

January 26, 2017

University of California, San Francisco
Supply Chain Management
1855 Folsom Street, Suite 304
San Francisco, CA 94103

RE: CityBuild response to UCSF's Community Construction Outreach Program RFP

To Whom It May Concern:

In response to the University of California, San Francisco's (UCSF) Community Construction Outreach Program (CCOP) Management Request for Proposals, CityBuild, under the Workforce Development Division of the Office of Economic and Workforce Development (OEWD) proposes to develop and implement a comprehensive Community Workforce Development Program (CWDP) for UCSF's upcoming construction projects.

The goal of the CWDP will be to maximize employment opportunities on upcoming UCSF construction projects for qualified San Francisco construction workers, assist contractors in reaching UCSF's hiring goals, and partner with UCSF CCOP to achieve its objectives. Established in 2006, CityBuild has since developed and implemented a successful, centralized workforce development system that provides training and job placements in San Francisco's construction sector. Additionally, CityBuild has established itself as an expert in local, state and federal workforce policies and utilizes local resources to address workforce goals.

The CityBuild workforce development model operates providing three fundamental services:

1. Employment Networking Services (ENS)
2. CityBuild Academy and Construction Administration and Professional Services Academy (CAPSA)
3. Workforce policy administration and guidance

The Employment Networking Services (ENS) worker referral and placement model links local construction jobseekers with employment opportunities on projects in San Francisco. The CWDP would leverage CityBuild's ENS database of over 5,000 available qualified local construction workers, across all trades and skill levels, to maximize placements on UCSF projects. The database stores extensive worker information including experience, specialized skills, certifications, work



history, and case management notes, and allows CityBuild to respond quickly to requests for workers and provide referrals tailored to match contractors' specific needs. The database also tracks outcomes of referrals and placements to mark successes and data can be generated to identify areas for improvement. Since 2008, CityBuild's ENS model has facilitated roughly 8,000 successful construction job placements on a variety of construction projects.

CityBuild Academy, offered in partnership with the City College of San Francisco, is an 18-week pre-apprenticeship and construction skills training program where San Francisco trainees learn foundational skills and knowledge to enter the construction trades and succeed as new apprentices. Classroom and hands-on training curriculum are provided through our partnerships with the Northern California's Laborer's Apprenticeship Training Committee and Northern California Carpenters Regional Council. Trainees are given the opportunity to obtain several construction-related certifications including OSHA 10, Fall Protection, Skid Steer, and HAZWOPER 40.

CityBuild also offers a Construction Administration and Professional Services Academy (CAPSA). This semester-long training prepares San Francisco residents for entry-level careers as construction office administrators and professional services providers. Many graduates of the training have successfully found long-term work in construction project trailers, contractor offices, and firms that provide construction professional services such as engineering and architecture. Through the CWDP, CAPSA graduates will augment overall placements and strengthen the economic opportunities provided to the community by UCSF projects.

Because the Academy and CAPSA target disadvantaged residents and populations who traditionally lack access to workforce programs, intensive case management, career counseling, and comprehensive supportive services are also included as important components of the trainings. Successful graduates of both training programs receive additional supportive services, including basic tools and union initiation fees, ongoing job placement assistance and retention services throughout their construction careers.

OEWD funds several community-based organizations to partner with CityBuild and provide outreach, recruitment, case management services and job readiness training. In addition to the primary partners, CityBuild also has built robust and successful relationships with local unions, apprenticeship programs and private contractors to ensure successful outcomes for Academy and CAPSA graduates, CityBuild leverages these partnerships to improve and further develop curriculum and training. UCSF project contractors will have access to the successful graduates of CityBuild Academy and CAPSA through the CWDP, as well as the opportunity to shape course curriculum and training modules to suit its specific hiring needs.

CityBuild is committed to assisting UCSF meet its voluntary construction hiring goal. CityBuild is charged with administering many local, state and federal policies on most construction projects in San Francisco. By acting as a resource to contractors and project owners, CityBuild can provide industry insight on employment trends for varying projects. CityBuild staff is familiar with the

availability of workers in the numerous trades. Understanding the nuances of multiple workforce policies allow CityBuild staff to work directly with contractors to assess their hiring needs. Utilizing the ENS referral system as well as continually providing construction training for local residents allows CityBuild to help contractors fulfill their hiring commitments.

To complete the CWDP's services, CityBuild staff will coordinate the collection of certified payroll to analyze local hire data and produce performance reports on a monthly, quarterly, and annual basis. These reports will provide project updates, hiring demographics, milestones, upcoming workforce opportunities, and any other relevant information requested by project stakeholders as directed by UCSF's Office of Strategic Communications & University Relations.

The success of CityBuild's ENS model is due to its multi-faceted approach of assisting local construction jobseekers while supporting construction contractor needs. CityBuild prides itself in being the centralized workforce hiring resource for all contractors in San Francisco. It provides comprehensive assistance to contractors in meeting various construction workforce hiring policies and helps contractors create successful workforce plans on all types of projects. Through the CWDP, UCSF project contractors will have a direct CityBuild point of contact who will educate and support them on showing good faith efforts towards meeting UCSF's voluntary 30% local hire goal. Throughout the life of the projects, the CWDP staff will stay engaged with all contractors to identify employment opportunities for San Francisco residents. With over 10 years of construction workforce experience, CityBuild also brings to the CWDP a vast knowledge of local trade union protocols and great working relationships with all union representatives. These existing relationships will help facilitate worker referrals and increase job placements on UCSF projects.

CityBuild is proposing a comprehensive Community Workforce Development Program that will directly support and advance UCSF's efforts to maximize employment opportunities for qualified San Francisco construction workers on UCSF construction projects, and assist construction employers in reaching their obligations to UCSF. Through established relationships and partnerships with various community-based organizations, local trade unions, construction contractors, and City agencies, the CWDP will effectively educate and inform local workers of employment opportunities on UCSF projects. With two successful training Academies, and a proven track record of outreaching to local workers and assisting contractors through its Employment Networking Services, CityBuild is a proven local leader in developing, implementing, and managing a successful community construction outreach program such as UCSF's Community Workforce Development Program.

Sincerely,



Michael Carr

Director of Workforce Development

Office of Economic and Workforce Development

1. ENTITY TYPE

The mission of the Office of Economic and Workforce Development (OEWD) is to support the ongoing economic vitality of San Francisco by strengthening the City's many diverse neighborhoods and commercial corridors through a variety of essential programs and services. The Workforce Development Division of OEWD coordinates the City's Workforce Development System, which is a network of public, private, and nonprofit service providers that serve San Francisco job seekers and employers. By partnering with community based organizations and the City College of San Francisco, the division's model of workforce services ensures OEWD has a direct impact on recruitment, training and placement opportunities for jobseekers that align with the needs of the local business community.

CityBuild, a unit within the Workforce Development Division, provides construction sector-based workforce development services and compliance oversight to City agencies, developers, contractors, and job seekers. Established in 2006 as a pilot program by then Mayor Newsom and the San Francisco Board of Supervisors, CityBuild has since developed and implemented a city-wide construction workforce training and employment program. CityBuild acts as a centralized system for the San Francisco construction sector by providing three fundamental services: job placement, construction and construction administration job readiness training, and workforce policy oversight.

CityBuild's Employment Networking Services (ENS) link local qualified construction jobseekers to contractors working on San Francisco projects. Since 2008, CityBuild has facilitated roughly 8,000 construction job placements and continues to serve over 2,300 San Francisco construction industry workers annually. To meet the demands of the local construction industry, CityBuild provides comprehensive pre-apprenticeship and construction administration training to San Francisco residents. CityBuild Academy offers an 18-week pre-apprenticeship and construction skills training program at the City College of San Francisco, Evans Campus. CityBuild's Construction Administration and Professional Services Academy (CAPSA) offers a one semester-long administrative skills training program at the City College of San Francisco, Mission Campus. As directed by City legislation, CityBuild is charged with the administration of local, state and federal construction workforce policies covering a majority of construction projects in San Francisco including San Francisco's First Source Hiring program and the San Francisco Local Hiring Policy for Construction. CityBuild maintains MOUs with partner City agencies to provide workforce policy oversight and employment referral services to ensure workforce goals are met.

CityBuild manages an annual construction portfolio of over 500 private and public construction projects valued at over \$11 billion with various workforce goals and stakeholders in the construction workforce sector.

2. LOCAL OFFICE

It is the mission of OEWD to serve the residents and communities of San Francisco by providing access to services throughout the city. CityBuild's administrative offices are located in the Civic Center area of San Francisco. At this main office, CityBuild convenes stakeholder meetings and orientations with contractors, unions, community members, and other City agencies.

CityBuild also provides drop-in services at the Human Services Agency *Career Link Center* in San Francisco's Mission district, where construction jobseekers can meet with CityBuild staff on a one-on-one basis. At this location staff also outreach to and recruit jobseekers by providing job information and program orientations specific to the construction industry. Special attention is given to the recruitment of disadvantaged residents who traditionally lack access to construction-sector jobs. CityBuild also takes this opportunity to intake new jobseekers, assess eligibility, and verify residency information.

CityBuild Academy training is provided at the City College of San Francisco, Evans Campus in the Southeast region of the City. CityBuild's CAPSA training is provided at the City College of San Francisco, Mission Campus. As part of our operation and service to stakeholders, CityBuild staff conduct site visits throughout the City where they actively engage with community organizations, residents and employers on a daily basis.

3. REQUIRED EXPERIENCE

CityBuild has over 10 years of extensive experience with programs similar to the University of California, San Francisco's (UCSF) Community Construction Outreach Program (CCOP) scope of services. A brief summary of workforce policy and outreach is provided, followed by a case study demonstrating CityBuild's specific experience related to the CCOP scope of services.

In 2013, CityBuild was contracted by the San Francisco County Transportation Authority to assist with the development and implementation of the workforce development program on the construction of the Presidio Parkway – an ongoing public-private partnership infrastructure project valued at over \$360 million. CityBuild facilitated job recruitment, placement and retention services, as well as public outreach and education to contractors who were tasked with meeting the goals of the San Francisco First Source Hiring program.

A majority of private developments in San Francisco are subject to the provisions of the First Source Hiring program wherein contractors must demonstrate good faith efforts to hire local and disadvantaged workers by notifying CityBuild of new hiring opportunities. CityBuild works with the developers, owners, and general contractors to ensure that all contractors and subcontractors meet these goals and create job opportunities for disadvantaged workers. Projects subject to First Source hiring include the Transbay Transit Center, SF General Hospital and Salesforce Tower.

The San Francisco Office of Community Investment and Infrastructure (OCII) also partners with CityBuild to facilitate placement opportunities on construction projects that carry a 50% local hiring goal. Many OCII projects are located in the Mission Bay area, including the Kaiser

Permanente Mission Bay Medical Offices and UCSF Family House. CityBuild has worked in the Mission Bay area for several years and has built productive relationships with various community advocacy and activist groups. CityBuild staff is fully engaged in community outreach on a daily basis to target disadvantaged residents seeking employment opportunities on these multi-billion dollar transformative projects.

CityBuild also oversees all public construction projects under the San Francisco Local Hiring Policy for Construction, one of the nation's first mandatory Local Hire programs. City enterprise agencies, such as the San Francisco Public Utilities Commission, San Francisco Airport, and San Francisco Municipal Transportation Agency, contract with CityBuild to assist their contractors in meeting local hiring requirements and to interface with department project and construction managers regarding project performance. Projects subject to the Local Hiring Policy include the Moscone Convention Center Expansion project and War Memorial Opera House.

Training Academies Tailored to Contractor Needs

To maximize placement opportunities on local projects, CityBuild leverages its two training Academies to supply new construction apprentices and entry-level administrative staff to project contractors.

CityBuild Academy offers an 18-week pre-apprenticeship and construction skills training where trainees learn foundational skills and knowledge to enter the construction trades and succeed as new apprentices. Trainees are given the opportunity to obtain construction-related certifications such as OSHA 10, Forklift, Skid Steer, Fall Protection, CPR and First Aid. In an ongoing effort to strengthen and expand the Academy curriculum, CityBuild also partners with various union apprenticeship programs to provide specialized training sessions, resulting in direct entry opportunities for graduates into select apprenticeship programs. Since 2006, CityBuild Academy has trained over 1,000 San Francisco residents, placed the graduates in each of the 26 construction trades across the sector, and has maintained a successful trainee placement rate of roughly 90%.

Contractors also benefit from the CAPSA program, a one semester-long training program that prepares San Francisco residents for entry-level careers as professional construction office administrators for firms providing professional services in the industry. The bi-annual training is intensive and participants graduate with knowledge of the construction sequence of work, construction office accounting, construction project coordination and other professional skills. Since 2010, over 300 San Francisco residents have completed the program with many of the successful graduates finding work with contractors on large-scale projects.

Sustainable Partnerships with Education, Labor and the Community

The CityBuild Academies are the primary construction sector-based trainings in San Francisco. CityBuild works with various training partners to ensure the success of the trainings. CityBuild partners with community-based nonprofit organizations such as Mission Hiring Hall (MHH), Charity Cultural Services Center (CCSC), Young Community Developers (YCD), and A. Philip Randolph Institute of San Francisco (APRI) for outreach, recruitment, and job readiness training

services. MHH and CCSC are also the lead providers of case management and comprehensive supportive services to participants of CityBuild Academy. MHH is the lead administrator of the CAPSA training.

The City College of San Francisco is the primary training facility partner, and provides training space and instructors at both their Evans Campus and Mission Campus. Curriculum for the construction skills training is provided through our partnership with the Northern California's Laborer's Apprenticeship Training Committee. Curriculum for CAPSA training is provided by HerreroBoldt Joint Venture, a contractor partner. Students in both programs have the option to receive college credit for completed courses.

In addition to providing specialized training opportunities and direct entry agreements for CityBuild trainees, local union and apprenticeship program representatives regularly participate in the selection of training candidates and work-readiness assessments of trainees. Many employers and contractors are fully engaged with CityBuild as industry experts. They provide input on updating certifications for apprentices, assessment of work-readiness, and improvements to the worker referral process. Most importantly, contractors trust CityBuild as a resource for qualified local workers and consistently recruit new workers through its training Academies.

Leveraging Data to Maximize Hiring Outcomes

As part of its portfolio of workforce services, CityBuild also utilizes data available through a cloud-based certified payroll record (CPR) system to generate monthly, quarterly, and annual reports which provide progress updates for project stakeholders, such as the Board of Supervisors, project owners and community members. These reports include updates on project status, local hiring performance, project milestones, and upcoming workforce opportunities. CityBuild also provides annual reports and public presentations to various Commissions that govern the agreement between the CityBuild and project owners.

CityBuild maintains a cloud-based database and CRM that currently consists of over 5,000 active local construction workers across all trades and levels and is used to identify local worker referrals. Worker information is updated on a regular basis to ensure that eligibility criteria are met, such as residency, union status, or the addition of newly acquired certifications.

Case Study: California Pacific Medical Center

In 2013 CityBuild was contracted by the California Pacific Medical Center (CPMC) to assist in the development and implementation of their workforce program on three ongoing major construction projects valued at over \$1.5 billion: Van Ness and Geary Hospital Campus, St. Luke's Replacement Hospital, and Van Ness Garage and Medical Office Building.

CPMC implemented a 30% local hiring goal across all three projects. In its role as workforce program lead, CityBuild provided guidance and expert knowledge to CPMC stakeholders on topics ranging from workforce policy to community outreach. To assist CPMC in achieving the 30% goal, CityBuild provided Employment Networking Services (ENS) to construction

contractors, recruited local workers, and created training opportunities to expand the construction apprentice pipeline for sustainable and successful workforce performance. Since 2013, CPMC's trio of construction projects have maintained a 29% local hiring average and contractors continue to work toward meeting the 30% overall goal at project completion.

As part of the ENS for the CPMC projects, CityBuild staff regularly outreach to targeted communities, recruit and educate jobseekers regarding available job opportunities. Jobseekers attend monthly orientations to learn about upcoming job opportunities and their hiring or training requirements. Interested jobseekers then proceed through an extensive intake process where CityBuild staff screen their qualifications, union status, and verify San Francisco residency. Once vetted, jobseekers are added to CityBuild's comprehensive database of available local construction trade workers.

As new contractors begin work on the CPMC projects, CityBuild convenes pre-construction meetings with contractors to educate them on the local hiring goals and to offer ENS to connect contractors with CityBuild's database of available and qualified local construction trade workers. Thanks to long-standing and positive relationships with local trade unions, CityBuild is knowledgeable about trade-specific dispatch protocols and can facilitate placement of worker referrals. Specifically, CityBuild has received support from CPMC to facilitate additional training to meet the specific needs of the project. In partnership with CPMC and The Herrick Corporation, CityBuild coordinated a training through the Ironworkers Joint Apprenticeship Training program which allowed CityBuild Academy graduates to receive additional welding certifications. Upon completion of the training, Herrick employed the newly-trained structural steel ironworkers on CMPC and provided employment opportunities while contributing to the local workforce goals.

4. PERSONNEL ASSIGNMENT – KEY STAFF

To perform the duties as listed in the CCOP's scope of services, CityBuild would assign one principal staff to implement and administer UCSF's CCOP with oversight from the CityBuild Manager and Director of OEWD's Workforce Development Division.

Principal Staff – Emily Chea – Program Manager

Emily Chea would act as the primary project staff in her role as the UCSF CCOP Program Manager. Ms. Chea has over 7 years of San Francisco construction workforce experience with an expansive knowledge of the construction industry. She has established relationships with various construction industry stakeholders including community members, construction contractors, local unions, and city agencies.

Principal Staff – Prentiss Jackson – Employment Liaison

Prentiss Jackson will work in tandem with the Program Manager to identify qualified local construction workers to refer to opportunities created through the CCOP. Mr. Jackson has over 8 years of workforce experience with a focus in construction. He has established strong

relationships with local community members, trade unions and city agencies. Mr. Jackson is also experienced in case management providing direct services to local jobseekers.

Management Staff – Ken Nim – CityBuild Workforce Manager

Ken Nim will provide immediate supervision and oversight of Ms. Chea and her work with the UCSF CCOP. Mr. Nim has over 10 years of San Francisco construction workforce experience, and was one of the original staff members when CityBuild was established. His previous workforce development experience is working in nonprofits serving the disadvantaged communities across San Francisco. He manages the CityBuild Workforce Compliance team and provides workforce hiring policy oversight on CityBuild construction projects.

Management Staff – Michael Carr – Director of Workforce Development Division

Michael Carr will continue to foster relationships and partnerships with key industry stakeholders to ensure success of the workforce program. Mr. Carr oversees programs within the Workforce Development Division of OEWD.

5. MINIMUM INSTITUTIONAL EXPERIENCE

CityBuild has over 10 years of extensive experience in providing community construction outreach management services for public and private institutions similar to UCSF. CityBuild currently provides construction outreach services for City Enterprise Agencies such as the San Francisco Public Utilities Commission, San Francisco Airport, San Francisco Municipal Transportation Agency and San Francisco Public Works, which oversees all construction projects at San Francisco General Hospital. CityBuild has also provides similar services to CPMC, the San Francisco County Transportation Agency, and OCII (successor to the San Francisco Redevelopment Agency).

Specific to projects connected to the University of California, CityBuild has administered good-faith First Source hiring goals on the UC Hastings College of the Law parking garage and has referred local workers to contractors working on the expansion of the UCSF Parnassus campus.

In addition, CityBuild has also administered a variety of workforce policies on large San Francisco developments such as the Chinese Hospital Replacement project with DPR contractors, Public Safety Building with Charles Pankow Builders, City College of San Francisco – Chinatown/North Beach Campus with Bovis/Lend Lease, San Francisco General Hospital Rebuild project and SFPUC Headquarters Building with Webcor Builders, San Francisco International Airport Terminal 2 Rebuild with Turner Construction, and many others.

CityBuild has provided workforce services on projects throughout all San Francisco neighborhoods including Mission Bay, Bayview, Potrero Hill, Downtown, Western Addition, Tenderloin, and the Inner Sunset.

6. ABILITY TO PROVIDE SPECIFIC SERVICES

CityBuild possesses considerable experience in providing community construction outreach management services, and has the proven ability to provide an all-inclusive workforce development service with demonstrated experience in all aspects of the work requested.

For over 10 years, CityBuild has built a successful centralized workforce system that consists of extensive outreach and recruitment, training, and an efficient worker referral and placement process. CityBuild's Employment Networking Services database is comprised of local construction workers who were identified as available and qualified through an intensive intake and assessment process. The database is used to provide appropriate worker referrals for contractors and subcontractors. It stores extensive worker information including experience, specialized skills, certifications, and work history – all of which lead to successful referrals and maximized placements. The database also tracks worker referral and placement outcomes to mark successes and identify areas for improvement.

Through CityBuild's long history and strong relationships with local building trade unions, staff are well-versed on union-specific dispatch protocols and worker requirements. Staff are familiar with hiring hall dispatch hours, name call privileges, and the idiosyncrasies of particular unions. Specifically, CityBuild has built meaningful relationships with 28 unions and apprenticeship programs, such as the Northern California Carpenters Local #22, Northern California District Council of Laborers Local #261, Plasterers & Cement Masons Local #300, Operating Engineers Local #3.

As the primary administrator of all San Francisco workforce hiring policies, CityBuild has also developed successful working relationships with most contractors who work on San Francisco projects. Contractors and subcontractors are well versed in CityBuild services and have built a great rapport with staff. Contractors routinely turn to CityBuild for local worker referrals. Likewise, CityBuild staff understand the fast-paced nature of the construction industry and work to accommodate contractor needs and priorities.

As part of a City agency itself, CityBuild frequently partners and collaborates with other City agencies involved in the construction industry such as the Department of Building Inspection, the San Francisco Planning Department, and the Office of Labor Standards Enforcement.

7. EQUAL EMPLOYMENT OPPORTUNITY

OEWD is committed to equal employment opportunity. It is OEWD's policy to ensure:

- equal opportunity to all employees and applicants;
- that employees be selected and promoted based on merit and without discrimination;

- reasonable accommodations for qualified employees and applicants that require them.

OEWD prohibits discrimination and harassment on the basis sex, race, age, religion, color, national origin, ancestry, physical disability, mental disability, medical condition (associated with cancer, a history of cancer, or genetic characteristics), HIV/AIDS status, genetic information, marital status, sexual orientation, gender, gender identity, gender expression, military and veteran status, or other protected category under the law.

OEWD also prohibits retaliation against an individual who reports, files a complaint of, or otherwise opposes conduct he or she reasonably believes to be unlawful discrimination, harassment, or retaliation, or assists in the investigation of a complaint.

8. CONTRACT LANGUAGE

CityBuild is willing to accept the contract language, including indemnification and insurance requirements, and will execute the Professional Services Agreement as written if awarded the project.

9. PRICING

To provide the key services outlined in this proposal, CityBuild proposes a total cost of \$1,087,514.75 over a three year term, with the option to extend for two additional years at the rates outlined below.

SALARY AND FRINGE	FTE	Year 1	Year 2	Year 3	Year 4 (Optional)	Year 5 (Optional)
Employment Liaison	0.75	\$107,745.00	\$111,771.75	\$115,125.00	\$118,578.75	\$122,136.00
Compliance & Employment Liaison	1	\$157,148.00	\$162,974.00	\$167,863.00	\$172,899.00	\$178,086.00
Workforce Compliance Manager	0.1	\$19,460.00	\$20,176.00	\$20,781.00	\$21,404.00	\$22,047.00
Director of Workforce Development	0.1	\$25,229.00	\$26,149.00	\$26,933.00	\$27,741.00	\$28,573.00
Indirect Cost Rate (11.13%)		\$34,456.48	\$35,735.17	\$36,807.13	\$37,911.31	\$39,048.71
TOTAL		\$344,038.48	\$356,805.92	\$367,509.13	\$378,534.06	\$389,890.71



University of California
San Francisco

University of California San Francisco

Supplier Vendor Information

ATTACHMENT D

STATEMENT OF QUALIFICATIONS

1. Entity
Name: Office of Economic and Workforce Development, CityBuild Program
2. Business Address: 1 South Van Ness Avenue, San Francisco, CA 94103
3. Firm Established: (Year) 1996 Telephone: 415-701-4848
4. Employer Identification Number (EIN):
Note: This is not your Social Security Number 94-6000417
5. Type of Organization: (Check one)

 Sole Proprietorship () Partnership () Corporation () Joint Venture ()

 Non-Profit Organization () Governmental Agency (X)

 Ethnicity: Multi-Ethnic

 SBE (Check): Yes No

 MBE/WBE (Check): Yes No

6. Please identify the name(s) and position(s) of all individuals from your entity who might be assigned.

NAME	POSITION
Emily Chea	Program Manager
Prentiss Jackson	Employment Liaison
Ken Nim	CityBuild Workforce Manager
Michael Carr	Director of Workforce Development

7. Average staff employed in home office: (Average of past 5 years)

OEWD currently employs 120 staff, with an average of 110 staff per year over the past 5 years.

8. Please provide two client references and one city agency reference for similar work. Provide name, title, organization, phone number and email address.

References:

- a. **Paul Klemish**
Project Director
HerreroBoldt
415-762-7434
pklemish@herrero.com
- b. **Bill Wong**
Manager, Employment Quality and Standards
San Francisco International Airport
650-821-1005
Bill.Wong@flysfso.com
- c. **Tilly Chang**
Executive Director
San Francisco County Transportation Authority
415-522-4832
Tilly.Chang@sfcta.org

9. Describe the quality of service that distinguishes your firm.

CityBuild, a unit within the Office of Economic and Workforce Development (OEWD), has over 10 years of experience in providing quality construction sector-based workforce development services to City agencies, developers, contractors, and job seekers. It manages an annual construction portfolio of over 500 private and public construction projects valued at over \$11 billion with various workforce goals and stakeholders in the construction workforce sector. CityBuild prides itself in being the premier construction workforce development and services program in San Francisco.

10. For the services your firm provides, what types of institutions does your firm have experience working with?

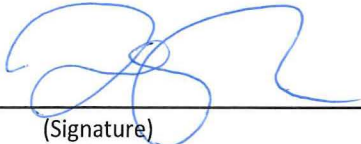
OEWD's programs are responsible for strengthening San Francisco's many diverse neighborhoods and commercial corridors, creating a business climate where companies can grow and prosper, and ensuring a continually high quality of life for all San Franciscans. OEWD partners with community-based organizations, local business employers, and city agencies to service all residents of San Francisco.

11. How would your organization project resources needed and effectively flex with changing UCSF project demand? Please be specific.

With CityBuild's long-standing experience in providing community workforce development services, CityBuild can quickly and effectively project resources needed to serve UCSF's project demands as it grows and develops. CityBuild will provide a single point-of-contact to manage UCSF's CCOP to ensure successful program outcomes.

12. Provide examples of similar Construction Outreach Programs this entity has developed and managed.

CityBuild has extensive experience in providing community construction outreach management services for public and private institutions similar to UCSF. CityBuild currently provides construction outreach services for City Enterprise Agencies such as the San Francisco Public Utilities Commission, San Francisco Airport, San Francisco Municipal Transportation Agency and San Francisco Public Works. CityBuild has also provides similar services to CPMC, the San Francisco County Transportation Agency, and OCII (successor to the San Francisco Redevelopment Agency) in addition to private developers.

By:  _____ Ken Nim
(Signature) (Type Name)

Title: CityBuild Workforce Manager

Date: 01/26/2017

Please attach to this form any other information you wish us to consider, such as your firm's brochure or a discussion of your recent work,