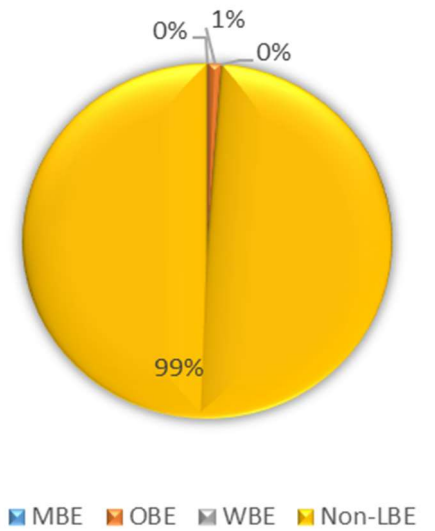
Contract Type Description	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Professional Services Ch. 6	0	0%	62	4.8%
Professional Services Ch. 21	85	100%	913	71.3%
Purchasing Cont.	0	0%	299	23.4%
Purchasing Cont. Term	0	0%	6	0.5%
<b>Grand Total</b>	<b>85</b>	<b>100.0%</b>	<b>1,280</b>	<b>100.0%</b>

Contract Type Description	Amount Awarded FY 21/22	LBE Amount Awarded FY 21/22	Amount Awarded to Date	LBE Amount Awarded to Date
Professional Services Ch. 6	\$0	\$0	\$64,115,000	\$33,850,000
Professional Services Ch. 21	\$531,576,930	\$888,541	\$5,752,968,738	\$60,232,708
Purchasing Cont.	\$0	\$0	\$2,183,997,459	\$29,955,885
Purchasing Cont. Term	\$0	\$0	\$2,944,731	\$2,861,738
<b>Grand Total</b>	<b>\$531,576,930</b>	<b>\$888,541</b>	<b>\$8,004,025,928</b>	<b>\$126,900,331</b>

Prime LBE Status*	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
LBE	1	1.2%	76	5.9%
Non-LBE	84	98.8%	1,204	94.1%
<b>Grand Total</b>	<b>85</b>	<b>100.0%</b>	<b>1,280</b>	<b>100.0%</b>

Prime Owner Type*	Number of Contracts FY 21/22	Percent of Total Contracts FY 21/22	Number of Contracts to Date	Percent of Total Contracts to Date
Minority Business Enterprise	0	0%	20	1.6%
Other Business Enterprise	1	1.2%	36	2.8%
Women Business Enterprise	0	0%	15	1.2%
Non-LBE	84	98.8%	1,209	94.5%
<b>Grand Total</b>	<b>85</b>	<b>100.0%</b>	<b>1,280</b>	<b>100.0%</b>

### LBE Participation Contracts Awarded FY 2021/22



**Notes:** \* Prime LBE Status and Prime Owner Type additionally includes purchasing contracts

## **CMD Accomplishments for FY 21-22**

- CMD re-opened operations at 1155 Market Street location
- CDP/CAPP Approved two new LBE Construction loans totaling \$500,000
- Processed 853 12B Declaration packages
- Granted 12B compliance to 682 suppliers
- Completed major revisions to 12B Compliance business processes to increase efficiencies/reduce backlog
- Processed 259 12B waivers and 304 - 14B waivers
- Processed 310 LBE Certification applications/recertifications
- Active number of contracts: 628 Public Works (not including trade packages, 275 Chapter 21, and 79 Port
- Completed moving Chapter 14B Revisions through design and legislative processes
- Initiated implementation of new Chapter 14B certification economic thresholds
- Initiated design phase of 3 major 14B pilot programs
- Continue to transition Certification applications in F\$P.
- 14B Compliance staff continues to monitor ~2,000 active contracts
- Continue to collaborate with Controllers office to refine/fix 12B and 14B F\$P modules
- CMD 14B compliance activities have resulted in LBEs achieving at least \$98,607,353 in contracts awarded
- Conducted Five 14B Business Assistance Training Events
- Continued collaboration with other City Departments/Partners regarding COVID-19 economic recovery initiatives (i.e., SFO/CMD 14B Training Seminar and Port of SF Outreach Program)
- Continue to collaborate with Risk Management to implement full-service Contractor Development Program (i.e., re-vamped Surety Bond Program)
- Launched and continuing development of SFCIF Construction Accelerated Payment Program (“SFCIF-CAPP” aka LBE Construction Loan/Line of Credit product): Initiated 5 CAPP loans, prospective LBE client in-process for new loan
- Re-envisioned Mentor Protégé Program Steering Committee continues to host MPP events (virtual) for MPP participants

## Contractor Development Program

Under Chapter 14B.16, the Contractor Development Program (“CDP”) - previously known as the Surety Bond Guaranty and Financial Assistance program - is designed to provide local, certified firms with business development and support to assist them in securing contracting opportunities through financial assistance, training, technical assistance and other capacity-building strategies to assist them. The program aims to stimulate the expansion of small firms and foster their growth and independence, grow and mitigate some of the challenges they face, while simultaneously mitigating any risk of financial support or backing to the City or its Contractor Accelerated Payment Program (“CAPP”) partner. The Risk Management Division operates the Contractor Development Program with respect to Surety Bond and technical assistance services and works in close coordination with CMD on all other capacity-building services (i.e. CAPP, Mentor Protégé Program). Merriwether & Williams Insurance Services (“MWIS”) is the CDP Service Provider, responsible for initial intake, formal needs assessment, and one-on-one technical assistance, processing surety bond guarantees and CAPP funding request along with performing risk management to reduce the City’s exposure to financial loss.

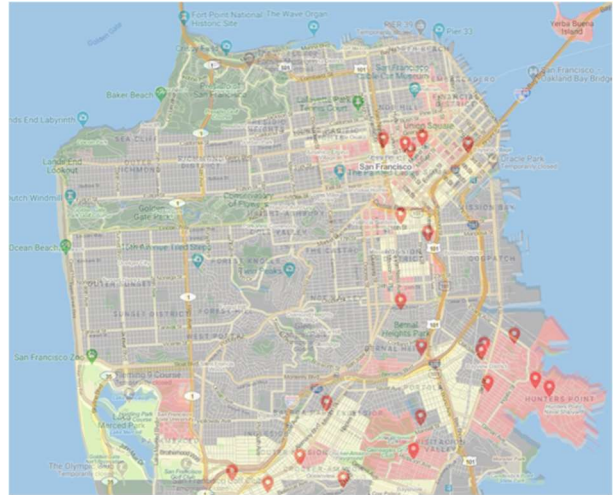
The overall CDP umbrella includes four program areas:

- Two program areas center on capacity-building:
  - *Technical Services* are designed to assist LBEs with business development and other aspects related to accessing contracting opportunities. This also includes group training and education convenings.
  - The *Mentor Protégé Program (MPP)*, designed to encourage and motivate prime contractors to assist CMD certified Micro-LBE firms and enhance their capability of performing successfully on City and County of San Francisco contracts and subcontracts. The goal is to increase the overall number of LBEs receiving City and County contract awards, resulting from mentor ship and refined business practices.
- The other two areas focus on financial assistance:
  - *Surety Bond*, designed to help certified Small or Micro LBE contractors who are participating in City and/or Redevelopment construction projects obtain and/or increase their bonding and financing capacity.
  - *Contractor Accelerated Payment Program (CAPP)*, the newest program (launched September 1, 2019), assists with short-term loans for pre-qualified LBEs who are construction contractors working on a project for the City and County of San Francisco. The San Francisco Community Investment Fund (“SFCIF”) is the Lender for the CAPP loans who provided the \$1 Million in seed money during the pilot phase of the project.

### **CDP Accomplishments for FY 2020/2021:**

- Contractor Status
  - Total number of LBEs currently receiving technical assistance: 45
  - CAPP-ready, prospective CAPP clients: 6 (this doesn’t include the LBEs currently using CAPP or that have completed a CAPP loan)
  - Total number of LBEs currently under CAPP: 3

- Open Surety Bond Guarantees:
  - Total of 5 LBE participants
  - Projects with 3 City Departments: DPW, PORT, PUC
  - Total Contract Amount: \$4,480,040
  - Total Guarantee Amount: \$1,242,727



- During this FY, Five loans were approved through CAPP:
  - Pilot 8 – Harris Hoisting
    - Funding Approved 3/8/22
    - \$839,331 contract for 921 Howard St, San Francisco
    - 1 FTE from Bayview and 1 apprentice via City Build
    - MBE, woman-owned business
    - Approved CAPP Funding: \$250,000
    - Total Principal Amount Moved: \$250,000
    - As of 6/30/22 work is under way and loan is outstanding.
  - Pilot 9 – Streamline Drywall, Inc.
    - Funding Approved 4/5/22
    - \$515,360 contract for 88 Howard St, San Francisco
    - 2 FTE from Outer Mission and 1 FTE from Bayview
    - MBE
    - Approved CAPP Funding: \$250,000
    - Total Principal Amount Moved: \$250,000
    - As of 6/30/22 work is under way and loan is outstanding.
  - Pilot 10 – Mansfield and Mansfield
    - Funding Approved 5/5/22
    - \$567,140 contract with Biosolids Digester Facilities
    - 2 FTE's: 1 Bayview, 1 Tenderloin resident, 1 PT Apprentice Bayview
    - MBE, woman-owned business
    - Approved CAPP Funding: \$100,000
    - Total Principal Amount Moved: \$0
    - As of 6/30/22 work is under way and loan is expected to be disbursed soon as work has commenced.
  - Pilot 11 – Bay Area Pipe & Equipment, Inc.
    - Funding Approved 6/15/22
    - \$89,068 contract with Biosolids Digester Facilities
    - 2 FTEs (owner and son) from Discovery Bay
    - Veteran owned business
    - Approved CAPP Funding: \$75,000
    - Total Principal Amount Moved: \$75,000
    - As of 6/30/22 work is under way and loan is outstanding.



- Pilot 12 – Integrity First Plumbing
  - Funding Approved 6/9/22
  - \$35,000 contract with Biosolids Digester Facilities
  - 1 FTE from Bayview
  - MBE
  - Approved CAPP Funding: \$35,000
  - Total Principal Amount Moved: \$35,000
  - As of 6/30/22 work is under way and loan is outstanding.

**Mentor Protégé Program**

The Mentor Protégé Program (“MPP”) was created to provide access to mentorship for business owners who have historically been marginalized in the public bidding process, including Women and Minority Business Enterprise firms (WBE, MBE). The program is designed to incentivize medium and large firms to support the mission of growing the Micro-Local Business Enterprises (Micro LBE) to become more successful Subcontractors and Primes on City contracts. The Micro LBE’s create Action Plans that identify goals and milestones for growth in the following areas:

1. Organizational/Structural Needs
2. Leadership Development Needs
3. Financial/Business Infrastructure Needs
4. Insurance/Bonding Needs
5. Networking/Marketing/Business Community Engagement Needs

Within the 2021-2022 FY the MPP has made significant accomplishments. Of the program accomplishments, some of the highlights include:

- Cohort 2 launched in the fall of 2019, consisting of 10 Micro LBEs and Mentor pairs, a mix of both construction and professional service industry firms, including Women, Minority, and Other Business Enterprises.
- Cohort 2 graduated 7 pairs in the spring of 2022.
- Based on exit interviews and the insights gained over the course of Cohort 1, the MPP redeveloped the Protégé and Mentor onboarding process. Redeveloping this process allowed the program to make more strategic pairings, focusing the pairs on a complement of those areas in which the mentor excelled and the areas in which the protégé identified for business development.
- CMD and the Steering Committee Departments (PUC, SFO, PORT, and DPW) continued to host MPP Events in the FY 2021-2022.
- Cohort 3 launched in June 2022 with 14 new pairings (Micro LBEs with Mentor pairs).
- The MPP team created new on boarding and training processes for the third cohort; and developed relationships with business development organizations to offer additional support to Micro LBEs.

The MPP remains committed to the continued growth of the Micro-LBE contractors and consultants to increase their ability to contract and prime competitively and strengthen the local economy and provide quality services to our City.



## Looking Ahead

For FY 2022/2023, CMD will continue to work towards maximizing opportunities for LBEs – with a focus on Micro-LBEs.

- Increase Efficiency:  
CMD will continue to work towards improving work processes and improving processing and review times of LBE Certification applications with particular focus on refining our compliance oversight as it relates to our new pilot programs and other new tools. We continue to support post COVID-19 economic recovery efforts through our collaboration with the City Administrators office in seeking ways to increase procurement process efficiencies, increased intensive technical assistance and access and use of digital/online contract administration/monitoring tools.
- Contractor Development:  
Much the same as last fiscal year, CMD will continue its efforts in broadening its technical assistance initiatives, focusing on business development and business financial literacy.
- Access to Capital:  
CMD will continue to work in assisting LBEs in finding access to capital through the SFCIF-CAPP program or any alternative lending programs.