



# 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:** August 29, 2023

**SUBJECT:** Citywide Project Labor Agreement, Fiscal Year 2022-23

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#### EXECUTIVE SUMMARY

The San Francisco Administrative Code, Section 6.27, also known as the Citywide Project Labor Agreement Ordinance, directs the City and County of San Francisco (City) to negotiate a Project Labor Agreement (PLA) with the San Francisco Building and Construction Trades Council. This citywide PLA only applies to projects sponsored by San Francisco Public Works or the Recreation and Park Department and is administered by the Office of Labor Standards Enforcement (OLSE) as the City Administrator's designee. 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 2022-23 departments advertised and awarded additional PLA-covered projects. The construction of some of these projects is underway, and the first of these is anticipated to be completed in fiscal year 2023-24. The Controller's City Services Auditor (CSA), Audits Division, developed a preliminary methodology and will analyze and report on the evaluation and impact of the PLA on covered projects as those projects are completed and cost and performance data becomes available. This memorandum provides an update on departments' progress in administering the PLA and a look ahead at planned covered projects.

#### BACKGROUND

On February 18, 2019, the San Francisco Board of Supervisors adopted the Citywide Project Labor Agreement Ordinance (San Francisco Administrative Code (Admin Code), Section 6.27), which directs 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 Exhibit 1.

**Exhibit 1: Obligations under the citywide PLA**

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

**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 tasks 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 Admin Code, Chapter 6, defines PLA-covered projects in three categories. Exhibit 2 lists the criteria for PLA-covered projects, which must meet only one of the criteria, and value thresholds.

**Exhibit 2: Criteria and value thresholds for covered projects under the citywide PLA**

<b>Criterion 1</b>	
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.	
<b>Estimated Contract Value (<i>exceeding</i>)</b>	<b>Period</b>
\$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
<b>Criterion 2</b>	
Estimated project value exceeding \$10 million that is funded by a source other than a general obligation or revenue bond.	
<b>Criterion 3</b>	
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, may declare an exemption 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.

## ADMINISTERING THE CITYWIDE PROJECT LABOR AGREEMENT

For most of fiscal year 2022-23, the Controller jointly coordinated and convened monthly with the City Administrator's Office a PLA working group consisting of staff of CMD, the City Attorney's Office, Office of Economic and Workforce Development (OEWD), OLSE, Public Works, and Rec and Park to administer, discuss challenges, and report on the citywide PLA and covered projects. As of March 2023, the group is meeting bimonthly.

**Roles and Responsibilities.** Exhibit 3 lists the roles and responsibilities of each department for projects under the citywide PLA.

**Exhibit 3: Roles and responsibilities of departments under the citywide PLA**

Department	Roles	Responsibilities
CMD	<ul style="list-style-type: none"> <li>LBE coordination</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with city stakeholders on matters related to LBE community</li> </ul>
Controller	<ul style="list-style-type: none"> <li>Develop dashboard</li> </ul>	<ul style="list-style-type: none"> <li>Develop and test Project Team Construction Manager-General Contractor (CMGC)/Design Build Contracts' functionality</li> </ul>
OEWD/ CityBuild	<ul style="list-style-type: none"> <li>Develop Direct Entry Agreement</li> <li>Administers local hiring requirements</li> </ul>	<ul style="list-style-type: none"> <li>Collaborate with San Francisco Building and Construction Trades Council to develop Direct Entry Agreements</li> <li>Administer local hiring requirement on all projects under Admin Code Chapter 82</li> </ul>
OLSE	<ul style="list-style-type: none"> <li>Administers Project Labor Agreement</li> </ul>	<ul style="list-style-type: none"> <li>Coordinate with Public Works and Rec and Park on covered projects</li> <li>Present PLA requirements at pre-bid, pre-construction, and pre-job meetings</li> <li>Educate city staff about pre-job work assignment process</li> <li>Collect and review Letters of Assent, Statements of Exemption, and Craft Assignment forms</li> <li>Schedule and facilitate pre-job meetings with city staff, trade union representatives, and contractors</li> <li>Coordinate Joint Administrative Committee meetings</li> <li>Monitor Letters of Assent and Statements of Exemptions submitted by LBEs</li> </ul>
Public Works and Rec and Park	<ul style="list-style-type: none"> <li>Advertise, award, and execute PLA-applicable projects</li> <li>Owner and project manager of covered projects</li> </ul>	<ul style="list-style-type: none"> <li>Ensure contract documents include PLA documents (Letter of Assent and Craft Assignment Form)</li> <li>Create and collect form on Subcontractors of all tiers from Prime Contractor</li> </ul>

Department	Roles	Responsibilities
	<ul style="list-style-type: none"> <li>• Collect and update Prime Contractor and Subcontractor information</li> <li>• Ensure Notice-to-Proceed (NTP) is not issued until required documentation and pre-job meeting are complete</li> <li>• Collect and report data</li> </ul>	<ul style="list-style-type: none"> <li>• Coordinate with OLSE and project managers to complete all necessary Pre-NTP* PLA documentation and other requirements (e.g., pre-job meeting) before NTP issuance</li> <li>• Properly house and report data for PLA projects</li> <li>• Work with project managers and OLSE to remedy any projects with compliance issue(s)</li> <li>• Public Works provides contract administration procurement services for all covered projects and construction management services on most covered projects</li> </ul>

\* NTP=Notice to Proceed

**Monitoring and Reporting on Compliance.** Consistent with the ordinance, city departments are tracking, monitoring, and reporting on their PLA compliance. The Controller’s Systems Division, in collaboration with CMD, OLSE, Public Works, and Rec and Park, added a citywide PLA dashboard in PeopleSoft<sup>1</sup> to identify PLA-covered projects and payments to contractors and to flag when a contractor exceeds the cumulative payment threshold allowable under the PLA, as shown in the attachment to this memorandum.

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

In fiscal year 2022-23 Public Works advertised five PLA-covered projects,<sup>2</sup> which have an estimated cumulative value of over \$86 million. Also in that year, Public Works and Rec and Park had:

- 11 projects that were awarded.
- 3 projects that were being advertised for bid or had received bids but did not have contracts awarded by June 30, 2023.

**Current Projects.** Exhibit 4 lists the current awarded projects covered by the citywide PLA.

<sup>1</sup> The City’s financial and procurement system.

<sup>2</sup> Includes Golden Gate Park Middle Lake Rehabilitation that was advertised on June 30, 2022, but not included in the Citywide Project Labor Agreement memorandum for fiscal year 2021-22 because fiscal year 2021-22 project information was provided to CSA before project advertisement.

**Exhibit 4: Current (awarded) PLA-covered projects, by award date**

<b>Project</b>	<b>Awarding Department</b>	<b>Contract Amount</b>	<b>Award Date</b>
6th Street Pedestrian Safety Project	Public Works	\$10,088,005	May 10, 2021
Safer Taylor Street	Public Works	\$9,099,655	May 25, 2021
Various Locations Pavement Renovation No. 48 and Sewer Replacement	Public Works	\$8,036,269	June 10, 2021
Various Locations Pavement Renovation No. 54 and Sewer Replacement	Public Works	\$9,512,131	November 18, 2021
Various Locations No. 50 Infrastructure Improvements	Public Works	\$2,897,512	December 2, 2021
Various Locations Pavement Renovation No. 55 and Sewer Replacement	Public Works	\$13,267,955	April 28, 2022
Mission Street and Geneva Avenue Improvement Project	Public Works	\$22,874,117	June 6, 2022
Contract No. 65 New Traffic Signals	Public Works	\$3,754,625	June 30, 2022
900 Innes Park Development	Rec and Park	\$54,300,000	July 21, 2022
Various Locations Pavement Renovation No. 53 and Sewer Replacement	Public Works	\$10,712,821	July 27, 2022
Gene Friend Recreation Center Rebid	Rec and Park	\$38,319,208	August 18, 2022
Laguna Honda Hospital and Rehabilitation Center Administration Building M and O Wings Renovation	Public Works	\$52,436,300	August 31, 2022
Various Locations Pavement Renovation No. 56 and Sewer Replacement	Public Works	\$10,438,000	August 31, 2022
Golden Gate Park Middle Lake Rehabilitation	Rec and Park	\$5,640,555	October 20, 2022
Western Addition Area Traffic Signal Upgrades Phase 1	Public Works	\$6,100,000	October 21, 2022
Earthquake Safety and Emergency Response (ESER) Bond 2020-911 Call Center Renovation	Public Works	\$3,402,463	November 4, 2022
Mission Branch Library Renovation	Public Works	\$23,020,000	December 2, 2022
Castro Station Elevator	Public Works	\$11,540,000	January 20, 2023
Herz Recreation Center	Rec and Park	\$17,548,200	June 15, 2023

Exhibit 5 lists PLA-covered projects that are not yet awarded because they are in the solicitation or contract evaluation process.

#### Exhibit 5: Advertised PLA-covered projects but not yet awarded by June 30, 2023

Project	Awarding Department	Contract Amount (Estimate)	Bid Date
PW Various Locations Pavement Renovation No. 60 and Sewer Replacement (Rebid)	Public Works	\$11,156,250	April 12, 2023
Richmond Playground Renovation	Rec and Park	\$1,500,000	June 14, 2023
CMGC for San Francisco Municipal Transportation Agency Parking Enforcement Headquarters	Public Works	\$28,000,000	June 23, 2023

**Accomplishments, Data Tracking, and Reporting Updates.** Exhibit 6 lists the key citywide PLA implementation accomplishments and related data tracking and reporting updates provided by city departments through June 2023.

#### Exhibit 6: Key PLA implementation accomplishments and notable updates, by department

Department	Accomplishments
CMD	<ul style="list-style-type: none"> <li>Improved outreach to LBE community on PLA requirements, communicated changes to LBE recertification notices, and held discussions at LBE Advisory Committee meetings to provide knowledge on the PLA and rights of LBEs under the PLA.</li> <li>Collaborated with OLSE and the Controller's Systems Division on LBE certification and business practices.</li> <li>Completed trainings on PLA and LBE requirements.</li> </ul>
Controller	<ul style="list-style-type: none"> <li>Enacted CMD Phase III and IV, which enhanced the City's financial system by updating the underlying databases that support the contract project teams, payment affidavits, and confirmation reports. Also, CMD Phase IV expanded LBE fields at a granular level to provide more details about the LBE's size-related commitment goals (micro, small, Small Business Administration).</li> </ul>
OEWD/ CityBuild <sup>3</sup>	<ul style="list-style-type: none"> <li>Of the 3,982,268 work hours reported, 58,100 (1.5 percent) were on 12 active PLA projects.</li> <li>Local residents completed 48 percent of construction work on PLA-covered projects, exceeding the 34 percent local hire participation requirement.</li> <li>Local residents on PLA projects performed 65 percent of apprentice work hours, exceeding the 50 percent work-hour requirement.</li> <li>San Francisco Building and Construction Trades Council and CityBuild signed six new Direct Entry Agreements.</li> </ul>

<sup>3</sup> CityBuild data is for calendar year 2022 from *The San Francisco Local Hiring Policy for Construction Annual Report for 2023* at <https://sf.gov/sites/default/files/2023-03/2023%20Local%20Hiring%20Policy%20Annual%20Report.pdf>

Department	Accomplishments
	<ul style="list-style-type: none"> <li>• 61 (80 percent) of CityBuild graduates in the 2022 CityBuild Academy (Cycle 36, Cycle 37, and Special Training) entered apprenticeship programs.</li> <li>• 13 past graduates from CityBuild worked on 12 PLA-covered projects, 4 graduates joined the apprenticeship program, and 1 past graduate joined the joint apprenticeship program in calendar year 2022.</li> <li>• 19 local residents were accepted into the apprenticeship, and 5 graduated from joint apprenticeship programs on PLA-covered projects.</li> </ul>
OLSE	<ul style="list-style-type: none"> <li>• Administered 23 PLA projects, totaling \$257 million.</li> <li>• Convened 18 pre-job meetings.</li> <li>• Held the first Joint Administrative Committee meeting in June 2023.</li> <li>• Tracked payments and exemption statuses for LBEs.</li> <li>• Launched Peoplesoft payments dashboard.</li> <li>• Transitioned three LBEs from PLA-exempt to PLA-covered.</li> <li>• Collected, assessed, and validated 208 LBE Letters of Assent and Statements of Exemption.</li> </ul>
Public Works and Rec and Park	<ul style="list-style-type: none"> <li>• No work stoppages during PLA projects.</li> <li>• Successful coordination and implementation of PLA requirements with contractors during construction.</li> </ul>

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

- Coordinating enforcement of the PLA between departments.
- Transitioning the status of LBEs from exempt to covered by the PLA during projects.
- Clarifying the LBE contractor exemption process.
- Maintaining data collection and data integrity.
- Identifying subcontractors added to PLA projects after the award and pre-job meeting.
- Educating awarding bodies about the PLA process.

Also, economic challenges due to the COVID-19 pandemic and a decrease in the number of construction projects lessened trade partners' ability to accept new apprentices.

**Joint Administrative Committee.** The Joint Administrative Committee (JAC) has three city representatives (Jennifer Johnson from the Office of the City Administrator, Ron Alameida from Public Works, and Kelli Rudnick from Rec and Park) and three representatives from the San Francisco Building and Construction Trades Council (Eddie Reyes from Iron Workers Local 377, Greg Hardman from Elevator Constructors Local 8, and Bill Blackwell from Plumbers and Pipefitters Local 38). The JAC, which first met in June 2023, meets semi-annually to review the implementation of the citywide PLA and the progress of covered projects. It attempts to resolve any problem or grievance by majority vote, but such votes are not binding.

## LOOKING AHEAD

In fiscal year 2023-24 OEWD will continue to train pre-apprentices through the CityBuild Academy and refer graduates to apprenticeship opportunities developed by Direct Entry Agreements. CMD and the Controller's Systems Division are working on system improvements to PeopleSoft and anticipate that they will complete them in fiscal year 2023-24. Also, OLSE plans to continue administering the PLA and expects to manage an increasing number of new PLA projects and to close out old projects.

**Planned PLA-Covered Projects.** Exhibit 7 lists the planned but not yet bid projects covered by the citywide PLA identified to date.

### Exhibit 7: Planned PLA-covered projects\*

Project	Awarding Department	Contract Amount (Estimate)	Estimated Bid Opportunity Timing
Japantown Peace Plaza (2020 Bond Project)	Rec and Park	\$16,500,000	2023
Lake Merced Bond Program 2012	Rec and Park	\$2,015,000	2023
McLaren Trails – McLaren Park Priority Trail Improvements (2012 Bond)	Rec and Park	\$2,400,000	2023
Stern Grove Playground – LetsPlaySF!	Rec and Park	\$1,803,000	2023
Buchanan Street Mall Renovation (LetsPlaySF! and 2020 Bond)	Rec and Park	<i>To Be Determined</i>	2024
Buena Vista Park Improvement Project	Rec and Park	<i>To Be Determined</i>	2024
Portsmouth Square Improvements (2020 Bond Project)	Rec and Park	<i>To Be Determined</i>	2024
South Sunset Clubhouse	Rec and Park	<i>To Be Determined</i>	2024
Crocker Amazon – Giants	Rec and Park	<i>To Be Determined</i>	<i>To Be Determined</i>
Golden Gate Park Kezar Pavilion	Rec and Park	<i>To Be Determined</i>	<i>To Be Determined</i>
Jackson Playground (2020 Bond Recovery Park Project)	Rec and Park	<i>To Be Determined</i>	<i>To Be Determined</i>

\* This list is subject to change. Changes in project scope and/or funding can cause a project to not be covered by the PLA.

No PLA-covered projects were completed by June 30, 2023. CSA developed a preliminary, high-level methodology to evaluate whether the PLA promotes the efficient, economical, and timely completion of PLA-covered projects. This evaluation would include, in collaboration with CMD, the PLA's impact on LBEs and the local workforce. As the above projects are completed and cost and performance data for PLA-covered projects becomes available, we will perform this evaluation.

We plan to issue our next PLA report in July 2024 and annually thereafter, as required by Admin Code Section 6.27, until the PLA expires in 2040.<sup>4</sup> Further, as the ordinance requires, the Controller has requested a hearing at the Board of Supervisors to review the annual reports on July 27, 2023, however a hearing date has not been scheduled as of August 25, 2023.

<sup>4</sup> The ordinance will expire 20 years from the date it was initially signed by the City and the unions, which was July 14, 2020.



cc: City Administrator/CMD/OLSE

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Stephanie Tang  
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Phil Ginsburg  
Stacy Bradley  
Kelli Rudnick  
Sean McFadden

Budget Analyst

Citizens Audit Review Board  
City Attorney  
Civil Grand Jury  
Public Library

# Attachment

## Payments Made to Awarded Suppliers on PLA-Covered Projects Through June 30, 2023<sup>5</sup>

Project Name	Contract Number	Supplier Name <sup>6</sup>	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
6th Street Pedestrian Safety Project	1000015023	<i>ESQUIVEL GRADING &amp; PAVING INC (Prime Contractor)</i>	\$5,238,176	\$0	\$0	3/29/2023
		ASPHALT IMPRESSIONS INC	\$0	\$0	\$0	
		BAY AREA LIGHTWORKS INC	\$0	\$994,398	\$994,398	
		GECMS, INC	\$0	\$3,530	\$0	
		GROUND COVER LANDSCAPING INC	\$0	\$1,425	\$0	
		JDB & SONS CONSTRUCTION INC	\$0	\$294,783	\$294,783	
		LAVINA TRUCKING, INC.	\$0	\$28,684	\$0	
		MCKEE AND COMPANY ELECTRIC	\$0	\$0	\$0	
		MG REMEDIATION, INC.	\$0	\$0	\$0	
		PERFORMANCE ABATEMENT SERVICES, INC.	\$0	\$0	\$0	
		SAN FRANCISCO TERRAZZO	\$0	\$0	\$0	
TITAN SERVICES, INC	\$0	\$0	\$0			
Various Locations Pavement Renovation No. 48 and Sewer Replacement	1000015748	<i>DARCY &amp; HARTY CONSTR INC (Prime Contractor)</i>	\$6,889,181	\$0	\$0	2/15/2023
		CHRISTIAN BROTHERS LINING, CO.	\$0	\$22,800	\$0	
		CMC TRAFFIC CONTROL SPECIALISTS INC	\$0	\$75,750	\$75,750	
		COBRA TRUCKING INC	\$0	\$235,995	\$224,770	
		INSITUFORM TECHNOLOGIES INC	\$0	\$0	\$0	
		RK ENGINEERING INC	\$0	\$438,703	\$438,703	

<sup>5</sup> Table headers and content, not including project names, are taken verbatim from City's financial system. Payments made to date are through June 30, 2023, and may be incomplete because payments are based on self-reported data from prime contractors.

<sup>6</sup> Prime contractors are notated and italicized.

Project Name	Contract Number	Supplier Name <sup>6</sup>	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
		ROADWAY CONSTRUCTION INC	\$0	\$1,137,980	\$891,493	
		ROBOTIC SEWER SOLUTIONS, INC.	\$0	\$0	\$0	
		SULLIVAN'S CONCRETE SAWING	\$0	\$100,201	\$96,146	
Various Locations No. 50 Infrastructure Improvements	1000015750	<i>BAUMAN LANDSCAPE &amp; CONSTRUCTION INC (Prime Contractor)</i>	\$1,576,995	\$0	\$0	4/27/2023
		CMC TRAFFIC CONTROL SPECIALISTS INC	\$0	\$0	\$0	
		DELTA GRINDING COMPANY INC	\$0	\$0	\$0	
		JDB & SONS CONSTRUCTION INC	\$0	\$31,378	\$31,378	
		RONAN CONSTRUCTION, INC.	\$0	\$147,664	\$147,664	
Safer Taylor Street	1000015751	<i>ESQUIVEL GRADING &amp; PAVING INC (Prime Contractor)</i>	\$1,494,137	\$0	\$0	3/29/2023
		BANNON CONSTRUCTION INC	\$0	\$0	\$0	
		BAY AREA LIGHTWORKS INC	\$0	\$0	\$0	
		EUROPEAN PAVING DESIGNS, INC.	\$0	\$0	\$0	
		JDB & SONS CONSTRUCTION INC	\$0	\$0	\$0	
		LAVINA TRUCKING, INC.	\$0	\$0	\$0	
		MARINA LANDSCAPE, INC.	\$0	\$0	\$0	
		MG REMEDIATION, INC.	\$0	\$0	\$0	
		MICHAEL O'SHAUGHNESSY CONSTRUCTION INC	\$0	\$140,600	\$0	
PERFORMANCE ABATEMENT SERVICES, INC.	\$0	\$0	\$0			
Various Locations Pavement Renovation No. 53 and Sewer Replacement	1000016820	<i>PRECISION ENGINEERING INC (Prime Contractor)</i>	\$681,194	\$0	\$0	
		CAMAJANI TRUCKING	\$0	\$0	\$0	
		RELIANCE ENGINEERING INC	\$0	\$0	\$0	
		ROADWAY CONSTRUCTION INC	\$0	\$0	\$0	
Various Locations Pavement Renovation No.	1000017355	<i>K J WOODS CONSTRUCTION COMPANY INC (Prime Contractor)</i>	\$2,396,884	\$0	\$0	
		CAMAJANI TRUCKING	\$0	\$12,805	\$0	
		CHRISTIAN BROTHERS LINING, CO.	\$0	\$0	\$0	
		CMC TRAFFIC CONTROL SPECIALISTS INC	\$0	\$0	\$0	

Project Name	Contract Number	Supplier Name <sup>6</sup>	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
56 and Sewer Replacement		DELTA GRINDING COMPANY INC	\$0	\$0	\$0	
		GOLDEN STATE CONSTRUCTION & UTILITY, INC	\$0	\$554,218	\$554,218	
		PHILIP BETTNEY TRUCKING INC.	\$0	\$9,653	\$9,653	
		R&S CONSTRUCTION MANAGEMENT INC	\$0	\$139,469	\$139,469	
		RELIANCE ENGINEERING INC	\$0	\$0	\$0	
		RONAN CONSTRUCTION, INC.	\$0	\$0	\$0	
Various Locations Pavement Renovation No. 54 and Sewer Replacement	1000024333	<i>PRECISION ENGINEERING INC (Prime Contractor)</i>	\$2,820,182	\$0	\$0	
		CAMAJANI TRUCKING	\$0	\$0	\$0	
		NOR-CAL PIPELINE SERVICES	\$0	\$0	\$0	
		R&S CONSTRUCTION MANAGEMENT INC	\$0	\$0	\$0	
		ROADWAY CONSTRUCTION INC	\$0	\$0	\$0	
		SAK CONSTRUCTION LLC	\$0	\$0	\$0	
Various Locations Pavement Renovation No. 55 and Sewer Replacement	1000025088	<i>DARCY &amp; HARTY CONSTR INC (Prime Contractor)</i>	\$1,748,587	\$0	\$0	2/15/2023
		CMC TRAFFIC CONTROL SPECIALISTS INC	\$0	\$78,210	\$57,000	
		COBRA TRUCKING INC	\$0	\$35,729	\$0	
		CRANA TRUCKING	\$0	\$0	\$0	
		DELTA GRINDING COMPANY INC	\$0	\$0	\$0	
		NOR-CAL PIPELINE SERVICES	\$0	\$0	\$0	
		R&S CONSTRUCTION MANAGEMENT INC	\$0	\$223,602	\$0	
		RELIANCE ENGINEERING INC	\$0	\$0	\$0	
		RONAN CONSTRUCTION, INC.	\$0	\$36,100	\$36,100	
		S & S TRUCKING	\$0	\$79,870	\$0	
		SULLIVAN'S CONCRETE SAWING INC	\$0	\$19,017	\$6,405	
Contract No. 65 New Traffic Signals	1000025257	<i>Liffey Electric, Inc. (Prime Contractor)</i>	\$1,314,323	\$0	\$0	
		FONTENOY ENGINEERING INC	\$0	\$273,599	\$0	
		RONAN CONSTRUCTION, INC.	\$0	\$42,087	\$42,087	

Project Name	Contract Number	Supplier Name <sup>6</sup>	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
Mission Street and Geneva Avenue Improvement Project	1000025503	BAUMAN LANDSCAPE & CONSTRUCTION INC <i>(Prime Contractor)</i>	\$4,891,590	\$0	\$0	4/27/2023
		AMERICAN CIVIL CONSTRUCTORS WEST CST INC	\$0	\$0	\$0	
		BAY AREA LIGHTWORKS INC	\$0	\$417,359	\$417,359	
		CMC TRAFFIC CONTROL SPECIALISTS INC	\$0	\$0	\$0	
		DELTA GRINDING COMPANY INC	\$0	\$0	\$0	
		JDB & SONS CONSTRUCTION INC	\$0	\$795,589	\$795,589	
		NOR-CAL PIPELINE SERVICES	\$0	\$0	\$0	
		RONAN CONSTRUCTION, INC.	\$0	\$0	\$0	
900 Innes Park Development	1000026347	SWINERTON BUILDERS <i>(Prime Contractor)</i>	\$14,838,937	\$0	\$0	3/24/2023
		ANCO IRON & CONSTRUCTION	\$0	\$0	\$0	
		ANNING-JOHNSON COMPANY - HAYWARD	\$0	\$0	\$0	
		ASBESTOS MANAGEMENT GROUP OF CALIF INC	\$0	\$0	\$0	
		AYOOB & PEERY PLUMBING CO INC	\$0	\$206,308	\$0	
		BRADY AIR CONDITIONING INC	\$0	\$186,676	\$186,676	
		CITY DOOR & HARDWARE	\$0	\$0	\$0	
		COBRA TRUCKING INC	\$0	\$0	\$0	
		COURTNEY, INC.	\$0	\$48,030	\$0	
		D W NICHOLSON CORP	\$0	\$0	\$0	
		DE HARO RAMIREZ GROUP	\$0	\$0	\$0	
		DRILL TECH DRILLING & SHORING INC	\$0	\$1,894,900	\$1,894,900	
		E.J. WEBER ELECTRIC COMPANY INC.	\$0	\$485,580	\$358,487	
		EAST BAY RESTAURANT SUPPLY	\$0	\$0	\$0	
		GSW CONSTRUCTION INC.	\$0	\$0	\$0	
		HOSELEY CORPORATION	\$0	\$1,212,299	\$1,212,299	
		HVYW8, INC.	\$0	\$0	\$0	
		J C METAL SPECIALISTS	\$0	\$0	\$0	
		J.C. METAL SPECIALISTS, INC.	\$0	\$144,400	\$144,400	

Project Name	Contract Number	Supplier Name <sup>6</sup>	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
		KINGDOM PIPELINES, INC.	\$0	\$0	\$0	
		MARINA LANDSCAPE, INC.	\$0	\$0	\$0	
		MASTER PAINTING & DECORATING	\$0	\$0	\$0	
		POWER ENGINEERING CONSTRUCTION CO	\$0	\$11,080,366	\$7,314,428	4/12/2023
		PRESIDIO BUILDERS	\$0	\$0	\$0	
		PRIORITY ARCHITECTURAL GRAPHICS	\$0	\$0	\$0	
		R & I GLASSWORKS	\$0	\$0	\$0	
		ROEBUCK CONSTRUCTION INC	\$0	\$388,436	\$388,436	
		SOUTHEAST ELECTRICAL CONTRACTOR, INC	\$0	\$0	\$0	
		STREAMLINE DRYWALL INC	\$0	\$0	\$0	
		THAMESIDE BRICK MASONRY CONTRACTORS	\$0	\$0	\$0	
		TOURE ENVIRONMENTAL ENGINEERING, INC	\$0	\$0	\$0	
		TRANSPACIFIC STEEL, LLC	\$0	\$0	\$0	
		VALUE FIRE PROTECTION INC	\$0	\$28,500	\$28,500	
		YADEJS, INC.	\$0	\$0	\$0	
		YERBA BUENA ENGINEERING & CONSTRCTN INC	\$0	\$0	\$0	
		YOLANDA'S CONST ADMIN & TRAFFIC CONTROL	\$0	\$0	\$0	
Laguna Honda Hospital and Rehabilitation Center Administration Building M and O Wings Renovation	1000026746	<i>S J AMOROSO CONSTRUCTION CO INC (Prime Contractor)</i>	\$3,165,789	\$0	\$0	
		ALLIED FIRE PROTECTION	\$0	\$0	\$0	
		ASBESTOS MANAGEMENT GROUP OF CALIF INC	\$0	\$0	\$0	
		CONTROL AIR NORTH INC.	\$0	\$108,726	\$0	
		DE HARO RAMIREZ GROUP	\$0	\$0	\$0	
		DOWDLE & SONS MECHANICAL INC	\$0	\$0	\$0	
		J & J ACOUSTICS, INC	\$0	\$0	\$0	
		MCKEE AND COMPANY ELECTRIC	\$0	\$408,500	\$408,500	
		PICTURE PAINTING & DECORATING	\$0	\$0	\$0	
		PIONEER CONTRACTORS INC	\$0	\$0	\$0	
		PULLMAN SST, INC.	\$0	\$0	\$0	

Project Name	Contract Number	Supplier Name <sup>6</sup>	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
		TK ELEVATOR CORPORATION	\$0	\$345,146	\$0	
		TRANSPACIFIC STEEL, LLC	\$0	\$0	\$0	
Golden Gate Park Middle Lake Rehabilitation	1000027040	<i>BAUMAN LANDSCAPE &amp; CONSTRUCTION INC (Prime Contractor)</i>	\$3,963,629	\$0	\$0	4/27/2023
		BAIRD TRUCKING INC	\$0	\$0	\$0	
		BAYTECH ENGINEERING, INC.	\$0	\$0	\$0	
		CATMEX MAINTENANCE	\$0	\$0	\$0	
		MERIDIAN SURVEYING ENGINEERING INC	\$0	\$5,615	\$5,615	
ESER 2020-911 Call Center Renovation	1000027188	<i>BUHLER COMMERCIAL (Prime Contractor)</i>	\$590,718	\$0	\$0	
		AIRE SHEET METAL	\$0	\$0	\$0	
		BACON PLUMBING CO INC	\$0	\$0	\$0	
		BATTALION ONE FIRE PROTECTION INC	\$0	\$0	\$0	
		CONFLO SERVICES, INC.	\$0	\$19,571	\$0	
		CUSTOM FIRE PROTECTION	\$0	\$0	\$0	
		CW ACOUSTICS, INC DBA CAL WEST ACOUSTICS	\$0	\$0	\$0	
		JAMES HEWATT, INC	\$0	\$0	\$0	
		MCKEE AND COMPANY ELECTRIC	\$0	\$0	\$0	
		SERVICE METAL PRODUCTS, INC	\$0	\$0	\$0	
Western Addition Area Traffic Signal Upgrades Phase 1	1000027351	<i>BAY AREA LIGHTWORKS INC (Prime Contractor)</i>	\$0	\$0	\$0	
		M HERNANDEZ CONSTRN DBA HERNANDEZ ENGRNG	\$0	\$0	\$0	
		ON THE LEVEL CONCRETE	\$0	\$0	\$0	
		RONAN CONSTRUCTION, INC.	\$0	\$0	\$0	
Mission Branch Library Renovation	1000027820	<i>S J AMOROSO CONSTRUCTION CO INC (Prime Contractor)</i>	\$0	\$0	\$0	
		ALTA GROUP, INC.	\$0	\$0	\$0	
		BANNON CONSTRUCTION INC	\$0	\$0	\$0	

Project Name	Contract Number	Supplier Name <sup>6</sup>	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
		JDB & SONS CONSTRUCTION INC	\$0	\$0	\$0	
		MCKEE AND COMPANY ELECTRIC	\$0	\$0	\$0	
Castro Station Elevator	1000028073	<i>C L W BUILDERS INC (Prime Contractor)</i>	\$0	\$0	\$0	
		ABCO MECHANICAL CONTRACTORS INC	\$0	\$0	\$0	
		ALL PHASE ELECTRICAL INCORPORATED	\$0	\$0	\$0	
		D & S LEONG ASSOC INC	\$0	\$0	\$0	
		KM 106 CONSTRUCTION INC.	\$0	\$0	\$0	
		PRIORITY ARCHITECTURAL GRAPHICS	\$0	\$0	\$0	
		RK ENGINEERING INC	\$0	\$0	\$0	