

OFFICE OF THE CONTROLLER
CITY AND COUNTY OF SAN FRANCISCO

Ben Rosenfield
Controller
Todd Rydstrom
Deputy Controller

July 27, 2023

Angela Calvillo
Clerk of the Board
Board of Supervisors
1 Carlton B. Goodlett Place, Room 244
San Francisco, CA 94102

Dear Ms. Calvillo,

Pursuant to the San Francisco Administrative Code, Section 6.27(f), within one year after the City Administrator executes the Project Labor Agreement (PLA) on behalf of the City, and annually thereafter, the Controller's Office shall annually review the citywide PLA to evaluate whether it has promoted the efficient, economical, and timely completion of PLA-covered projects, the costs of covered projects, and the PLA's impact on Local Business Enterprises and the local workforce.

The attached annual reports for fiscal years 2020-21 and 2021-22 highlight the efforts, accomplishments, and challenges departments encountered during the implementation and administration of the PLA and list the citywide PLA projects. We plan to issue the annual report for fiscal year 2022-23 in August 2023.

My office has not yet analyzed or evaluated the citywide PLA because no PLA-covered projects were completed by June 30, 2023. However, we have developed a preliminary, high-level methodology to evaluate the PLA and are ready to perform this evaluation as projects are completed and cost and performance data becomes available.

Pursuant to the Administrative Code, Section 6.27(g), the Controller shall submit to the Clerk of the Board and all members of the Board of Supervisors a request for public hearing regarding the annual reports no later than July 31, 2023. I respectfully request a public hearing before all members of the Board of Supervisors to review the attached annual citywide PLA reports.

Respectfully,

A handwritten signature in black ink, appearing to read "Mark de la Rosa".

Mark de la Rosa
Director of Audits

cc: Board of Supervisors

City Administrator/CMD/OLSE

Carmen Chu
Jennifer Johnston
Kenneth Bukowski
Katie Petrucione
Stephanie Tang
Pat Mulligan
Benjamin Weber
Yordanos Dejen
Robin Ho
James Hewitt

Controller

Ben Rosenfield
Todd Rydstrom
Hunter Wang
Xing Hua Wen
Oscar King Ramos

Economic and Workforce Development

Sarah Dennis-Phillips
Joshua Arce
Ken Nim
AJ Thomas

Public Works

Carla Short
Bruce Robertson
Alexander Burns

Rec and Park

Phil Ginsburg
Stacy Bradley
Kelli Rudnick
Sean McFadden

ATTACHMENTS

- A. Citywide Project Labor Agreement, Fiscal Year 2020-21
- B. Citywide Project Labor Agreement, Fiscal Year 2021-22

ATTACHMENT A

Citywide Project Labor Agreement, Fiscal Year 2020-21




OFFICE OF THE CONTROLLER

CITY AND COUNTY OF SAN FRANCISCO

Ben Rosenfield
Controller
Todd Rydstrom
Deputy Controller

MEMORANDUM

TO: Mayor London Breed
Board of Supervisors

FROM: Mark de la Rosa, Director of Audits
Audits Division, City Services Auditor 

DATE: July 15, 2021

SUBJECT: Citywide Project Labor Agreement, Fiscal Year 2020-21

EXECUTIVE SUMMARY

The San Francisco Administrative Code, Section 6.27, Citywide Project Labor Agreement Ordinance, directed the City the County of San Francisco (City) to negotiate a Project Labor Agreement (PLA) with the San Francisco Building Construction Trades Council, and one of the ordinance's provisions requires the Office of the Controller (Controller) to annually report on the evaluation and impact of PLA-covered projects. During fiscal year 2020-21, program implementation work progressed although some operations and projects were delayed by the COVID-19 public health pandemic. This memorandum provides an update on the city departments' efforts to implement and improve data collection and tracking processes to ensure comprehensive reporting in the coming years. This memorandum also provides a look ahead at the PLA-covered projects that are currently planned.

BACKGROUND

On February 18, 2019, the San Francisco Board of Supervisors passed the Citywide Project Labor Agreement Ordinance (Section 6.27 of the San Francisco Administrative Code), which directed the City to negotiate a Project Labor Agreement with the San Francisco Building Construction Trades Council. A project labor agreement enables agencies to negotiate a single collective bargaining settlement that applies to multiple projects in lieu of having the contract awardee for each project negotiate its own terms. The agreement includes the terms shown in the following table.

Obligations Under the New Citywide Project Labor Agreement	
Contractors	Unions
<ul style="list-style-type: none"> ▪ Use union hiring halls for all work except clerical or supervisory roles. ▪ Unless contractors are qualified LBEs, pay fringe benefits to respective union trust funds. ▪ Follow existing local hire and prevailing wage requirements. 	<ul style="list-style-type: none"> ▪ Refrain from strikes, sympathy strikes, picketing, work stoppages, slowdowns, lockouts, interference with the work or other disruptive activity for any reason. ▪ Enter into an agreement with city-funded CityBuild Academy to provide pathways for San Francisco residents into all trade unions' apprenticeship programs.

The policy goals of the PLA for the City are to minimize work disruption on city projects and to improve access to union construction jobs for San Francisco residents. To determine whether those goals are being achieved, the ordinance tasked the Controller, in collaboration with the Contract Monitoring Division (CMD), to "conduct annual reviews of the PLA to evaluate whether the PLA has promoted the efficient, economical, and timely completion of Covered Projects, the costs of Covered Projects, and the PLA's impact on Local Business Enterprises (LBEs) and the local workforce."

Although several city departments, including the Airport and Public Utilities Commission, use PLAs, the citywide PLA applies only to projects sponsored by San Francisco Public Works (Public Works) or the Recreation and Park Department (Rec and Park). The citywide PLA covers all city public work and improvement projects, as defined by Chapter 6 of the San Francisco Administrative Code, that exceed certain value thresholds and that are funded wholly or in part by general obligation or revenue bonds. The agreement defines covered projects and provides for a phased implementation with the following threshold amounts:

Project Value (up to)	Period
\$5,000,000	July 14, 2020, through July 13, 2021
\$3,000,000	July 14, 2021, through July 13, 2022
\$1,000,000	July 14, 2022, through July 13, 2023
<\$10,000,000	Funded by a source other than general obligation or revenue bond

Also, registered LBEs, acting as either prime contractors or subcontractors, are exempt from PLA requirements until they have received the value of contract award work on covered projects in an amount exceeding \$5 million cumulatively over the duration of the PLA.

PREPARATION FOR IMPLEMENTATION

Starting in January 2020, the Controller's Office jointly coordinated and convened with the City Administrator's Office a PLA implementation working group consisting of staff from the Office of Labor Standards Enforcement (OLSE), CMD, Public Works, and Rec and Park to prepare for the implementation of and reporting on the citywide PLA and covered projects. The working group met biweekly, focusing on goals and tasks that ensured the program and project set-ups,

tracking, and reporting by city departments were implemented, along with the necessary departmental procedures and processes to monitor and enforce the PLA requirements. This included ensuring that relevant systems captured data needed to analyze the PLA objectives and results.

At this point, city departments are ready to track, monitor, and report on their PLA compliance. Most of the citywide PLA monitoring and compliance aspects required little change from existing city processes. For instance, the PLA requires union hiring and prevailing wages, which is consistent with the city policy that requires all city contractors to meet the City's prevailing wage requirement. The PLA also has a local hire provision requiring unions and contractors to increase hiring of San Francisco residents. This is also consistent with the City's current rules, so no new processes were necessary to meet this requirement. However, integrated reporting updates were necessary and have been created.

Most of the preparation efforts for implementation included ensuring the PLA-covered bids are properly advertised as such and communicating the PLA responsibilities to the contractors. The primary venue for disseminating that information is in the pre-bid, pre-construction, and pre-job meetings, where city staff explains the program and related reporting requirements to prospective bidders and, following the contract award, to the construction project team members.

The ordinance requires reporting on the PLA's impact on LBEs and the local workforce. This information is recorded in the Labor Compliance and Certified Payroll Software (LCPtracker), which is the system city contractors use to certify the payroll reports about their workers to city agencies. OLSE uses LCPtracker to monitor contractor compliance with prevailing wage requirements and the Office of Economic and Workforce Development (OEWD) uses it to measure compliance with local hire requirements. The LCPtracker contains data on prime contractor and subcontractor workers' current and former addresses, demographic information, veteran status, and apprenticeship status. All these data points will be useful in assessing whether the PLA is providing stable employment opportunities for San Francisco residents and determining utilization rates of LBEs.

The citywide PLA allows an exemption for each CMD-certified LBE for the first \$5 million of contract award work on PLA-covered projects. To meet the need for tracking cumulative payments, the Controller's Office added integrated reporting functionality in PeopleSoft¹ to identify PLA-covered project payments to LBEs. The PLA implementation working group developed a process in which OLSE will track payments using the PeopleSoft dashboard for PLA administration. The Controller's Systems Division and OLSE are implementing a business process to ensure that PeopleSoft and the LCPtracker maintain a common set of PLA-covered projects with the contracting city departments assisting, to ensure complete and accurate data on contract and project teams, prime contractors, and subcontractors is entered.

¹ The City's procurement and financial system.

The following table lists the key citywide PLA implementation accomplishments and related data tracking and reporting updates provided by city departments through June 2021.

Highlights of Key PLA Implementation Accomplishments & Notable Updates, by Department	
Department	Accomplishments
City Administrator	<ul style="list-style-type: none"> Negotiated the terms of the PLA with the Building Trades Council within the parameters of the PLA legislation. Finalized and disseminated the agreement to stakeholders to ensure they were aware of the terms and requirements of the PLA (contract managers, public works contractors, LBEs, CMD, and OLSE). Worked with the Mayor's Office and the Board of Supervisors to ensure that OLSE had sufficient staffing to at least initiate the PLA.
CMD	<ul style="list-style-type: none"> Collaborated with Controller to ensure contracting data is properly captured for the PLA report. Began providing more emphasis on prime contractors and subcontractors to break down more contracting dollars into PeopleSoft.
Controller	<ul style="list-style-type: none"> Published a dashboard within Reports & Analytics to monitor PLA covered projects and track cumulative payments per LBE. Added the Contract Categorizations for Economics & Social Policy section to the Contract Entry page to enable reporting for PLA contracts. Provided two rounds of LCPtracker data to OLSE to track Public Works/Rec and Park PLA contracts (Systems Division). Will roll out Joint Venture, Construction Manager/General Contractor & Design Build Contracts, and Payment Affidavit Enhancements on September 23, 2021.
OEWD/ CityBuild	<ul style="list-style-type: none"> Published annual local hire report, which found that 33 percent of construction hours in capital construction projects were performed by SF residents. Graduated 77 residents from CityBuild Academy, the pre-apprenticeship training, 67 (87 percent) of whom were placed in state-certified apprenticeship programs working for signatory contractors. Signed a memorandum of understanding between the OEWD's CityBuild Academy and the International Union of Elevator Constructors, Local 8. Planned next steps include: <ul style="list-style-type: none"> ✓ Continuing discussions with the San Francisco Building and Construction Trades Council on additional Direct Entry Agreements. ✓ Increase two additional special pre-apprenticeship training programs with local resident/worker outreach and recruitment from economically disadvantaged communities.
OLSE	<ul style="list-style-type: none"> Produced contractor outreach materials about the PLA. Hired staff and established policies and procedures for administration. Created process to track PLA Projects, Letters of Assent, and Statements of Exemption.
Public Works and Rec and Park	<ul style="list-style-type: none"> Created procedure to identify PLA applicability on Public Works and Rec and Park projects. Updated templates for procurement documents to include PLA language and forms. Developed protocols to ensure PLA projects are correctly inputted and identified in PeopleSoft and the LCPtracker.

LOOKING AHEAD

Since early in 2020, many city employees were assigned to the COVID-19 pandemic emergency response, resulting in less project activity than expected. However, both Public Works and Rec and Park anticipate work will start on multiple PLA-covered projects in the upcoming fiscal year. Public Works recently awarded two PLA-covered projects, the Sixth Street Pedestrian Safety and Safer Taylor Street projects. The Public Works project managers for each project are proactively working with the contractors to communicate reporting responsibilities under the citywide PLA, emphasizing the importance of tracking payments to LBE subcontractors for monitoring exemption status. As of the publication of this memorandum, Public Works and OLSE can monitor contract activity and payment information on the PeopleSoft dashboards.

As of June 2021, Rec and Park had not advertised any PLA-covered projects, but as the City recovers and resumes normal activities following the COVID-19 pandemic and as the threshold amount for PLA-covered projects decreases, the department foresees some projects in the coming year.

The tables below list current and upcoming PLA-covered projects.

Current PLA-Covered Projects			
Project	Awarding Department	Contract Amount	Award Date
Sixth Street Pedestrian Safety	Public Works	\$10,088,005	May 10, 2021
Safer Taylor Street projects	Public Works	\$9,078,716	May 25, 2021
Pavement Renovation No. 48	Public Works	\$8,036,269	June 10, 2021

Planned PLA-Covered Projects*			
Project	Awarding Department	Contract Amount (Estimate)	Estimated Bid Opportunity Timing
Castro Station Elevator	Public Works	\$11,000,000	Summer 2021
India Basin Shoreline Park	Rec and Park	\$26,000,000	Fall 2021
Golden Gate Park Middle Lake	Rec and Park	\$5,000,000	Fall 2021
Gene Friend Rec Center Renovation	Rec and Park	\$40,000,000	Winter 2021/2022
Buchanan Mall	Rec and Park	\$4,000,000	Spring/Summer 2022

*This is not a comprehensive list of upcoming projects; project scope and/or funding can change PLA coverage applicability as plans develop.

As the above projects are completed and cost and performance data for the PLA-covered projects becomes available, the Controller's City Services Auditor Division will conduct future analyses. We plan to issue our next PLA report in July 2022 and annually thereafter. To the degree projects are completed, annual reporting will include an evaluation as to whether the PLA promoted the efficient, economical, and timely completion of PLA-covered projects, the costs of covered projects and, in collaboration with CMD, the PLA's impact on LBEs and the local workforce. Further, as the ordinance requires, the Controller will request a hearing at the Board of Supervisors to review the annual reports no later than July 31, 2023.

cc: Board of Supervisors
Budget Analyst
Citizens Audit Review Board
City Attorney
Civil Grand Jury
Mayor
Public Library

ATTACHMENT B

Citywide Project Labor Agreement, Fiscal Year 2021-22



OFFICE OF THE CONTROLLER


CITY AND COUNTY OF SAN FRANCISCO

Ben Rosenfield
Controller

Todd Rydstrom
Deputy Controller

MEMORANDUM

TO: Mayor London Breed
Board of Supervisors

FROM: Mark de la Rosa, Director of Audits 
Audits Division, City Services Auditor

DATE: July 28, 2022

SUBJECT: Citywide Project Labor Agreement, Fiscal Year 2021-22

EXECUTIVE SUMMARY

The San Francisco Administrative Code, Section 6.27, also known as the Citywide Project Labor Agreement Ordinance, directed the City and County of San Francisco (City) to negotiate a Project Labor Agreement (PLA) with the San Francisco Building Construction Trades Council, which it did. The ordinance also requires the Office of the Controller (Controller) to annually report on the evaluation and impact of PLA-covered projects.

In fiscal year 2021-22 city departments advertised and awarded additional PLA-covered projects, and construction work is underway. This memorandum provides an update on departments' efforts—despite challenges they have encountered—to begin construction on PLA-covered projects and to implement and improve data collection and tracking processes to ensure comprehensive reporting in the coming years. This memorandum also provides a look ahead at the PLA-covered projects that are now planned.

BACKGROUND

On February 18, 2019, the San Francisco Board of Supervisors passed the Citywide Project Labor Agreement Ordinance (San Francisco Administrative Code, Section 6.27), which directed the City to negotiate a Project Labor Agreement with the San Francisco Building Construction Trades Council. A project labor agreement enables agencies to negotiate a single collective bargaining settlement that applies to multiple projects instead of having the contract awardee for each project negotiate its own terms.

What Contractors and Unions Must Do. The agreement includes the obligations shown in the table below.

Obligations Under the Citywide Project Labor Agreement	
Contractors	Unions
<ul style="list-style-type: none"> Use union hiring halls for all work except clerical or supervisory roles. Unless contractors are qualified Local Business Enterprises (LBEs), pay fringe benefits to respective union trust funds. Follow existing local hire and prevailing wage requirements. 	<ul style="list-style-type: none"> Refrain from strikes, sympathy strikes, picketing, work stoppages, slowdowns, lockouts, interference with the work, or other disruptive activity for any reason. Enter into an agreement with city-funded CityBuild Academy to provide pathways for San Francisco residents into all trade unions' apprenticeship programs.

The City's Policy Goals. The City's policy goals for the PLA are to minimize work disruption on city projects and to improve San Francisco residents' access to union construction jobs. To determine whether these goals are being achieved, the ordinance tasked the Controller, in collaboration with the City's Contract Monitoring Division (CMD), to annually review the PLA to evaluate whether it "has promoted the efficient, economical, and timely completion of Covered Projects, the costs of Covered Projects, and the PLA's impact on Local Business Enterprises (LBEs) and the local workforce."

The Citywide PLA Applies Only to Two Departments. Although several city departments, including the Airport and Public Utilities Commission, use PLAs, the citywide PLA applies only to projects sponsored by San Francisco Public Works (Public Works) or the Recreation and Park Department (Rec and Park). The San Francisco Administrative Code, Chapter 6, defines PLA-covered projects in three categories. The table below lists the criteria for PLA-covered projects, which must meet only one of the criteria, and value thresholds.

Criterion 1	
The contract is funded in whole or in part by a general obligation bond or revenue bond and the estimated cost of the contract exceeds the value thresholds in the advertisement bid period below.	
Estimated Contract Value (exceeding)	Period
\$5,000,000	July 14, 2020, through July 13, 2021
\$3,000,000	July 14, 2021, through July 13, 2022
\$1,000,000	July 14, 2022, and thereafter
Criterion 2	
Estimated project value exceeding \$10 million that is funded by a source other than a general obligation or revenue bond.	
Criterion 3	
The department head has determined that delay in completing the covered project may lead to interruption or delay of services or use of facilities that are important to the essential operations or infrastructure of the City.	

Also, registered LBEs, acting as either prime contractors or subcontractors, are exempt from PLA requirements until they have received the value of contract award work on covered projects in an amount exceeding \$5 million cumulatively over the duration of the PLA.

IMPLEMENTATION OF CITYWIDE PROJECT LABOR AGREEMENT

For most of fiscal year 2021-22, the Controller's Office jointly coordinated and convened biweekly with the City Administrator's Office a PLA implementation working group consisting of staff of CMD, the City Attorney's Office, Office of Economic and Workforce Development (OEWD), Office of Labor Standards Enforcement (OLSE), Public Works, and Rec and Park to implement, discuss challenges, and report on the citywide PLA and covered projects. The group is scheduled to meet monthly as of June 2022.

Advertising Projects. Public Works and Rec and Park are ensuring PLA-covered projects are properly advertised by communicating the PLA responsibilities to contractors. The primary venue for disseminating this information is in the pre-bid, pre-construction, and pre-job meetings, where city staff explains the PLA program and related reporting requirements to prospective bidders. After contract award, information on the PLA program is also communicated to the construction project team.

In fiscal year 2021-22 Public Works advertised 15 PLA-covered projects, which have an estimated cumulative value of over \$250 million. This includes:

- 4 projects that have been awarded.
- 11 projects that are now being advertised for bid or have received bids but have not yet had contracts awarded.

Monitoring and Reporting on Compliance. City departments are tracking, monitoring, and reporting on their PLA compliance. The ordinance requires reporting on the PLA's impact on LBEs and the local workforce. City contractors are using the Labor Compliance and Certified Payroll Software (LCPtracker) to certify payroll reports about their workers to city agencies. OLSE is using LCPtracker to monitor contractor compliance with prevailing wage requirements, and OEWD is using it to measure compliance with local hiring requirements.

The Controller's Systems Division, in collaboration with CMD, OLSE, Public Works, and Rec and Park, added a citywide PLA dashboard in PeopleSoft¹ to identify PLA-covered projects, payments to contractors, and identify when a contractor exceeds the cumulative payment threshold allowable under the PLA, as shown in the attachment to this memorandum.

¹ The City's financial and procurement system.

Current Projects. The table below lists the current awarded projects covered by the citywide PLA, all of which were awarded by Public Works.

PLA-Covered Projects: Current (Awarded) Projects		
Project	Contract Amount	Award Date
Sixth Street Pedestrian Safety	\$10,088,005	May 10, 2021
Safer Taylor Street Projects	\$9,078,716	May 25, 2021
Pavement Renovation No. 48	\$8,036,269	June 10, 2021
Pavement Renovation No. 54	\$9,512,131	November 18, 2021
Pavement Renovation No. 50	\$2,897,512	December 2, 2021
Pavement Renovations No. 55 and Sewer Replacement	\$13,285,655	April 28, 2022
Mission Street and Geneva Avenue Improvement	\$22,772,301	June 6, 2022

The table below lists PLA-covered projects that are not yet awarded as they are in the solicitation or contract evaluation process.

PLA-Covered Projects: Advertised or Bids Received, But Not Yet Awarded			
Project	Awarding Department	Contract Amount (Estimate)	Bid Date
Gene Friend Recreation Center	Rec and Park	\$40,000,000	March 30, 2022
Contract No. 65 New Traffic Signals (Rebid)	Public Works	\$4,762,413	April 6, 2022
900 Innes Park Development	Rec and Park	\$27,070,275	April 20, 2022
Pavement Renovation No. 53 and Sewer Replacement	Public Works	\$12,647,072	April 27, 2022
Pavement Renovations No. 56 and Sewer Replacement	Public Works	\$12,400,000	June 1, 2022
911 Call Center Renovation	Public Works	\$4,000,000	June 29, 2022
Western Addition Area Traffic Signal Upgrades: Phase 1	Public Works	\$6,900,000	June 29, 2022
Laguna Honda Hospital and Rehabilitation Center Administration Building M&O Wings Renovation	Public Works	\$59,386,301	July 13, 2022
Golden Gate Park Middle Lake	Rec and Park	\$6,600,000	August 3, 2022
Mission Branch Library Renovation	Public Works	\$16,131,108	August 17, 2022
Castro Station Elevator	Public Works	\$12,000,000	August 24, 2022

Accomplishments, Data Tracking, and Reporting Updates. The table below lists the key citywide PLA implementation accomplishments and related data tracking and reporting updates provided by city departments through June 2022.

Highlights of Key PLA Implementation Accomplishments & Notable Updates, by Department	
Department	Accomplishments
CMD	<ul style="list-style-type: none"> Improved LBE Participation and Payment Affidavit modules in PeopleSoft, in coordination with the Controller's Systems Division, to foster greater ease-of-use to help ensure more accurate data capture and reporting. Worked with and advised OLSE on LBE program requirements and business practices related to LBE participation credit and certification standards. Communicated to prime contractors the PLA reporting requirements and importance of accurately entering payment data into the City's financial system.
Controller	<ul style="list-style-type: none"> Created additional report views and implemented enhanced functionality for PLA dashboards, in coordination with CMD, OLSE, and other departments. In consultation with CMD, updated sourcing event job aids used by city staff for issuing competitive solicitations, bid advertisements, and requests for information. Implemented major changes to allow LBE tracking on complex contract types, such as Design-Build, Construction Manager/General Contractor, As-Needed, and Job Order Contracts. Also, implemented newly streamlined functionality and easier data access to improve suppliers' experience with the system. Created over a dozen new and updated job aids and provided many trainings, including live trainings with key departments and pre-recorded trainings that are accessible to city staff and suppliers. Responded to a range of user support requests (help desk tickets). Specifically, assisted prime contractors with their payment affidavit filings and participation reports, helped subcontractors with their confirmation reports, and advised city staff on how to set up contract project teams and view payment affidavits, confirmation reports, and participation reports.
OEWD/ CityBuild	<ul style="list-style-type: none"> Work has begun on three of the seven awarded PLA-covered projects. Of the 11,132 hours of work, 4,876 (44 percent) were performed by San Francisco residents. Of the 679 apprentice hours on PLA-covered projects, 580 (85 percent) were performed by local apprentices. Graduated 105 San Francisco residents from CityBuild Academy, of which 93 were accepted into joint apprenticeship programs working on public and private projects.² CityBuild Academy placed its first graduate apprentice onto a PLA-covered project in May 2022, and opportunities to place additional graduates will grow as work increases. Planned next steps include continuing to provide comprehensive pre-apprenticeship training to San Francisco residents.

² CityBuild data is for calendar year 2021 from *The San Francisco Local Hiring Policy for Construction Annual Report for 2022* at <https://oewd.org/sites/default/files/Workforce/Workforce-Docs/2022%20Local%20Hire%20Report.pdf>.

Highlights of Key PLA Implementation Accomplishments & Notable Updates, by Department	
Department	Accomplishments
OLSE	<ul style="list-style-type: none"> Assigned staff for PLA administration. Convened six pre-job meetings. Coordinated with Public Works on PLA-covered project advertisements and awards. Developed a PLA payment dashboard.
Public Works and Rec and Park	<ul style="list-style-type: none"> Developed, launched, and used tracking systems in PeopleSoft and LCPtracker to monitor PLA compliance during construction phase. Implemented project entry process to ensure successful and complete project information capture and reporting in PeopleSoft and LCPtracker. Planned next steps include generating PLA compliance reports through newly developed tracking systems and making improvements to these systems.

Challenges Encountered. Departments report that they have encountered challenges in implementing and administering the citywide PLA, including difficulty in:

- Tracking payments.
- Coordinating and getting contractor attendance at required pre-job meetings.
- Facilitating enforcement authority between PLA involved departments.
- Determining the applicability of Job Order Contracts and Master As-Needed Contracts for PLA-covered projects.

Despite these challenges, departments are communicating with awarded contractors and educating them about the PLA process and LBE exemption requirements.

LOOKING AHEAD

In early 2020 many city employees were assigned—some full-time—to a wide range of efforts to respond to the COVID-19 pandemic emergency, resulting in less PLA project activity than expected. Although some operations and projects were delayed by the pandemic, program implementation has progressed. In fiscal year 2021-22, as most city employees returned to their home departments and regular duties, both Public Works and Rec and Park advertised and awarded additional PLA-covered projects. In fiscal year 2022-23 OLSE plans to convene its first Joint Administrative Committee and Public Works plans to update the procurement specifications for upcoming PLA threshold update.

The table below lists planned PLA-covered projects identified to date.

PLA-Covered Projects: Planned*			
Project	Awarding Department	Contract Amount (Estimate)	Estimated Bid Opportunity Timing
Lake Merced	Rec and Park	\$3,800,000	Summer 2022
Stern Grove Playground	Rec and Park	\$2,000,000	August 2022

*This list is subject to change. Changes in project scope and/or funding during a project's planning phase can cause a project to be covered by the PLA.

As the above projects are completed and cost and performance data for PLA-covered projects becomes available, the Controller's Audits Division will conduct analyses. We plan to issue our next PLA report in July 2023 and annually thereafter, as required by the San Francisco Administrative Code, Section 6.27, until the PLA expires in 2040.³ To the degree projects are completed, annual reporting will include an evaluation as to whether the PLA promoted the efficient, economical, and timely completion of PLA-covered projects, the costs of covered projects and, in collaboration with CMD, the PLA's impact on LBEs and the local workforce. Further, as the ordinance requires, the Controller will request a hearing at the Board of Supervisors to review the annual reports no later than July 31, 2023.

cc: City Administrator/CMD/OLSE

Carmen Chu
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Controller

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Hunter Wang
Xing Hua Wen

Economic and Workforce Development

Kate Sofis
Joshua Arce
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Jason Chin

Recreation and Park

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Budget Analyst
Citizens Audit Review Board
City Attorney
Civil Grand Jury
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³ The ordinance will expire 20 years from the date it was initially signed by the City and the unions, which was July 14, 2020.

Attachment

Cumulative Payments Made to Awarded Suppliers on PLA-Covered Projects, as of June 30, 2022

Project Name	Contract Number	Supplier Name ⁴	Payments Made to Date by City to Prime Contractor	Payments Made to Date Reported as Issued From Prime Contractor to Subcontractor	Payments Made to Date Reported as Received by Subcontractor	PLA Threshold Exceeded Date
Sixth Street Pedestrian Safety	1000015023	ESQUIVEL GRADING & PAVING INC. <i>(Prime Contractor)</i>	\$522,938.21	\$0.00	\$0.00	
		<i>ASPHALT IMPRESSIONS INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>BAY AREA LIGHTWORKS INC.</i>	\$0.00	\$119,733.25	\$119,733.25	
		<i>GECMS, INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>GROUND COVER LANDSCAPING INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>JDB & SONS CONSTRUCTION INC.</i>	\$0.00	\$223,202.50	\$223,202.50	
		<i>LAVINA TRUCKING, INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>MCKEE AND COMPANY ELECTRIC</i>	\$0.00	\$0.00	\$0.00	
		<i>MG REMEDIATION, INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>PERFORMANCE ABATEMENT SERVICES, INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>SAN FRANCISCO TERRAZZO</i>	\$0.00	\$0.00	\$0.00	
<i>TITAN SERVICES, INC.</i>	\$0.00	\$0.00	\$0.00			
Pavement Renovation No. 48	1000015748	DARCY & HARTY CONSTRUCTION INC. <i>(Prime Contractor)</i>	\$993,324.69	\$0.00	\$0.00	
		<i>CHRISTIAN BROTHERS LINING CO.</i>	\$0.00	\$0.00	\$0.00	
		<i>CMC TRAFFIC CONTROL SPECIALISTS INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>COBRA TRUCKING INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>INSITUFORM TECHNOLOGIES INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>RK ENGINEERING INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>ROADWAY CONSTRUCTION INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>ROBOTIC SEWER SOLUTIONS, INC.</i>	\$0.00	\$0.00	\$0.00	
<i>SULLIVAN'S CONCRETE SAWING</i>	\$0.00	\$0.00	\$0.00			

⁴ Prime contractors are notated and subcontractors are italicized.

Project Name	Contract Number	Supplier Name ⁴	Payments Made to Date by City to Prime Contractor	Payments Made to Date Reported as Issued From Prime Contractor to Subcontractor	Payments Made to Date Reported as Received by Subcontractor	PLA Threshold Exceeded Date
Pavement Renovation No. 50	1000015750	BAUMAN LANDSCAPE & CONSTRUCTION INC. <i>(Prime Contractor)</i>	\$0.00	\$0.00	\$0.00	
		CMC TRAFFIC CONTROL SPECIALISTS INC.	\$0.00	\$0.00	\$0.00	
		DELTA GRINDING COMPANY INC.	\$0.00	\$0.00	\$0.00	
		JDB & SONS CONSTRUCTION INC.	\$0.00	\$0.00	\$0.00	
		RONAN CONSTRUCTION, INC.	\$0.00	\$0.00	\$0.00	
Safer Taylor Street Projects	1000015751	ESQUIVEL GRADING & PAVING INC. <i>(Prime Contractor)</i>	\$0.00	\$0.00	\$0.00	
		BANNON CONSTRUCTION INC.	\$0.00	\$0.00	\$0.00	
		BAY AREA LIGHTWORKS INC.	\$0.00	\$0.00	\$0.00	
		EUROPEAN PAVING DESIGNS, INC.	\$0.00	\$0.00	\$0.00	
		JDB & SONS CONSTRUCTION INC.	\$0.00	\$0.00	\$0.00	
		LAVINA TRUCKING, INC.	\$0.00	\$0.00	\$0.00	
		MARINA LANDSCAPE, INC.	\$0.00	\$0.00	\$0.00	
		MG REMEDIATION, INC.	\$0.00	\$0.00	\$0.00	
		MICHAEL O'SHAUGHNESSY CONSTRUCTION INC.	\$0.00	\$0.00	\$0.00	
PERFORMANCE ABATEMENT SERVICES, INC.	\$0.00	\$0.00	\$0.00			
Pavement Renovation No. 54	1000024333	PRECISION ENGINEERING INC. <i>(Prime Contractor)</i>	\$0.00	\$0.00	\$0.00	
		CAMAJANI TRUCKING	\$0.00	\$0.00	\$0.00	
		NOR-CAL PIPELINE SERVICES	\$0.00	\$0.00	\$0.00	
		R&S CONSTRUCTION MANAGEMENT INC.	\$0.00	\$0.00	\$0.00	
		ROADWAY CONSTRUCTION INC.	\$0.00	\$0.00	\$0.00	
SAK CONSTRUCTION LLC	\$0.00	\$0.00	\$0.00			
Pavement Renovation No. 55 and Sewer Replacement	1000025088	DARCY & HARTY CONSTRUCTION INC. <i>(Prime Contractor)</i>	\$0.00	\$0.00	\$0.00	
		CMC TRAFFIC CONTROL SPECIALISTS INC.	\$0.00	\$0.00	\$0.00	
		COBRA TRUCKING INC.	\$0.00	\$0.00	\$0.00	
		CRANA TRUCKING	\$0.00	\$0.00	\$0.00	
		DELTA GRINDING COMPANY INC.	\$0.00	\$0.00	\$0.00	

Project Name	Contract Number	Supplier Name ⁴	Payments Made to Date by City to Prime Contractor	Payments Made to Date Reported as Issued From Prime Contractor to Subcontractor	Payments Made to Date Reported as Received by Subcontractor	PLA Threshold Exceeded Date
		<i>NOR-CAL PIPELINE SERVICES</i>	\$0.00	\$0.00	\$0.00	
		<i>R&S CONSTRUCTION MANAGEMENT INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>RELIANCE ENGINEERING INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>RONAN CONSTRUCTION, INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>S & S TRUCKING</i>	\$0.00	\$0.00	\$0.00	
		<i>SULLIVAN'S CONCRETE SAWING INC.</i>	\$0.00	\$0.00	\$0.00	
Mission Street and Geneva Avenue Improvement	1000025503	<i>BAUMAN LANDSCAPE & CONSTRUCTION INC. (Prime Contractor)</i>	\$0.00	\$0.00	\$0.00	
		<i>AMERICAN CIVIL CONSTRUCTORS WEST CST INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>BAY AREA LIGHTWORKS INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>CMC TRAFFIC CONTROL SPECIALISTS INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>DELTA GRINDING COMPANY INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>JDB & SONS CONSTRUCTION INC.</i>	\$0.00	\$0.00	\$0.00	
		<i>NOR-CAL PIPELINE SERVICES</i>	\$0.00	\$0.00	\$0.00	
		<i>RONAN CONSTRUCTION, INC.</i>	\$0.00	\$0.00	\$0.00	