

JOBS AND CONTRACTS

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San Francisco
Water Power Sewer
Services of the San Francisco Public Utilities Commission

About the Sewer System Improvement Program

The owner and operator of San Francisco’s sewer system, the San Francisco Public Utilities Commission (SFPUC), has embarked upon the Sewer System Improvement Program (SSIP), a multibillion-dollar citywide investment to upgrade our aging sewer infrastructure to ensure a reliable and seismically safe system now and for generations to come. An investment in sewer infrastructure of this magnitude presents a once-in-a-lifetime opportunity to:

Upgrade our aging sewer system to sustainably support all who live, work, and visit our amazing city.

Provide training and support services for our community to access, and meaningfully participate on projects being constructed in their neighborhoods.

Create job opportunities and access to careers that provide living wages and benefits.

Provide opportunities for the startup and growth of small businesses.

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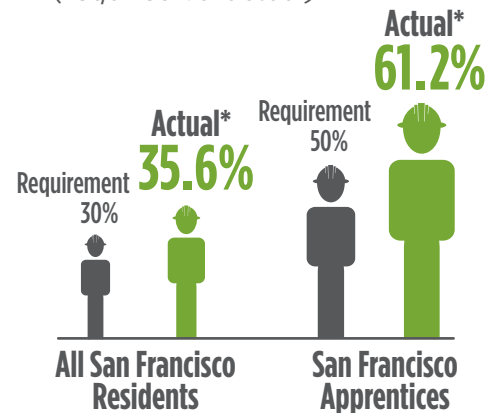
Making a Lasting Investment

With the SSIP’s infrastructure investments, the SFPUC has an opportunity to support San Francisco’s ongoing economic vitality by strengthening its neighborhoods, businesses, and workforce through:

JOBS: The SSIP projects are covered by the San Francisco Local Hiring Policy for Construction, which requires that 30% of all hours worked must be worked by San Francisco residents. For apprenticeships (entry-level jobs) this requirement is 50%.

CONTRACTS: The City also has a mandate for local small business participation on City contracts. Although the requirements vary by contract, the SFPUC is committed to maximizing local participation on every project.

Percentage of hours worked
(required vs. actual)



*Actual Local Hire participation is recorded and administered by the Office of Economic and Workforce Development.

This Report is designed to provide a quarterly snapshot of the jobs and contracts provided by the SSIP, and serves as a resource guide for those looking to get involved with this once in a generation opportunity. *The data in this report is through March 31, 2023.*

Participating Worker Highlight – James Price:

By Todd Kyger, Analyst



James Price's journey from former gang member to talented and highly sought-after construction worker serves as an example of the importance and power of unwavering self-belief, reliance in one's ability to overcome even the greatest of challenges, and a strong network of support systems. Furthermore, through his commitment to getting others with similar pasts to join him in the construction industry, he exemplifies that, no matter what has happened in your past, it's both possible and never too late to turn your life around to create a brighter future for yourself and your community.

Growing up in the Bayview Hunters Point neighborhood in the mid-nineties, James lived with the effects of decades of community divestment, racist housing development and law enforcement policies, and the crack cocaine epidemic. As he would mention several times during our discussion, *"they didn't have this [job referral program] for us when I was coming up."*

"When you come outside, it's what you see," says James. *"Growing up right here, in the urban neighborhood right here, ain't no lawyers or doctors, politicians. It's drug dealers, it's killers; it's for real. You can judge it however you perceive it, but you have to go through it to understand it."*

So, despite his good grades and perennial Honor Roll achievements in private school, James nevertheless came to recognize the artificial societal constraints and expectations he was under due to his racial and neighborhood background.

In this setting, it wasn't long before the allure of easily attainable, huge sums of money drew him into a life of crime and violence from the childhood age of eleven, and eventually led to a long prison sentence.

During his sentence, a total of approximately 15 years, James was forced to confront what he describes as many of the self-limiting beliefs he'd adopted from the historically repressive institutions that shaped his environment: self-pity, isolation, desperation, and helplessness. He realized that the path he was on would inevitably lead to more pain, darkness and self-destruction. And prison, for all its perceived insistence on rehabilitation, *"doesn't rehabilitate you nothing, it just f's you up worse!"*

Upon his release, while carrying the weight of his past mistakes and his time incarcerated, James faced numerous challenges. Many people were skeptical of his transformation and doubted his ability to leave his past behind. He recalls what it felt like when he was first released, *"Mentally, I didn't even leave that place. It felt easier to commit a crime because you know what you're going back to. Once you graduate out of that mental state, then you can live life, but it's hard when that's all you know."*

James was unwavering in his commitment to change and refused to let his past define his future. Determined to turn his life around, he sought a career that would allow him to rebuild his life in a positive way.

Through his experience in a relative's plumbing company, James discovered his passion for construction and admired the transformative power of building something tangible and beautiful from scratch. Needing a way to ramp up quickly to avoid the familiar traps of his past, James switched from his family's plumbing work to join the Laborers union, which offered the fewest initial hurdles for entry and the greatest likelihood of finding immediate work on local construction sites.

James was always determined to advance his skills and learn every aspect of the construction field in order to become an adept worker with the greatest opportunity of continuous employment. He used every chance he was given to leverage his existing knowledge to acquire new skills. And so it was without hesitation that, after achieving a top score among his recruitment class for the Operating Engineers, he accepted his employer's sponsorship offer into the Operating Engineers Local 3 Union.

It has been, and continues to be, a difficult journey, filled with long hours and the humility of having to learn the basics again with each new piece of equipment he learns to operate safely and effectively. Yet it was his resilience, in many ways shaped and forged by his experiences in prison, that gave him the confidence to know he would succeed. *"It's a world,"* says James speaking of his time in prison, *"you wouldn't believe unless you see it for yourself."* He continues, *"Once you're in there for so long, and you can conquer that, you feel like you can conquer anything. I want to learn all the trades. Next is the Electricians,"* he says matter-of-factly.

James was determined to prove himself, not only to those who doubted him, but to himself as well. He saw construction as a path to redemption, and a way to eventually help others who felt trapped in the same cycle of the gang activity to which he was once beholden.

Seeing the struggles of others with a similar past to his, James felt strongly he had to do something to make a difference in their lives. James discussed his hope and vision for transforming the lives of recently released individuals and ex-gang members seeking a fresh start with Brian Thomas, a Labor Relations Specialist with the SFPUC, who had previously referred James to many job opportunities. Brian, whose many years of experience and commitment to serving the most underserved communities in the City and throughout the Bay Area, is enthusiastic to talk with and help mentor the candidates referred to him by James, and to connect them with the contractors he regularly works with who are always on the lookout for highly qualified, focused and determined local workers.

Under James's guidance, former gang members, who once could *"make a life or take a life,"* are flourishing, and Brian and James continue to guide and direct them to opportunities.

James's unwavering belief in the potential of others has already touched the lives of many. Former gang members who had once believed that their past defined them, are finding solace and strength in James's mentorship. His personal journey of redemption inspires them to believe in their own potential and the possibility of a better future for themselves and their families.

There is still a long way to go for the legacy of disenfranchisement and institutionally reinforced poverty that continues to plague pockets of the City. But through his hard-earned reputation and singular efforts, James, and now those who he has mentored, have been given another chance and a glimmer of transformative hope in Bayview Hunters Point. Collectively, they are transforming lives. And along the way, they are building new structures and facilities, and uplifting their entire community.

HOW ARE WE DOING SO FAR...?

JOBS

BAY AREA (AND BEYOND)

\$197.4 Million
IN WAGES AND BENEFITS



6,482 Workers

2.5M HRS

APPRENTICES

\$20.3 Million
IN WAGES AND BENEFITS
1,137 WORKERS
339K HRS

SAN FRANCISCO

\$64.3 Million
IN WAGES AND BENEFITS
1,700 WORKERS

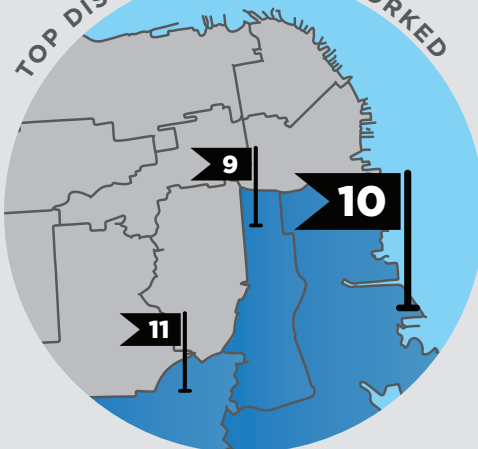


902K HRS

APPRENTICES

\$11.9 Million
IN WAGES AND BENEFITS
521 WORKERS
208K HRS

TOP DISTRICTS: HOURS WORKED



ALL WORKERS D10 Bayview **31.1%** | D11 Excelsior **15.8%**
D9 Potrero Hill **13.5%**

APPRENTICES D10 Bayview **35.4%** | D5 Western Addition **12.4%**

CONTRACTS

CONTRACTS AWARDED

\$2.1 Billion
TOTAL CONTRACTS AWARDED



\$433M
PROFESSIONAL
SERVICES

\$1.7B
CONSTRUCTION

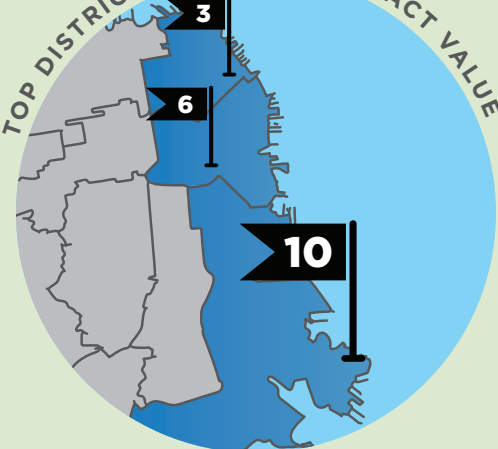
SF LOCAL BUSINESSES



766
CONTRACTS

VALUED AT
\$535 Million

TOP DISTRICTS: LOCAL CONTRACT VALUE



D10 Bayview **56%** | D6 South of Market **16%**
D3 Chinatown **16%**

MAKING AN IMPACT

The SSIP is a critical citywide investment in our people, our communities, and our quality of life.

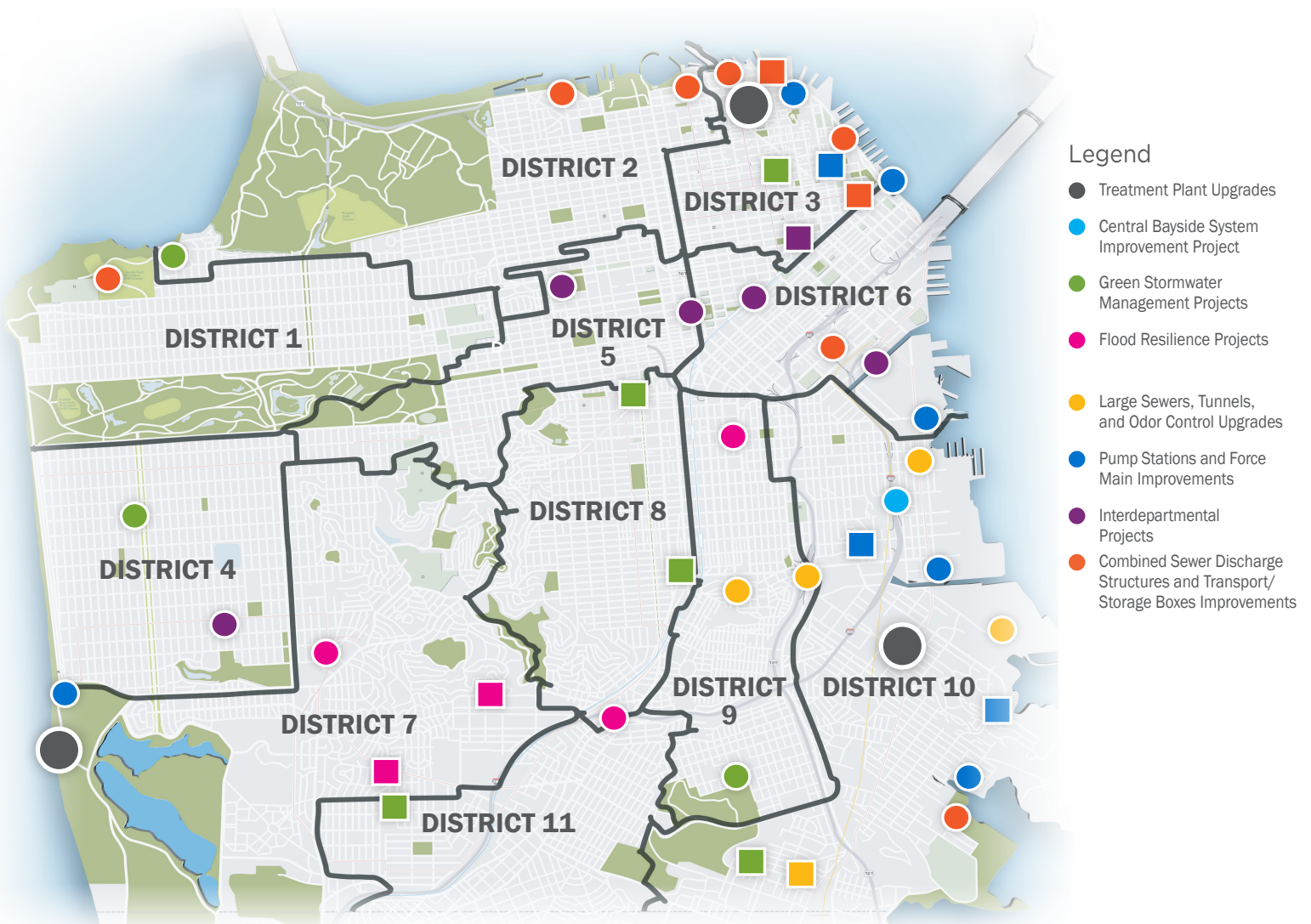
The Program

The SSIP is divided into overlapping phases to maintain affordability. To date only Phase 1 has been approved by our Commission totaling 3.665 billion. This first phase is comprised of 70 projects occurring all over the City.

Grey. Upgrades to our pipes and Treatment Plants for reliability, resiliency, and regulatory compliance.

Green. Innovative stormwater management tools that not only reduce impacts to our system but help beautify our neighborhoods too!

Clean. Improving our infrastructure to protect the health of our communities and the environment.



↑ This map depicts the approximate locations of our Phase 1 projects ■ Squares indicate completed Projects

James Mabrey, Your All Day Everyday Janitorial Services (YADEJS)

By Timothy Ho



“We have to get it right,” says James Mabrey, a Bayview Hunters Point native, when discussing the importance of sharing his story. “[At fourteen years old], they dragged me and my mom into court and labeled me a ‘menace to society’. I’m not a menace to society,” rebuts Mabrey, now a successful and growing small business owner and community leader. “I help society. It’s important my people know the truth: that they can turn around and achieve. People are not bad. People are put into situations that force them to choose how they eat. But if given a chance, they can and will do better for themselves,” he says. “I have the template. I know how to do it. And my community, they must know it.”

Mabrey, a proud third-generation Bayview Hunters Point native, provided a brief overview of his family’s illustrious local history, which stretches back to the 1940s and includes having a street (Mabrey Ct.) named after them.

Raised and educated locally, Mabrey made his first of seventeen trips to the City’s Juvenile Hall at 14-years-old, before many years later turning away from making money “in the streets” and entering the construction field.

“I was a journeyman carpenter for 10 years,” says Mabrey. But being a construction worker means you are always working yourself out of a job. “I never had a job for more than a year, and I was always one of the last ones hired and first ones fired,” he recalls. With two sons and their mother to support he knew he needed to make a change. “So, I said, ‘let me open a business for myself.’”

In 2005, with a modest initial budget, Mabrey purchased some equipment and marketing apparel to start Your All Day Everyday Janitorial Services (YADEJS) Inc., which he has gradually grown over eighteen years. The company now employs 25 local residents, 13 of which are family and childhood friends he grew up with in the Bayview.

“Local companies hire locally,” Mabrey explains. “We are a micro company, and we hire more workers from the community than some of these bigger companies. That is our mission and that’s what we stand for.”

YADEJS, Inc., a San Francisco registered Micro-Local Business Enterprise (LBE), provides cleaning and maintenance services for construction sites. “At YADEJS, Inc., our mission is to bring value to each and every one of our clients and to help the overall project be successful by providing quality services and the proper personnel, and by completing any building maintenance service.”

As he reflects over the past nearly two decades, Mabrey is candid and direct. “All business comes with hurdles. You have to be mentally strong to deal in business, you have to be organized, you have to be disciplined, you have to be able to produce what you signed a contract for, and you have to invest in your own business. If you don’t, no one else will.”

Mabrey also recognizes the critical role the City has played in helping foster his success. “The SFPUC has been supportive in connecting us to some of its bigger projects that are allowing us to grow. Without the PUC, what we’re doing right now would not even be possible.”

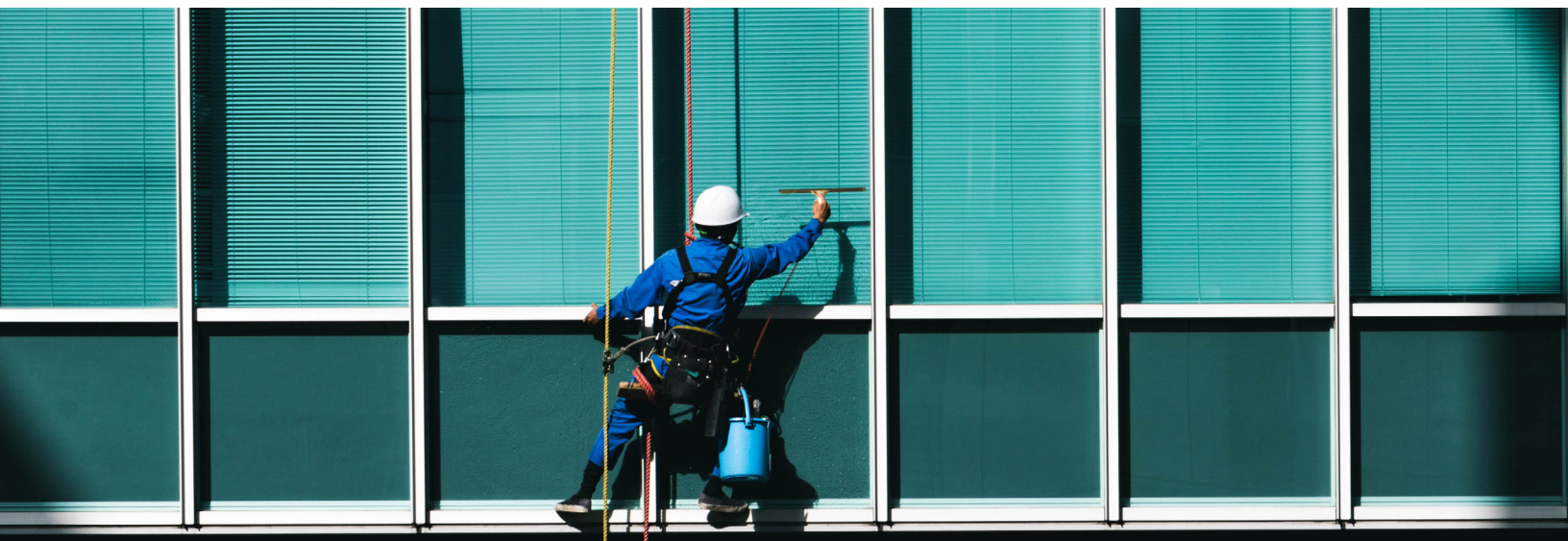
Mabrey is also quick to include Public Works, SF Port, and not least of all the Contract Monitoring Division (CMD). “Oh my god, without CMD there would be minimum opportunities for minority businesses to keep going. Without the [14B Local Business Enterprise] Program success would be near impossible to achieve. We’re very thankful to all those entities.”

Mabrey has recently taken his entrepreneurial spirit a step further and established the African American International Sports, Academic, and Arts Club (AAISC), a 501(c)(3) organization dedicated to promoting underprivileged youth and guiding them to reach their full potential through a variety of athletic, educational, and personal development programs.

“What we do at the academy is we teach kids social skills,” explains Mabrey. “Currently, we’re self-funded and we’re trying to get funding for STEM support and for golf, tennis, bicycling, and other sports not traditionally invested in for African American kids.”

“Our mission is to keep building and to find funding to build up the African American community in Bayview Hunter’s Point.” According to AAISC’s website (www.taaisaac.com), homicide is the leading cause of death for children and young adults who reside in San Francisco’s District 10, which includes the Bayview Hunters Point neighborhood.

Mabrey views his work with the organization as an important means of creating opportunities and giving back to his community. “I’m passionate. I have to be, for the community. That’s why we have to get it right.”



Partnering in Jobs and Contracts



The SFPUC partners with the Office of Economic and Workforce Development (OEWD) and CityBuild to train and match SF workers with SSIP jobs opportunities.

The SFPUC has also established the Contractors Assistance Center to provide local, small businesses with the tools and resources necessary to get **ACCESS** to, **COMPETE** for, and **PARTICIPATE** on, upcoming contracting opportunities.

Looking for a job?

Office of Economic Workforce & Development

- FREE training programs for job seekers
- Skills development and support services
- Specialized job seeker services

(415) 554-6969 oewd.org/employment

SFPUC Job Information Hotline (415) 934-5777

Need job training?

CityBuild

Coordinates City-wide construction training and employment programs and offers construction industry training:

- Pre-Apprenticeship Training
- Construction Administration Training
- Employment Networking Services

(415) 701-4848 oewd.org/city-build

Want to bid on a project?

Contractors Assistance Center

(415) 467-1040 acp@sfwater.org sfpucc.org/contractorcenter

FREE resources for professional service firms, construction companies, vendors, and suppliers:

ACCESS

- Secure Necessary Certifications and Registrations
- Identify Contracting Opportunities
- Assess Capital Requirements and Financial Risk

COMPETE

- Networking Opportunities
- Plot Your Business Development Strategy
- Assistance Preparing Bids and Proposals

PARTICIPATE

- Learn the Skills Necessary to Coordinate Project Delivery
- Comply with City Programs and Get Paid
- Develop a Financial Game Plan

Questions about projects in construction?

SEP Construction Information Hub

Your resource for information on construction activities at the Southeast Treatment Plant.

(415) 551-4SEP (4737) sfpucc.org/SEPconstruction



Services of the San Francisco Public Utilities Commission



SEWER SYSTEM

IMPROVEMENT PROGRAM

Grey. Green. Clean.

sfpucc.org/ssip
[#sfsewer](https://twitter.com/sfsewer)