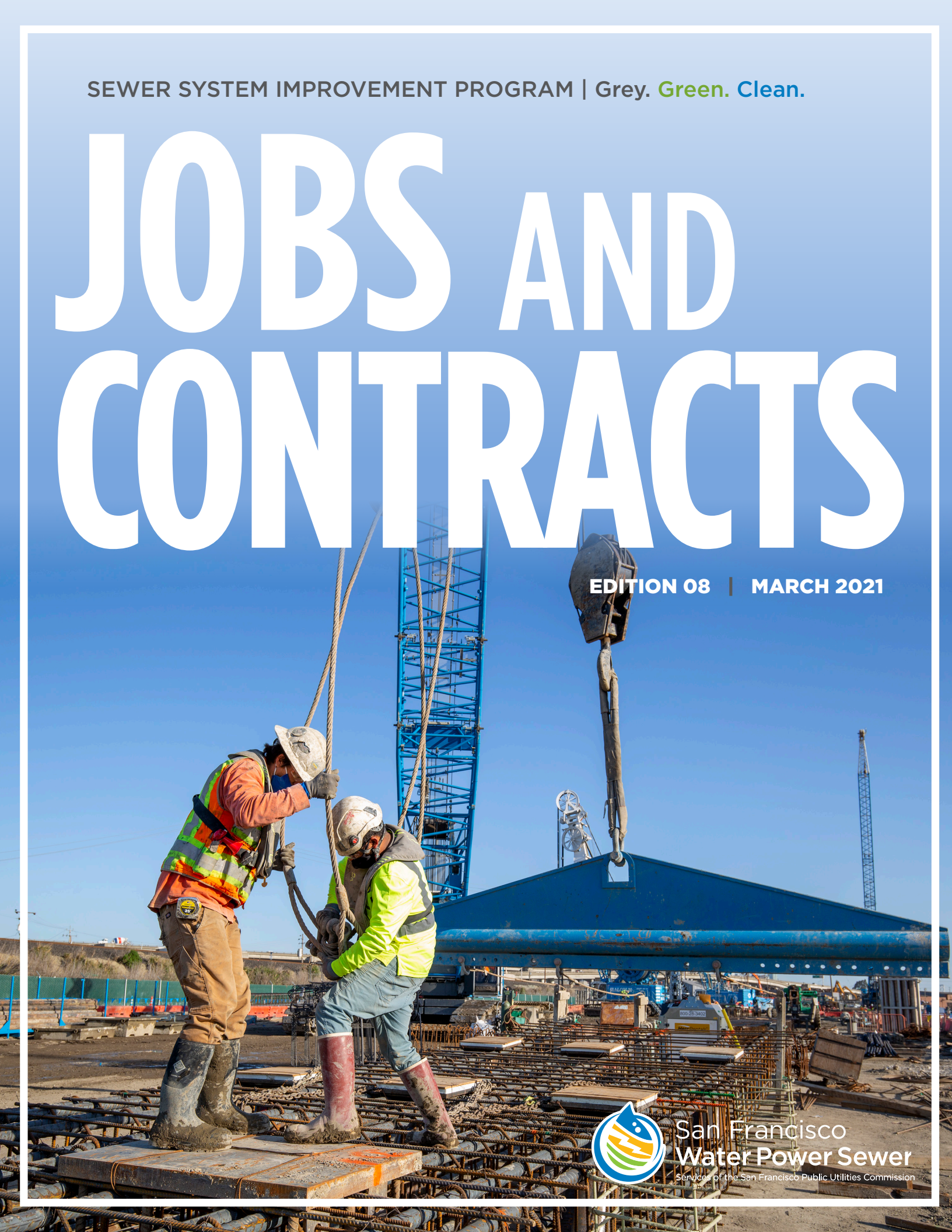


SEWER SYSTEM IMPROVEMENT PROGRAM | Grey. Green. Clean.

JOBS AND CONTRACTS

EDITION 08 | MARCH 2021



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 20-year, 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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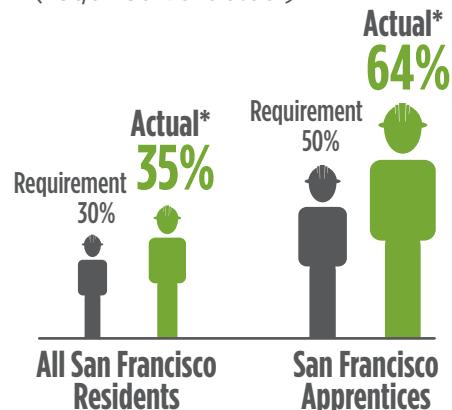
Making a Lasting Investment

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’s projects are covered by the San Francisco Local Hiring Policy for Construction and have a requirement of 30%, meaning hours 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 community contractors to participate. 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 serve 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, 2021.*

A Day in the Life:

Meet Elfreida Smith

By Brian Thomas, Labor Relations Specialist



“I’m very humbled and appreciative for the opportunity to be working in construction on a project right down the street from where I grew up,” Elfreida Smith, mother of three and recent grandmother, reflected.

Smith grew up and still lives in Bayview-Hunters Point which is also home to the Southeast Treatment Plant (SEP), San Francisco’s largest wastewater treatment plant. As major capital upgrades have gotten underway at the aging plant, Smith, along with many others, have become curious about the projects and increasingly interested in finding out how they can get involved.

After speaking with family and friends, Smith connected with Yolanda Jones, the President and CEO of Yolanda Construction Administration and Traffic Control (YCAT-C), an African American, woman-owned, small, Local Business Enterprise (LBE) in San Francisco. Jones, a long-time resident of the Bayview, was known to have an established and well-regarded history of advocating for more inclusion from contractors doing work in underserved neighborhoods, such as the Bayview, as well as mentoring young people in the community.

Smith immediately impressed Jones with her enthusiasm and prior experience, and a supportive bond was formed. Smith was able to work with Jones to register into the Laborers’ Union, Local 261 (Local 261), as a provisional journey laborer. YCAT-C, as a signatory contractor of Local 261, was then able to request Smith from the Union’s hiring hall to work on one of YCAT-C’s projects with the SFPUC. Smith’s experience with YCAT-C and the SFPUC led to further job opportunities with other contractors.

Smith maintained a close relationship with Jones, who continued to follow up and support her growth. Eventually Jones introduced her to SFPUC Labor Relations Specialist Brian Thomas, who works closely with contractors to identify upcoming opportunities on the SFPUC’s capital improvement projects in the area. After some research and calls to contractors, Thomas was

able to arrange an introduction with Miguel Contreras, the project superintendent of locally based contractor, Azul Works, Inc. (Azul). Azul was working on the SEP's multi-million-dollar Biosolids Digester Facility's Project (BDFP), and was in need of a local, skilled craftsman.

Smith proved to be a great fit for the company, and they hired her onto their construction crew for several months. According to Contreras, part of what set Smith apart was her positive and professional attitude, as well as her alertness and attention to project safety protocols. Both skills were vital during the COVID-19 pandemic, and also vitally important to working successfully on a large-scale, complex infrastructure project such as BDFP. Azul was responsible for some of the site preparation work and is one of many contractors that are working in collaboration to upgrade the SEP. What makes working at the SEP unique, and one of the reasons safety is so critical, is that the plant continues to treat 80% of the City's wastewater, and must remain in full operation 24-hours a day while simultaneously supporting several revitalization and upgrade projects all taking place within very close proximity to one another.

Thomas values Smith's work ethic and appreciates the significance of having local residents participating on projects happening in their community. Encouraged by her efforts

and the positive feedback from the contractors, Thomas continued to coordinate with the union to refer Smith to another company working on BDFP, Bertco, Inc. With each successive placement, Smith continued increasing her knowledge and technical expertise in her trade.

Bertco President, Bert Garcia, is one of the many people who noticed Smith's contributions. *"Elfrieda is very serious and committed to doing the job right the first time. She has a positive attitude and a unique ability to deal with people,"* he said.

To thank her, Bertco awarded Smith with a **Certificate of Recognition** for her outstanding safety and awareness. Smith described how proud she was to receive the award and attributed it to the support she received along the way, recalling, *"my life changed the day I met Yolanda Jones."*

"To help bring the community a better, more environmentally safer and resilient treatment plant is something I'd hoped for," she explained. *"And it feels amazing to help achieve that."*

She is grateful to be working in her neighborhood and on behalf of her community, just like her mentor Yolanda Jones, who sadly passed away earlier this year. *"I want to give thanks to Yolanda and YCAT-C for giving me an opportunity to help me become a laborer in the construction industry. She's my angel looking down from Heaven on me!"* Smith concluded.



HOW ARE WE DOING SO FAR...?

JOBS

BAY AREA

\$87.6 Million
IN WAGES AND BENEFITS



4,593 Workers

1.2M+ HRS

APPRENTICES

\$8.5 Million
IN WAGES AND BENEFITS

715 WORKERS
158K+ HRS

SAN FRANCISCO

\$28.3 Million
IN WAGES AND BENEFITS
1,248 WORKERS



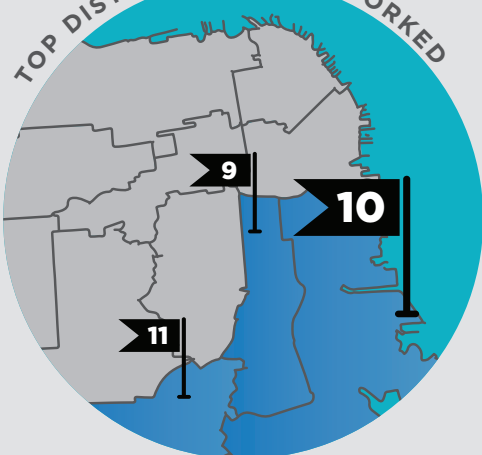
414K+ HRS

APPRENTICES

\$5.3 Million
IN WAGES AND BENEFITS

334 WORKERS
101K+ HRS

TOP DISTRICTS: HOURS WORKED



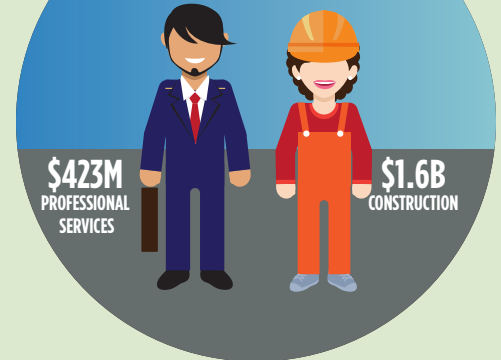
ALL WORKERS D10 Bayview **30.3%** | D11 Excelsior **16.3%**

APPRENTICES D10 Bayview **35%** | D9 Mission **16%**

CONTRACTS

CONTRACTS AWARDED

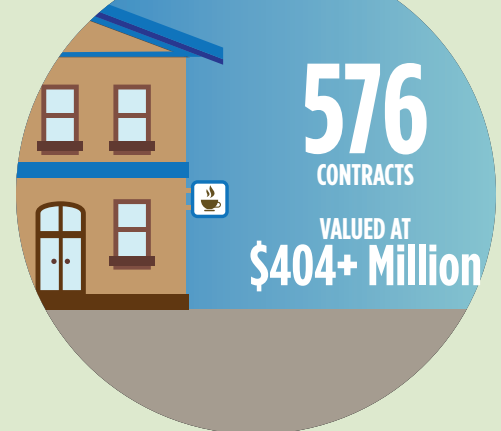
\$2.1 Billion
TOTAL CONTRACTS AWARDED



\$423M
PROFESSIONAL
SERVICES

\$1.6B
CONSTRUCTION

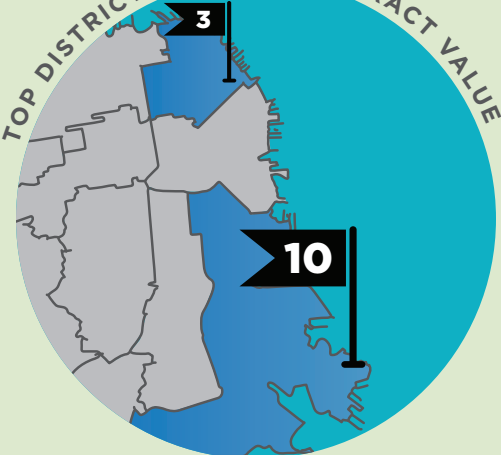
SF LOCAL BUSINESSES



576
CONTRACTS

VALUED AT
\$404+ Million

TOP DISTRICTS: LOCAL CONTRACT VALUE



D10 Bayview **53%** | D3 Chinatown **17%**

MAKING AN IMPACT

The Sewer System Improvement Program (SSIP) is a critical citywide investment in our people, our communities, and our quality of life.

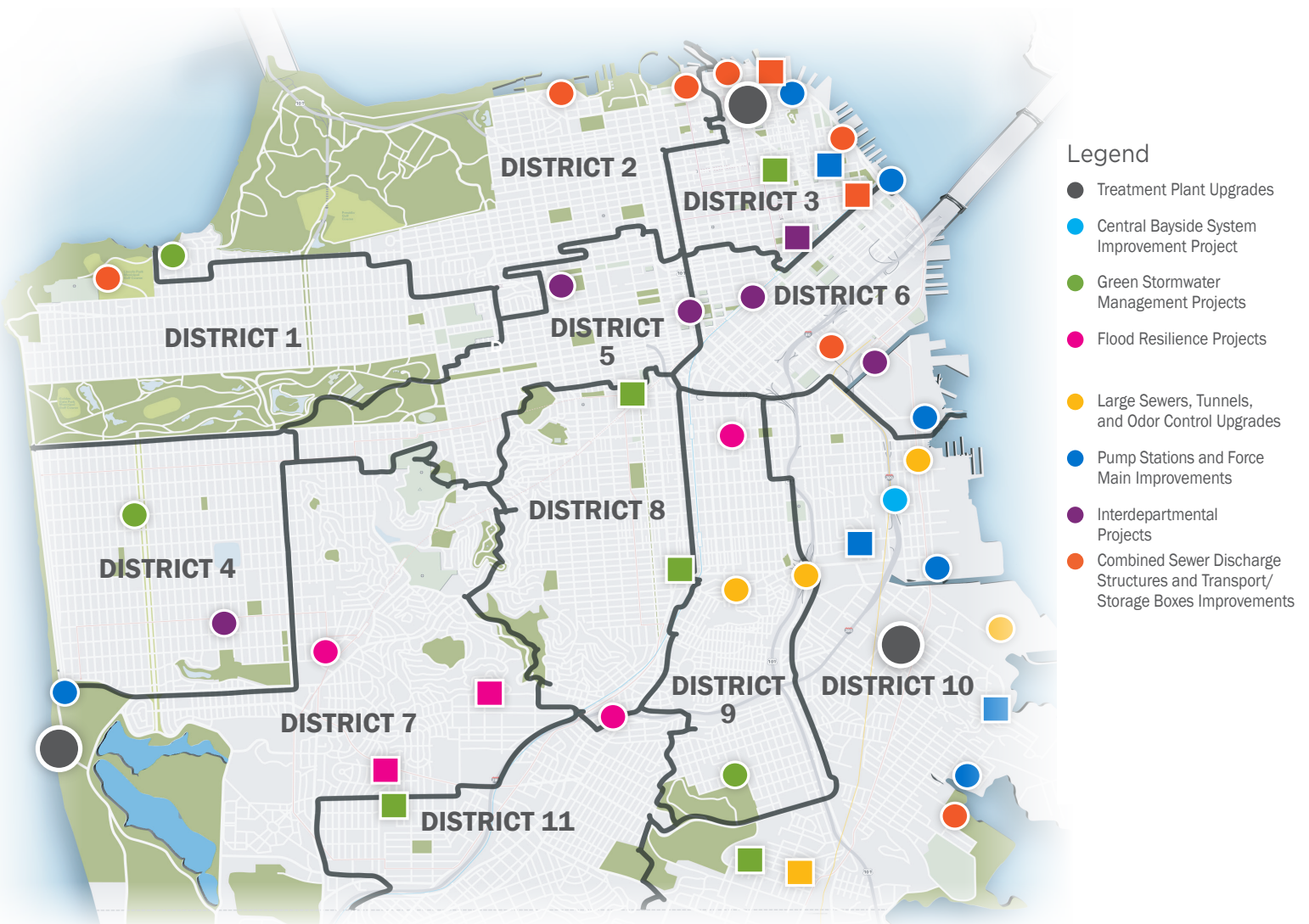
The Program

The SSIP is divided into overlapping phases to maintain affordability. To date only Phase 1 has been approved by our Commission representing \$2.979 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

New Getting Down to Business Program Completes, Making them the First Participants!

By Timothy Ho, Workforce and Economic Programs' Analyst

The Contractors Assistance Center wrapped up its first successful class of the Getting Down to Business Program (GD2B). The 18-week long program took place online from November 2020 and ending in March 2021. On April 13, 2021, the participants celebrated their completion of the program with Acting General Manager Michael Carlin and Mayor London Breed in attendance.

Offering technical assistance, classroom training, marketing support, one-on-one counseling, and tailoring specifically to the needs of small businesses and their projects, the Contractors Assistance Center provides Local Business Enterprises (LBEs) with the tools and support needed to compete for City-funded contracts. And reviewing key areas of understanding and resolving common business issues, such as Bid Preparation, Cost Analysis and Administration, and Contract Performance Management, the GD2B program provided practical solutions about key business operations.

Triston Dion, owner and Chief Estimator of Streamline Drywall, and a participant in the program, shared his experience in the industry and in the GD2B program. Reminiscing on his time in construction for over 20 years, *“Starting out is tough... I poured everything I had into my business to stay afloat. I slept in my Jeep just to keep the lights on,”* he laughed. *“It really tested my mental fortitude. I was bordering on that for a long time. But this is a path that works. This is the type of structure, even for the first year, that a lot of LBEs need.”*

Streamline Drywall recently won a bid with San Francisco International Airport (SFO), drywalling one of their new projects connecting the Terminal 2 and Terminal 3 buildings.

Dion continued, *“My background is estimating, and stepping into the role of running a company, I can’t speak enough of how beneficial the program has been. Even some of the templates that I used in our management of SFO came from the program. Every class, I walked away with a nugget of valuable information. I’ve learned so much more than any of the other programs I’ve been in.”*

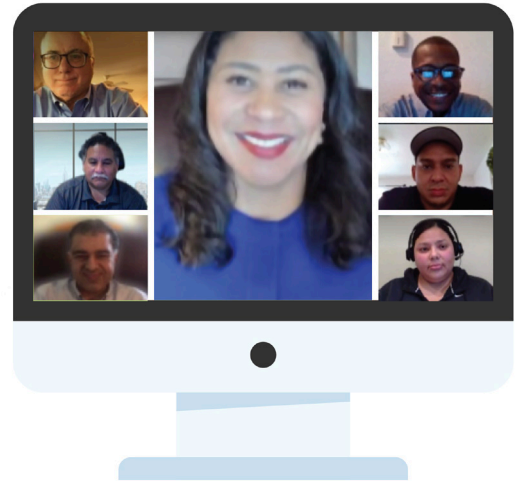
Through the Center, the program also covered topics related to contracting, including contractual requirements, estimating, project management, financial management, project software, and other business intangibles.

madeBOS CEO Martha Hernandez, one of the program’s advisors and mentors, described the mindset of the program’s approach as being *“intentional about the outcome - exposing [participants], getting them to do things like the scope letter, understanding the exclusions, identifying the pitfalls in contracts...for new businesses, in particular.”*

Hernandez goes on, *“One of the main goals of the program is to not only help LBEs but also, specifically, Minority-owned Business Enterprises (MBEs) and Woman-owned Business Enterprises (WBEs). Our cohort participants were all MBEs and WBEs.”*

The next class will begin in the Summer (2021) and is currently in the process of identifying new participants for enrollment.

“What I want to tell anyone looking to be a part of or who is interested in the program is that you’re not alone.” she said. *“There is a community who wants you to win. There are people already doing it and doing it well! We have confidence that if you have the basics, the structure and delivery, that you will win. And the program facilitators also make a big difference,”* she adds with a smile.



Resources 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
- Skill 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 sfpuc.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) sfpuc.org/SEPconstruction



Services of the San Francisco
Public Utilities Commission



SEWER SYSTEM

IMPROVEMENT PROGRAM

Grey. Green. Clean.

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