

**AGENDA ITEM 7**  
**Treasure Island Development Authority**  
**City and County of San Francisco**  
**Meeting of September 13, 2023**

**Subject:** SBE | LBE: 2022 Reporting and Upcoming Opportunities

**Contact:** AnMarie Rodgers, Treasure Island Deputy Director

**Reviewed by:** Robert P. Beck, Treasure Island Director

## **BACKGROUND**

The Treasure Island Development Authority (“TIDA”), is charged with implementation of the Disposition and Development Agreement dated June 28, 2011, between TIDA and Treasure Island Community Development, LLC (the “DDA”) and the Amended and Restated Base Closure Homeless Assistance Agreement (the “One TI Agreement”) dated June 28, 2011, between TIDA and One Treasure Island (“One TI”; formerly the “Treasure Island Homeless Development Initiative” or “TIHDI”). The Mission of TIDA is to create a welcoming, vibrant, and healthy community that honors the diversity of its past, existing, and future residents, businesses, entrepreneurs, workers and visitors.

The Jobs and Equal Opportunity Program (“[Jobs EOP](#)”) is Exhibit P to the DDA.<sup>1</sup> Section 3 of the Jobs EOP established policies and participation goals for Small Business Enterprises (“SBEs”) in construction contracting by Treasure Island Community Development (“TICD”), and construction contractors engaged in the development of Treasure Island. The SBE policies established under the Jobs EOP are for the work of TICD, its successors, agents, and contractors. Once a market-rate parcel on Treasure Island is transacted, a Vertical Disposition and Development Agreement is signed between TIDA and the new vertical developer and the DDA reporting obligations are passed through to the new vertical developer as part of that agreement. The contracting activities of TIDA do not fall within the scope of the SBE policies in the Jobs EOP. Instead, TIDA follows the requirements of Chapter 14.B of the San Francisco Administrative Code for its contracts.

The TIDA Board established the Small Business Enterprise Procedures (Treasure Island/Yerba Buena Island) (the “SBE Procedures”) in 2014 and amended the procedures in 2016 and 2022<sup>2</sup>.

*This report* will review

- SBE Procedures for Treasure Island and Yerba Buena Island;

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<sup>1</sup> [Ex. P - Jobs EOP.pdf \(sf.gov\)](https://sf.gov/sites/default/files/2022-11/Ex.%20P%20-%20Jobs%20EOP.pdf). <https://sf.gov/sites/default/files/2022-11/Ex.%20P%20-%20Jobs%20EOP.pdf>

<sup>2</sup> SBE Procedures for Treasure Island and Yerba Buena Island [https://sf.gov/sites/default/files/2022-05/041322\\_SBE\\_ProceduresRevised.pdf](https://sf.gov/sites/default/files/2022-05/041322_SBE_ProceduresRevised.pdf)

- The SBE Report for 2022, submitted by TICD on March 1, 2023;
- Proposed changes to improve compliance and outcomes
- Upcoming opportunities for SBE to compete for future bids.

## **SBE Procedures for Treasure Island/Yerba Buena Island**

Key aspects of the SBE Procedures for Treasure Island/Yerba Buena Island include:

- Establishes a 41% SBE participation goal for construction contracts and 38% goal for professional services contracts.
- Defines eligibility criteria for SBEs, including certified by Contracts Management Division of the City Administrator (“CMD”) or recognized by Office of Community Investment and Infrastructure (“OCII”), being a TIHDI (now OneTI) member, or meeting revenue/size thresholds. It allows for recognition of non-San Francisco SBEs.
- Requires bidders to submit SBE compliance affidavits, participation forms, and document good faith outreach efforts.
- Establishes a requirement for a SBE Liaison to be established by both horizontal and vertical developers.
- Establishes a requirement for a Mentoring Program to be jointly administered by TIDA and TICD.
- Includes prompt payment, record keeping, and compliance monitoring provisions.
- Explains processes for SBE reporting, plans, recognition, and disputes.
- Provides various forms for tracking and reporting SBE contract participation.

Overall, the program goal is to promote equitable contracting opportunities for small and disadvantaged businesses to participate in Treasure Island and Yerba Buena Island. This goal, in turn, contributes to the vision for the development in delivering a sustainable and equitable community. Key terms for successful program implementation include “Good Faith Efforts” and “First Consideration”.

The "good faith efforts" require developers, contractors and consultants to use good faith efforts to solicit and obtain bids from a broad range of SBEs when seeking subcontractors or subconsultants. This includes identifying specific work for SBEs, advertising opportunities, directly contacting and encouraging SBEs, holding pre-bid meetings, and providing bid resources. Bidders must document and keep records of all the good faith efforts they undertake. The procedures list detailed requirements for good faith outreach steps that must be performed.

The process of “first consideration" concerns the evaluation of bids for contracts. Specifically, "first consideration will be given in awarding Covered Contracts in the following order: 1) San Francisco-based SBEs and 2) all other SBEs." This means when reviewing competitive bids, the contracting entity should first look to award the contract to a qualified San Francisco-based SBE bidder, before considering bids from SBEs located elsewhere. If there are no bids from SF SBEs, or if the SF SBE bids are not deemed competitive, then the contracting entity would look next to bids from non-SF SBEs. The goal is to award contracts to local SBEs first if possible, supporting

the economic development of small businesses based in San Francisco; however, the procedures note this is subject to availability of qualified SBE bidders and commercially reasonable/responsive bids. In implementation, the contracting entities would need to evaluate the bids with this preferential order in mind during selection and document how first consideration was given if not selecting a SF SBE bidder.

**Mentorship Program.** The Jobs and Equal Opportunity Program establishes a Mentorship Program. Implementing the Mentorship Program is a joint responsibility between the Treasure Island Community Development LLC (TICD) as the developer and the Treasure Island Development Authority (TIDA) as the agency overseeing the project. Specifically, for the mentorship program:

- For Horizontal Development, TICD is required to implement the model mentorship program, including establishing the Contractor Liaison Office, hosting workshops, facilitating partnerships between prime and SBE contractors, and providing guidance to SBEs.
- TIDA will work with TICD to help develop and implement the mentorship program.
- TICD will encourage all contractors who intend to bid on major horizontal projects to work with TIDA on the development of mentorship programs.
- The mentorship program shall provide measurable results, such as survival rates for mentors, recognizable improvements to the firms financial strength and bonding capacity, increases in employment and success in meeting each firms business plan.
- TIDA has responsibility for maintaining the list of certified SBEs that will participate in the mentorship program and contract opportunities.
- TIDA is to establish the reporting, monitoring and procedures for the SBE participation goals, including the role of the mentorship program as part of this effort.

In summary, TICD is responsible for directly carrying out the various activities of the mentorship program, while TIDA has an oversight role in developing, monitoring and certifying the SBEs participating in the program. Joint efforts are required to create and implement the mentorship model.

***Who is considered “SBE” on TI/YBI?*** On Treasure Island and Yerba Buena Island, SBE includes a few categories of businesses. SBE includes enterprises that are 1) certified as a “Local Business Enterprise” (LBE) by the Contracts Management Division (CMD) of the City Administrator, including LBE, Small-LBE, and Micro LBE; 2) recognized as a SBE or Disadvantaged Business Enterprise by OCII; 3) recognized as a SBE by TIDA (see below) or a One Treasure Island member organization.

***TIDA-Recognized SBE.*** The Jobs EOP stated that the TY/YBI SBE Procedures recognize Small Businesses located outside of San Francisco using the same Gross Annual Receipt thresholds as under San Francisco's Local Business Enterprise (LBE) program rules. However, the SBE Procedures did not originally define when a TIDA recognition would expire or require reapplication. In 2022, after consulting with CMD, the TIDA Board established through

Resolution 22-07-0413 that TIDA recognition of a SBE would be limited to contracts entered into by the firm within 12 months of initial recognition. For the firm's participation in any contracts signed more than 12 months after the initial TIDA recognition date, the firm would need to reapply for SBE recognition and demonstrate that its gross receipts remained below the established thresholds. This resolution set a 12-month expiration period for TIDA's SBE recognition in alignment with San Francisco's practices for their LBE program certification expiration. Requiring reapplication ensures firms continue meeting the Small Business criteria over time before participating in new contracts after the initial 12-month recognition period.

## **2022 SBE Report Submitted by TICD**

On March 1, 2023, TICD submitted the 2022 Small Business Enterprise (SBE) Report, see Attachment A for the full report. The only submitted vertical developers reports came in from TIDG for TI Lot C3.4 on August 27, 2023. The horizontal submission from TICD includes a four-page spreadsheet with 1) summary information for the year 2022, the cumulative total for the master developer since the inception of the project through 2021 for both professional and construction services; 2) Stage 1 data; 3) Stage 2 data; and 4) Stage 3, 4, and 5 expected data. These items are attached to this report as Exhibits A and B and are posted on the TIDA website at: <https://sf.gov/resource/2023/tiybi-small-business-enterprise-program-reports-and-data>. The summary tables from TICD were as follows:

### ***Professional Services Contracts***

	<b>2022 Year Summary of TICD Submitted Horizontal</b>	<b>TICD's All Years Horizontal</b>
<b>Total Covered Contracts Value</b>	\$7,766,010	\$126,425,377
<b>Amount Awarded to SF SBEs</b>	\$3,220,698	\$56,701,899
<b>Amount Awarded to all SBEs</b>	\$3,489,710	\$59,291,593
<b>Achieved SBE Percentage</b>	<b>44.9%</b>	<b>46.9%</b>
<b>Professional Services SBE Goal</b>	38%	38%

### ***Construction Contracts***

	<b>2022 Year Summary of TICD Submitted Horizontal</b>	<b>TICD's All Years Horizontal</b>
<b>Total Covered Contracts Value</b>	\$ 34,145,466	\$ 401,876,296
<b>Amount Awarded to SF SBEs</b>	\$ 6,640,679	\$ 144,090,400
<b>Amount Awarded to all SBEs</b>	\$ 9,416,702	\$ 180,618,181
<b>Achieved SBE Percentage</b>	<b>27.6%</b>	<b>44.9%</b>
<b>Construction SBE Goal</b>	41.0%	41.0%

**Staff Analysis of Report.** In reviewing the report, TIDA staff summarize the following from the submitted report:

- The contracted services reported by TICD are for horizontal development; staff are pursuing reports from the individual vertical developers. On the horizontal work, TICD has to date exceeded the SBE participation goals - 47% of professional services and 45% of construction contracts have been awarded to SBEs.
- In 2022, they exceeded the professional services goal (45% awarded to SBEs) but were below the construction goal (28% awarded to SBEs).
- The majority of 2022 work came in the form of change orders to establish, limiting new SBE opportunities and directing work to the established subcontractors based upon the nature of the change order work and the capabilities/responsibilities of the established subcontractors.
- Over 80% of total SBE horizontal participation has gone to San Francisco-based SBEs.
- Currently vertical construction is a relatively small proportion of the overall construction, but over time vertical submissions can greatly influence how well the goals are being met.
- The vertical work needs to be included in a calculation of “cumulative” numbers for the program. As of the publishing of this report, reporting from the vertical developers is lagging.
- In this reporting cycle, it became clear that there was confusion at TIDA on responsibility for program administration.

#### Positive Signs

- Strong SBE participation for new professional services contracts awarded in 2022.
- Good outreach and coordination with local organizations like One Treasure Island.
- The horizontal contractor, TICD, appears to be tracking SBE contract data extensively.

#### Potential Issues

- Forms provided for required contractor reporting under the SBE Procedures are PDFs which hinders the sorting, summarizing and other analysis of the reported information.
- While the cumulative SBE participation for horizontal contracts continues to exceed goals, the horizontal work in 2022 underperformed relative to the goal. This was impacted by change order work for specialized work related to the installation of utilities and infrastructure work, but merits further monitoring.
- Limited new bid opportunities are projected for 2023 - may signal lower SBE participation ahead; particularly if there are significant change orders in closing out the scope of existing contracts.
- The submitted report lacks some context as it is not broken out by individual contracts and contract values.

- The EOP definition of “good faith” provides some duties that can be performed and confirmed; but the requirement is qualitative in nature and the requirements use vague terms like “encourage”; that are not readily defined nor understood. Greater engagement with the developers during the bidding and bid evaluation process is needed to effectively evaluate and monitor good faith efforts.
- Delays in vertical developer reporting raise concerns over performance and transparency.
- Reliable “cumulative totals” for the program as a whole require inclusion of all Vertical Development figures.
- The Jobs EOP assigns shared responsibilities to TICD and TIDA in implementing the mentorship program. This lack of clarity has resulted in a lack of action. To date, an effective, comprehensive mentorship program has yet to be established.

### Potential Improvements

- TIDA needs to assume a more assertive posture in administering the program, including: ensuring that all developers know their responsibilities, especially that Vertical Developers establish a “liaison” function, not just TICD; creating forms to ease tracking and improve compliance by all developers; monitoring and improving compliance; requiring recover SBE Plans were warranted; and creating a mentorship program, with clearly defined roles for TIDA and TICD responsibilities.
- Work with TICD to develop and fully implement the Mentorship Program as envisioned in the Jobs EOP.
- Provide program-wide metrics that calculate the total cumulative SBE contract expenditures across horizontal infrastructure contracts and vertical development contracts.
- Provide more contract details in backup - not just total contract and amount awarded, but also contract dates, subcontractor information, and indicate SF-based vs. Non SF-based SBE.
- Provide SBE certifications to contractors.
- Understanding reasons for lower 2022 SBE construction participation and recommending measures to sustain participation levels.
- Reach out to other agencies including OCII, SFPUC, SFCTA and others to understand best practices of those agencies; highlight and adopt effective and/or innovative SBE outreach practices.
- List specific good faith efforts undertaken for 2022 contracts.
- Discuss strategies to increase SBE participation in 2023 and beyond.
- The TIDA Board could consider adopting a resolution putting SBE participation at the center TIDA’s work on Racial and Social Equity.

**Verification.** The Treasure Island SBE procedures do not prescribe a detailed validation process, but section VII.C states the Authority can audit SBE-related records of contractors to monitor

compliance. While the general verification steps could be applied to Treasure Island SBE reports, the capacity for verification is limited by both the resources of TIDA staff for oversight and the capacity of contractors to provide supporting documentation. OCII has three full-time staff dedicated to their SBE program. TIDA has historically had less than 1 FTE dedicated to administering the program. Similarly, cost escalation and limited resources have stymied private developers capacity for tracking and verification. For this reason, TIDA staff intends to outreach to CMD staff within the City Administrator to assist with program implementation through review of:

- self-reported certification affidavits;
- conducting spot checks of SBE certification;
- sampling SBE invoice documentation randomly; and
- following up on red flags.

TIDA will develop a scope for a work order with CMD to secure this support.

***Past Reporting.*** Reports on SBE have been filed with TIDA in 2014, 2019, 2020, 2021, and 2022. The process can be difficult even for well-intentioned developers. Thresholds or definitions for SF-Based SBEs should be clearly outlined in the procedures. The SBA-LBE designation has been very confusing for contractors and consultants reporting their SBE participation. The reporting form (Form 3) does not currently require contractors or consultants to list whether their firm or subs is based in San Francisco or is non-SF based and does not specify SBE designation. In years past, the additional forms attached as Exhibits to the Procedures were not requested by TIDA – completing these forms as projects are set up or closed out would help with consistent tracking. TICD has been reporting annually based on contracts or change orders executed in the previous year – some of these contracts span multiple years and have many change orders which adjusts the SBE percentages over time and is difficult to track. There could be more clarity provided to contractors about what is required.

## **PROPOSED CHANGES TO IMPROVE COMPLIANCE AND OUTCOMES**

Potential changes are grouped into five categories: A) improving outreach and bid opportunity, B) improving the bid review and selection process; C) improving reporting and transparency; D) improving TIDA capacity to implement program; E) launching TIDA effort to center the agency's work on Racial and Social Equity.

### **A) Improving Outreach and Bid Opportunity**

**Improving “Good Faith Efforts”.** While well-intentioned, the good faith efforts provisions may be vague and challenging to implement consistently. The requirements are process-oriented rather than results-oriented - checking boxes for outreach steps versus actual SBE participation outcomes. It could lead to bid protests and disputes over whether the prescribed steps were completed adequately. Too prescriptive - the

mandated outreach methods may not fit all situations versus allowing flexibility. Difficult to monitor and enforce compliance if documentation is weak. Does not provide guidance on evaluating sufficiency of efforts.

Suggested improvements:

- Provide guidance on acceptable documentation and reporting forms to establish that required good faith efforts are performed.
- Allow for flexible/innovative outreach approaches beyond just the prescribed steps.
- Focus evaluation on both process and outcomes, not just completing perfunctory steps.
- Require substantiation of reasons if SBE participation goals are not met despite good faith efforts.
- Encourage collaborating with SBE assistance organizations for outreach and capacity building.

In summary, Good Faith Efforts should be creative, collaborative approaches to engaging SBEs in a results-oriented manner.

**Improving Outreach to SBE Community.** Establishing a true “liaison”. Liaison should be a community liaison pointed not just inwards to the individual developers, but outwards to LBE & SBE community to bolster participation. This could include hire a LBE who has established working relationships with other LBEs.

- Assist and ensure timely posting of upcoming bids advertisement information and flyers to all pertinent small business publications and agencies website, such as Small Business Exchange and TIDA’s webpage.
- Conduct outreach to potential interested firms and coach firms not yet certified as SBE or LBE to apply if eligible, and or encourage bigger firms to explore and form joint venture with SBE for scopes that are too big or complex for an individual SBE
- Coordination assistance upcoming bids with TICD staff and CMD staff for a list of eligible SBE and LBE companies to distribute bid advertisement and invitations to pre-bid meetings.
- Plan and host SBE workshops and launch the contractor mentorship program with consultation of TIDA staff.

TICD will establish and dedicate a portion of their current project office space located inside the Administration Building on Treasure Island as a SBE field office. The TICD’s SBE field office will have the current construction plans and upcoming bidding advertisement information as well as SBE binders for past bidding and other SBE workshop information that will be helpful to guide a potential SBE to participate and submit a bid.



## **Improving Pre-Bid/Pre-proposal Process**

- Establish Two-Way Communication at the Preproposal meeting. This is where the master developer describes upcoming opportunities for SBE work in a public meeting. One direction of communication is for each TICD PM to host pre-bid meetings and walk through project scopes and SBE requirements among other project requirements in the meeting. The second flow of communication is for SBEs to see the full work scope and chime in if there are other opportunities for SBEs that the PM might miss.
- TIDA and TICD should inform and educate TICD's horizontal PMs and contractors on SBE provisions and requirements. Each PM and contractor will be encouraged to develop a SBE engagement strategy that looks at each trade bid packages and how to obtain the maximum SBE participation.
- Vertical parcels that have yet to be transferred from TICD to a vertical building developer, TIDA and TICD will emphasize the importance of the SBE regulations and procedure as part of the Vertical Development and Disposition Agreement. Each vertical developer will be encouraged by TIDA and TICD to develop a SBE engagement plan that looks at each building trades bid packages and how to obtain the maximum SBE participation for each trade package and the overall program goal over the full buildout of the vertical project.
- TIDA should inform and educate the Vertical PMs and contractors on SBE provisions and requirements. Each PM will be encouraged to develop a SBE engagement plan that looks at each building trade bid packages and how to obtain the maximum SBE participation for each trade package.
- Where individual horizontal or vertical projects are falling short of program goals require a recovery SBE Plan be submitted identifying strategies for maximizing participation over the remaining scope and trade packages.

## ***B) Improving Bid Review and Selection Process***

**Improving and Monitoring "First Consideration"**. The concept of "first consideration" for local SBEs in the bid evaluation process could present challenges in consistent implementation. The procedures don't define what constitutes "first consideration" or specify how to document that priority was given. This could lead to inconsistent applications. There are no strict requirements around awarding to SF SBEs if bids are reasonably close - it just says to give them "first consideration." When bids are evaluated holistically across many factors like cost, quality, fit, etc. it may be difficult to justify award to a non-SF SBE over a SF SBE based on "first consideration."

Suggested improvements for implementation include:

- Provide guidance on documenting first consideration such as rating sheets or a memo explaining why a SF SBE was passed over.

- Establish bids that meet minimum qualification requirements, then apply Limit first consideration.
- Work with TICD PMs and contractors during bid review and evaluation stage to better evaluate good faith efforts and first consideration.
- Seek guidance from City contracting departments who likely have experience applying similar policies.

**C) Improving Reporting and Transparency**

**Improving Reporting procedures.** TIDA, TICD, and CMD should partner to improve compliance and outcomes during the current year. Confusing processes make reporting difficult for developers. Explore best practices for automated reporting with CMD, OCII and other agencies, but, at a minimum, develop an Excel or similar reporting format that will be shared with developers to facilitate reporting, monitoring and analysis. Document TICD’s effort above for each project in a project SBE binder for records and future viewing. TIDA should meet with all existing Vertical Developers and underscore the importance of SBE participation on SFGov Projects. Given TIDA staffing limitations, develop a work order proposal for the City Administrator’s CMD to assist with developer report verification. Establish uniform expectations for all reporting materials to be submitted to TIDA by March 1 of each year and posted on TIDA’s website within 30 days for public review.

Ensure that exhibit 2 and 3 (for professional service and contractor service, respectively) of the SBE procedure contains a form (Form 3 – SBE Goal Measurement) to be filled out by each contractor or subcontractor to report SBE status based on their monthly payment invoices.


**D) Improving TIDA Capacity to Implement the SBE Program.**

**TIDA Staff Capacity.** To address the proposed changes to improve compliance and outcomes of the SBE Program, TIDA will evaluate the necessary staff hours to appropriately administer and oversee the SBE Program. Based on the estimated staff hours required, TIDA will assign duties to current staff, consider additional staff, or contract with other City departments to fill staff capacity. TIDA will consider additional staff capacity needs as part of its annual budget process beginning in FY2024-25. In the near-term, TIDA will evaluate work order arrangements with departments like CMD to assist in ongoing administration.

**E) Advancing Racial and Social Equity.**

**TIDA Board Action.** Racial and Social equity is a fundamental thrust of SBE and LBE programs. These programs seek to decrease historic disparities, level the playing field,

encourage entrepreneurship, enhance competition, and support underserved communities. Per Ordinance No 188-19, “Each City department shall develop a Racial Equity Action Plan in alignment with the ORE Citywide Racial Equity Framework”. TIDA, as an agency within the City Administrator, is subject to the City Administrator’s Racial and Equity Action Plan. This plan covers many agencies, but it does not preclude TIDA from adopting its own plan. For instance, OCII - which also falls under the Office of the City Administrator has adopted a 57 page Racial and Social Equity Plan<sup>3</sup>.



**Why does San Francisco lead with race?**  
See Exhibit C for this report: “A Primer on Racial Equity”. This was published by the San Francisco Federal Reserve, 2020. [Racial Equity Primer | San Francisco Fed \(frbsf.org\)](https://www.frbsf.org/racial-equity-primer/) Reposting permitted as long as it is not distributed for private gain or commerce, and is attributed to the Federal Reserve Bank of San Francisco.

Several City of San Francisco Boards and Commissions have passed Racial and Social Equity resolutions including the following: the Planning Commission<sup>4</sup>, the Historic Preservation Commission<sup>5</sup>, the Commission on the Status of Women<sup>6</sup>, and The Commission for the Environment<sup>7</sup>. Similarly, TIDA Board could request staff to take steps to develop and bring to the Board a more specific set of actions for TIDA to advance Racial and Social Equity through its work, including, but not limited to the SBE and LBE program.

## **RECENT AND UPCOMING SBE|LBE WORK OPPORTUNITIES**

### **Horizontal aka Infrastructure-Related Projects, by TICD:**

TICD has designated a single point of contact on all SBE matters from their staff, currently Ms. Danielle Butler as the SBE liaison for TICD. The SBE liaison will work with each individual

<sup>3</sup> <https://sfocii.org/sites/default/files/inline-files/OCII%20Racial%20Equity%20Plan.pdf>

<sup>4</sup> Centering Planning on Racial and Social Equity (sfplanning.org)

[https://sfplanning.org/sites/default/files/documents/admin/R-20738\\_Centering\\_Planning\\_on\\_Racial\\_and\\_Social\\_Equity.pdf](https://sfplanning.org/sites/default/files/documents/admin/R-20738_Centering_Planning_on_Racial_and_Social_Equity.pdf)

<sup>5</sup> Executive Summary (sfplanning.org) [https://sfplanning.org/sites/default/files/documents/admin/R-1127\\_HPC\\_Equity\\_Resolution.pdf](https://sfplanning.org/sites/default/files/documents/admin/R-1127_HPC_Equity_Resolution.pdf)

<sup>6</sup> COSW Resolution on Racial Equity\_Nov 2020.pdf (sfgov.org)

[https://sfgov.org/dosw/sites/default/files/COSW%20Resolution%20on%20Racial%20Equity\\_Nov%202020.pdf](https://sfgov.org/dosw/sites/default/files/COSW%20Resolution%20on%20Racial%20Equity_Nov%202020.pdf)

<sup>7</sup> Resolution Affirming the Commission’s Commitment to Racial Equity in the Department of the Environment’s Programs, Policies and Services <https://sfenvironment.org/policy/resolution-affirming-the-commissions-commitment-to-racial-equity-in-the-department-of-the-environments-programs-policies-and-services>

TICD project managers (“PMs”) to ensure active SBE participations throughout the bidding process up to contracts execution for all future project scopes by TICD. The TICD SBE liaison’s tasks as they relate to the horizontal projects include:

**Recent Bid Opportunity: Cityside Parks.** TICD recently posted bid advertisement for Cityside Park on Treasure Island and hosted a pre-bid meeting for this scope on July 19, 2023. The bid scope was advertised on two small business publications, Small Business Exchange and Minority Bidders Bulletins as well as TIDA’s website. The bid advertisement including an invitation to the pre-bid meeting was also sent directly to each firm in the TIDA’s SBE lists and to each firm (identified by CMD as pertinent to civil and landscape construction) in the CMD’s database. Bids were received in August and are under review by TICD.

**Upcoming Horizontal Pre-Bid Opportunities**

- Cultural Park Improvements
- Chapel Rehabilitation

**Vertical Disposition and Development Agreement (aka Residential Building-Related) Projects:**

All privately funded vertical residential building projects on Treasure Island and Yerba Buena are also subject to SBE regulations and requirements. Publicly funded 100% affordable building projects are not subject to the SBE regulations and requirements.

**Vertical Projects In-Progress.** For ongoing vertical building projects that are under construction, the TICD’s SBE Liaison, in coordination with TIDA staff hosted a SBE meeting with all the vertical PMs on May 22, 2023. The meeting was intended to refresh and remind all current vertical projects their obligations to coordinate with TICD’s SBE liaison for upcoming bid package and bid advertisement. The meeting also reminds the SBE compliance requirements for meeting the SBE goals as well as compiling and providing an annual report to TIDA by March 1 of each year. The meeting also established a bi-monthly check in between all the vertical PMs with the TICD’s SBE liaison and TIDA staff to review upcoming bid packages and SBE participation status and to gather feedback and input on upcoming SBE workshops.

**TIDA Projects In progress:**

As described earlier in the report, TIDA follows the requirements of Chapter 14.B of the San Francisco Administrative Code for its contracts.

Contract solicitations currently underway for:

- Yerba Buena Island natural areas land management. NTE \$200,000 annually, maximum term of 4 years. CCSF LBE participation requirement waived for this contract.
- Unarmed coordinated security patrol of Treasure and Yerba Buena Islands. NTE \$800,000 annually, maximum term of 7 years. CCSF LBE participation requirement for this contract is 22%.

**CONCLUSION:** A strong commitment to SBE compliance and participation helps boost the reputations of Treasure Island stakeholders like TIDA, TICD, and the project overall. Seeing significant percentages of contracts go to local, small, and diverse businesses makes a statement that Treasure Island development embraces equity and economic opportunity. This community impact can enhance the public perception of the project and stakeholders.

Moreover, SBE participation contributes to local job creation and neighborhood revitalization. As resident SBEs thrive, it delivers a positive economic ripple effect throughout the region. Showcasing these small business success stories helps promote Treasure Island as an inclusive, progressive urban development.

On the project delivery side, an SBE program that thoughtfully matches opportunities with qualified firms also increases the chances of contracting success. Expanding the pool of potential bidders drives competition, innovation, and high-quality proposals. Strong SBE participation mitigates reliance on just a few large vendors, spreading risk across a diverse set of contractors. Even if some underperform, others can deliver wins, limiting downside.

Ultimately, SBE programming aligns social responsibility goals with hard-nosed project management best practices - it's both the right thing to do and smart business. Treasure Island's legacy can be defined by stellar SBE performance that uplifts the local community while meeting development objectives.

In response to the identified shortcomings in Small Business Empowerment (SBE) and Business Local Empowerment (BLE) programming, TIDA acknowledges the imperative for immediate and substantial improvements. The agency is committed to assuming a more proactive role in program administration. This includes ensuring developers' comprehensive understanding of their responsibilities, emphasizing the establishment of a "liaison" function for vertical developers alongside TICD.

To streamline processes and enhance compliance, TIDA will introduce standardized tracking and compliance forms. Active monitoring mechanisms will be implemented to reinforce compliance measures. Furthermore, the agency is dedicated to creating a structured mentorship program, defining distinct responsibilities for TIDA and TICD. TIDA will ensure that the Vertical Developers are aware of the responsibilities and contribute to the success of the program. Through these actions, TIDA is striving to foster a culture of collaboration, accountability, and continuous improvement in its SBE and LBE programming endeavors.

## **BUDGET IMPACT**

The costs affiliated with the tasks performed by TIDA, TICD, and CMD in this funding pursuit will be borne by each respective Agency. Any Authority costs associated with ongoing reporting, oversight, and administration of the SBE Program in the current fiscal year will be allocated in the current FY 2023-24 Budget. On an ongoing basis, TIDA will consider additional staff capacity needs as part of its annual budget process beginning in FY2024-25. The recommendations are anticipated to increase agency costs and will be scoped for future consideration.

## **ATTACHMENTS**

- Attachment A: [TICD Submitted 2022 Horizontal SBE Report](#)
- Attachment B: [TICD Submitted 2022 Horizontal SBE Spreadsheet](#)
- Attachment C: [Racial Equity Primer, published by the Federal Reserve of San Francisco](#)

# TREASURE ISLAND

COMMUNITY DEVELOPMENT

March 1, 2023

Treasure Island Development Authority  
One Avenue of the Palms, Suite 241  
Treasure Island  
San Francisco, CA 94130

**Re: 2022 Small Business Enterprise (SBE) Report**

In accordance with the Small Business Enterprise Procedures adopted January 8, 2014 and amended April 13, 2022, Treasure Island Community Development (TICD) is providing our annual “SBE Report” documenting TICD’s progress toward meeting the SBE Goals for the calendar year 2022 and cumulatively to-date for 2014 through December 31, 2022. We are happy to report that TICD continues to exceed the goals for SBE participation on the project.

*Highlights for this year include:*

- Over 77% of the contracted work in 2022 was covered by change orders with most of the work continuing under existing contracts. Of the new contracts executed (change-orders excluded), the target goal for professional services contracts was exceeded with over 43% of the contracts awarded to SBE firms.
- The largest construction contracts/change orders executed in Stage 1 were for the Treasure Island and Yerba Buena Island Street Improvement Plans and the Causeway. Approximately half of these contract amounts were awarded to SBE firms (\$6,018,305 out of \$12,298,606) with San Francisco-based SBE firms comprising 45% of the total contract amount (\$5,529,730).
- The utility cut-cap work contracted through Plant was one of the largest contracts executed for Stage 2 and had 87% SBE participation (\$1,832,372 out of \$2,111,002).
- TICD awarded its first professional services contracts for Stages 3 through 5 (including preservation of existing buildings) with SBE firms covering 51% of the work (\$681,710 out of \$1,335,493).
- Over the life of the project, approximately 47% of all professional services contracts awarded by TICD have gone to SBE firms (\$59 million out of \$126 million), with almost 45% of all professional service contract amounts awarded to San Francisco-based SBE firms.
- Over the life of the project, over 45% of all construction contracts awarded by TICD have gone to SBE firms (\$180 million out of \$400 million), with approximately 36% of all construction contract amounts awarded to San Francisco-based SBE firms.

# TREASURE ISLAND

COMMUNITY DEVELOPMENT

- Approximately 82% of the total SBE participation across professional service and construction contracts has been San Francisco-based SBEs.
- TICD has surpassed \$235 million in contract value awarded to SBE firms over the life of the project.

## *Outreach Activities:*

TICD continues to work closely with One Treasure Island and its member organizations to promote opportunities for One Treasure Island residents and businesses to participate in construction. TICD and One Treasure Island meet frequently to coordinate our efforts.

On a regular basis, One Treasure Island and TICD check in on the progress toward meeting the One Treasure Island employment goals, to make sure that the project is on track. TICD keeps One Treasure Island informed about prospective construction contracting opportunities so that training programs can be targeted toward participating in upcoming scopes of work. One Treasure Island is invited to every pre-bid meeting, where they present about their program and provide information to prospective contractors on their training and placement services. TICD views One Treasure Island as an important project partner and we are pleased with how these programs are working to date.

## **A. Professional Services Contracts**

### *Achieved SBE Measurement / SBE Progress on SBE Goals*

The summary totals for cumulative to-date and 2022 calendar year's overall contract values, amount awarded to SBEs, and amount awarded to San Francisco SBEs, along with the percentage against total covered contract values are listed in the table below.

	<b>CY 2022</b>	<b>Cumulative</b>
<b>Total Covered Contracts Value</b>	\$ 7,687,960	\$ 126,425,377
<b>Amount Awarded to SF SBEs</b>	\$ 3,220,698	\$ 56,701,898
<b>Amount Awarded to all SBEs</b>	\$ 3,489,710	\$ 59,291,593
<b>Achieved SBE Percentage</b>	<b>45.4%</b>	<b>46.9%</b>
<b>Professional Services SBE Goal</b>	38%	38%

The majority of Professional Services work underway is proceeding under contracts that were executed prior to 2022. The total dollar value of Covered Professional Services Contracts awarded in 2022 was \$7,687,960, of which a total of \$3,489,710 was awarded to SBE consultants, accounting for over 45% of the total.



# TREASURE ISLAND

## COMMUNITY DEVELOPMENT

Of the new contracts executed (change-orders excluded), the target goal for professional services contracts was exceeded with over 43% of the contracts awarded to SBE firms, which were primarily based in San Francisco.

Cumulatively to-date, \$59,291,593 in contract value has been awarded to SBEs, representing 46.9% of the \$126,425,377 million total Covered Professional Services contract value awarded to date, which exceeds the overall project SBE Participation Goal of 38% for this project. Approximately 95% of SBE contract amounts for professional services have gone to San Francisco SBEs (45% of total professional service contracts).

The most significant Professional Services scopes that were contracted in 2022 to SBE firms were related to YBI construction administration and close-out, Stage 2 utility design, Stage 1 park design, and planning and design work for existing buildings to be retained (including Administration Building, Chapel, and Quarters 10).

### B. Construction Contracts

#### *Achieved SBE Measurement / SBE Progress on SBE Goals*

The summary totals for cumulative to-date and 2022 calendar year's overall contract values, amount awarded to SBEs, and amount awarded to San Francisco SBEs, along with the percentage against total covered contract values are listed in the table below.

	<b>CY 2022</b>	<b>Cumulative</b>
<b>Total Covered Contracts Value</b>	\$ 34,145,466	\$401,876,296
<b>Amount Awarded to SF SBEs</b>	\$ 6,640,679	\$144,090,0400
<b>Amount Awarded to all SBEs</b>	\$ 9,416,702	\$180,618,181
<b>Achieved SBE Percentage</b>	<b>27.6%</b>	<b>44.9%</b>
<b>Construction SBE Goal</b>	41.0%	41.0%

The construction work in 2022 was dominated by change orders related to finishing the Treasure Island and Yerba Buena Island street improvement projects, completion of hilltop parks, and demolition of the gas regulation station.

While our overall SBE participation remains above the targeted 41% goal, for contracts signed in 2022, the rate was below the target at 27.6%. This was primarily driven by the fact that we have existing contracts in place for highly specialized work related to the installation of utilities and infrastructure work, and the majority of the work contracted in 2022 was covered by change orders to these existing contracts. Approximately 46% (\$6.3 million of \$13.4 million) of the

# TREASURE ISLAND

COMMUNITY DEVELOPMENT

construction contracts executed for Stage 2 were for specialized geotechnical work, including vibro-compaction and the installation of prefabricated vertical drains, in which there is a limited pool of subcontractors able to perform this work.

TICD and our contractors have been successful in maximizing participation by San Francisco based SBEs, with over 80% of the value of SBE contracts going to San Francisco-based firms (approximately 36% of total construction contracts).

## **C. Summary of 2022 Good Faith Efforts**

### *New Construction Work Covered Contracts*

TICD signed three new construction contracts in 2022 for the following scopes of work:

1. Waterfront Plaza (RFP Solicitation)
2. Gas Reg Demolition (RFP Solicitation)
3. Stage 2 Geotech (RFP Solicitation)

As part of the outreach efforts related to the solicitation process, the RFPs were advertised via the following mechanisms:

- TIDA Website
- SF Office of Contract Administration website
- SF Office of Contract Monitoring Division's list of certified SBEs – sorted by trade
- TIDA List of Interested Contractors
- One Treasure Island Member Organizations
- Small Business Exchange
- San Francisco Examiner

Pre-bid meetings were held for each of the RFP scopes of work. The pre-bid meetings included a discussion of the SBE Policies for the project and contractors were encouraged to take steps to meet or exceed the project goals. One Treasure Island and TIDA Staff are also invited to participate in the meetings to explain their programs and how contractor can participate.

## **D. PROJECTED 2023 ACTIVITIES**

# TREASURE ISLAND

COMMUNITY DEVELOPMENT

## *Construction Work:*

2023 will be a year of transition as large construction scopes for Yerba Buena Island and Treasure Island Street improvement projects have reached substantial completion and Notices of Completion will be obtained. Construction of parks and open space areas will continue on YBI and TI Stage 1 with some bid opportunities expected, and Stage 2 street improvement plans are expected to progress.

The following scopes of construction work may proceed to bid for construction in 2023:

- Cityside Park
- Cultural Park
- Beach Park
- Treasure Island Stage 2 Street Improvements
- Building Abatement and Demolitions as needed

## *Professional Services:*

We do not expect to generate significant bidding opportunities for Professional Services in 2023. The Stage 1 parks work and some early work for Stage 2 comprises most of the Professional Services work for 2023, and contracts are largely in place. However, the ongoing infrastructure work will likely allow for additional bid opportunities, and we will continue to look for opportunities to increase participation as new scopes are identified. TICD continues to encourage our consultants to form joint ventures or associations with SBE firms to further increase SBE involvement in the project. The most significant upcoming Professional Services scope will be preparation of the next Major Phase application, although timing of this work is still being determined.

1) 2022 Summary

	Total Committed	SF SBE	Non-SF SBE	Total SBE	Non-SBE	SF SBE %	Non-SF SBE %	Total SBE %	SF-SBE of Total SBE
<b>Professional</b>	\$ 7,766,010	\$ 3,220,698	\$ 269,012	\$ 3,489,710	\$ 4,276,301	<b>41.5%</b>	<b>3.5%</b>	<b>44.9%</b>	92%
<b>Construction</b>	\$ 34,145,466	\$ 6,640,679	\$ 2,776,023	\$ 9,416,702	\$ 24,728,765	<b>19.4%</b>	<b>8.1%</b>	<b>27.6%</b>	71%
<b>Totals</b>	\$ 41,911,477	\$ 9,861,377	\$ 3,045,035	\$ 12,906,411	\$ 29,005,066	<b>23.5%</b>	<b>7.3%</b>	<b>30.8%</b>	76%

2) Cumulative Through 2021

	Total Committed	SF SBE	Non-SF SBE	Total SBE	Non-SBE	SF SBE %	Non-SF SBE %	Total SBE %
<b>Professional</b>	\$ 118,659,367	\$ 53,481,201	\$ 2,320,682	\$ 55,801,883	\$ 62,857,484	<b>45.1%</b>	<b>2.0%</b>	<b>47.0%</b>
<b>Construction</b>	\$ 367,730,830	\$ 137,449,721	\$ 33,751,758	\$ 171,201,479	\$ 196,529,351	<b>37.4%</b>	<b>9.2%</b>	<b>46.6%</b>
<b>Totals</b>	\$ 486,390,197	\$ 190,930,922	\$ 36,072,440	\$ 227,003,362	\$ 259,386,835	<b>39.3%</b>	<b>7.4%</b>	<b>46.7%</b>

3) Cumulative Summary

	Total Committed	SF SBE	Non-SF SBE	Total SBE	Non-SBE	SF SBE %	Non-SF SBE %	Total SBE %	SF-SBE of Total SBE
<b>Professional</b>	\$ 126,425,377	\$ 56,701,899	\$ 2,589,694	\$ 59,291,593	\$ 67,133,785	<b>44.9%</b>	<b>2.0%</b>	<b>46.9%</b>	96%
<b>Construction</b>	\$ 401,876,296	\$ 144,090,400	\$ 36,527,781	\$ 180,618,181	\$ 221,258,116	<b>35.9%</b>	<b>9.1%</b>	<b>44.9%</b>	80%
<b>Totals</b>	\$ 528,301,674	\$ 200,792,299	\$ 39,117,475	\$ 239,909,773	\$ 288,391,901	<b>38.0%</b>	<b>7.4%</b>	<b>45.4%</b>	84%

**Professional Services Contracts**

	CY 2022	Cumulative
Total Covered Contracts Value	\$ 7,766,010	\$ 126,425,377
Amount Awarded to SF SBEs	\$ 3,220,698	\$ 56,701,899
Amount Awarded to all SBEs	\$ 3,489,710	\$ 59,291,593
Achieved SBE Percentage	44.9%	46.9%
Professional Services SBE Goal	38%	38%

**Construction Contracts**

	CY 2022	Cumulative
Total Covered Contracts Value	\$ 34,145,466	\$ 401,876,296
Amount Awarded to SF SBEs	\$ 6,640,679	\$ 144,090,400
Amount Awarded to all SBEs	\$ 9,416,702	\$ 180,618,181
Achieved SBE Percentage	27.6%	44.9%
Construction SBE Goal	41.0%	41.0%

AS OF DECEMBER 31st, 2022  
2022 Stage 1 SBE Reporting

Stage 1 Summary

	Total Committed	SF SBE	Non-SF SBE	Total SBE	Non-SBE	SF SBE %	Non-SF SBE %	Total SBE %
Professional	\$ 4,697,712	\$ 2,119,523	\$ 175,512	\$ 2,295,035	\$ 2,402,677	45.1%	3.7%	48.9%
Construction	\$ 20,401,148	\$ 5,838,838	\$ 943,650	\$ 6,782,489	\$ 13,618,659	28.6%	4.6%	33.2%
<b>Totals</b>	<b>\$ 25,098,859</b>	<b>\$ 7,958,361</b>	<b>\$ 1,119,162</b>	<b>\$ 9,077,523</b>	<b>\$ 16,021,336</b>	<b>31.7%</b>	<b>4.5%</b>	<b>36.2%</b>

New Contracts (+ change orders) Executed in 2022

Vendor	P/C	Cost Center	Total Contract + CO Amount	SF SBE	Non-SF SBE	Total SBE	Non-SBE
Conway and Partners	P	Master Stage 1	\$ 16,525.00	\$ -	\$ -	\$ -	\$ 16,525.00
Hayes Davidson	P	Master Stage 1	\$ -	\$ -	\$ -	\$ -	\$ -
Desilva Gates Construction	C	Waterfront Plaza	\$ 5,020,228.88	\$ 224,265.67	\$ 7,000.00	\$ 231,265.67	\$ 4,788,963.21
Alfa Tech Consulting	P	CulturalPark	\$ 3,500.00	\$ -	\$ -	\$ -	\$ 3,500.00
Multivista	P	TISIP	\$ 46,000.00	\$ 46,000.00	\$ -	\$ 46,000.00	\$ -
CMG Landscape Architecture	P	CulturalPark	\$ 185,310.00	\$ -	\$ 4,200.00	\$ 4,200.00	\$ 181,110.00
Power Systems Design	P	YBI SIP	\$ 35,000.00	\$ -	\$ 35,000.00	\$ 35,000.00	\$ -
BKF/AGS	P	MarinaPlaza	\$ 98,200.00	\$ 98,200.00	\$ -	\$ 98,200.00	\$ -
Power Systems Design	P	TISIP	\$ 25,000.00	\$ -	\$ 25,000.00	\$ 25,000.00	\$ -
J Wade	P	Master Stage 1	\$ 60,000.00	\$ -	\$ -	\$ -	\$ 60,000.00
Jensen Landscape Contractors	C	Hilltop Park	\$ 249,160.00	\$ -	\$ 249,160.00	\$ 249,160.00	\$ -
<b>Total New 2022 Contracts</b>			<b>\$ 5,738,923.88</b>	<b>\$ 368,465.67</b>	<b>\$ 320,360.00</b>	<b>\$ 688,825.67</b>	<b>\$ 5,050,098.21</b>
Professional Services			\$ 469,535.00	\$ 144,200.00	\$ 64,200.00	\$ 208,400.00	\$ 261,135.00
Construction			\$ 5,269,388.88	\$ 224,265.67	\$ 256,160.00	\$ 480,425.67	\$ 4,788,963.21

Change Orders Added in 2022 for previously executed Contracts

Stage 1

Vendor	P/C	Cost Center	Total CO Amount	SF SBE	Non-SF SBE	Total SBE	Non-SBE
TRC Solutions	P	YBI SIP	\$ 45,000.00	\$ -	\$ -	\$ -	\$ 45,000.00
Desilva Gates Construction	C	YBI SIP	\$ 4,661,381.11	\$ 1,951,883.61	\$ 60,820.19	\$ 2,012,703.80	\$ 2,648,677.31
Desilva Gates Construction	C	TI Causeway	\$ 2,395,545.86	\$ 515,670.91	\$ 110,576.00	\$ 626,246.91	\$ 1,769,298.95
Desilva Gates Construction	C	TISIP	\$ 5,241,679.04	\$ 3,062,175.83	\$ 317,178.50	\$ 3,379,354.33	\$ 1,862,324.71
BKF/AGS	P	JC Storm drain pump :	\$ 104,588.00	\$ 42,700.00	\$ -	\$ 42,700.00	\$ 61,888.00
BKF Engineers	P	YBI SIP	\$ 227,650.00	\$ -	\$ -	\$ -	\$ 227,650.00
BKF/AGS Joint Venture	P	TISIP	\$ 526,430.00	\$ 492,116.00	\$ -	\$ 492,116.00	\$ 34,314.00
BKF/AGS Joint Venture	P	Beach Park	\$ 89,590.00	\$ 89,590.00	\$ -	\$ 89,590.00	\$ -
BKF/AGS Joint Venture	P	Master Stage 1	\$ 53,070.00	\$ 53,070.00	\$ 53,070.00	\$ 106,140.00	\$ (53,070.00)
BKF/AGS Joint Venture	P	Dog Park	\$ 5,000.00	\$ 5,000.00	\$ -	\$ 5,000.00	\$ -
BKF/AGS Joint Venture	P	Waterfront Plaza	\$ 5,020.00	\$ 920.00	\$ -	\$ 920.00	\$ 4,100.00
BKF/AGS Joint Venture	P	YBI SIP	\$ 6,470.00	\$ 6,470.00	\$ -	\$ 6,470.00	\$ -
Engeo Incorporated	P	HilltopPark	\$ 329,086.55	\$ -	\$ -	\$ -	\$ 329,086.55
Engeo Incorporated	P	Waterfront Plaza	\$ 68,075.70	\$ -	\$ -	\$ -	\$ 68,075.70
Fehr & Peers	P	TISIP	\$ 40,000.00	\$ -	\$ -	\$ -	\$ 40,000.00
CMG Landscape Architecture	P	TISIP	\$ 119,600.00	\$ 111,200.00	\$ 8,400.00	\$ 119,600.00	\$ -
CMG Landscape Architecture	P	Beach Park	\$ 109,118.00	\$ 107,618.00	\$ 1,500.00	\$ 109,118.00	\$ -
CMG Landscape Architecture	P	CitysidePark	\$ 14,974.00	\$ 14,224.00	\$ 750.00	\$ 14,974.00	\$ -
CMG Landscape Architecture	P	Dog Park	\$ 18,000.00	\$ 18,000.00	\$ -	\$ 18,000.00	\$ -

CMG Landscape Architecture	P	YBI SIP	\$ 90,000.00	\$ 90,000.00	\$ -	\$ 90,000.00	\$ -
CMG Landscape Architecture	P	Master Stage 1	\$ 168,802.00	\$ 139,765.00	\$ 29,037.00	\$ 168,802.00	\$ -
Vigen Onany & Associates Inc	P	Master Stage 1	\$ 8,400.00	\$ -	\$ -	\$ -	\$ 8,400.00
Engeo Incorporated	P	YBI SIP	\$ 311,142.97	\$ -	\$ -	\$ -	\$ 311,142.97
Terraphase Engineering Inc	P	TISIP	\$ 89,900.00	\$ -	\$ -	\$ -	\$ 89,900.00
Aecom Technical Services Inc	P	Waterfront Plaza	\$ 237,699.00	\$ 1,000.00	\$ 17,605.00	\$ 18,605.00	\$ 219,094.00
Aecom Technical Services Inc	P	Causeway Park	\$ 1,875.00	\$ 550.00	\$ 950.00	\$ 1,500.00	\$ 375.00
Terraphase Engineering Inc	P	YBI SIP	\$ 78,460.00	\$ -	\$ -	\$ -	\$ 78,460.00
Terraphase Engineering Inc	P	Master Stage 1	\$ 2,120.00	\$ -	\$ -	\$ -	\$ 2,120.00
S2 Partners	P	Master Stage 1	\$ 150,000.00	\$ 150,000.00	\$ -	\$ 150,000.00	\$ -
Plant Construction Co	C	YBI SIP	\$ 1,205,458.00	\$ -	\$ -	\$ -	\$ 1,205,458.00
Desilva Gates Construction	C	JCPark	\$ 160,656.84	\$ -	\$ 2,650.00	\$ 2,650.00	\$ 158,006.84
BKF/AGS Joint Venture	P	CulturalPark	\$ 8,190.00	\$ 6,490.00	\$ -	\$ 6,490.00	\$ 1,700.00
HMS Associates	P	Master Stage 1	\$ 264,000.00	\$ -	\$ -	\$ -	\$ 264,000.00
Gary Bell and Associates Inc	P	YBI SIP	\$ 1,806.25	\$ -	\$ -	\$ -	\$ 1,806.25
Office of Cheryl Barton	P	CulturalPark	\$ 6,442.50	\$ 6,442.50	\$ -	\$ 6,442.50	\$ -
Hood Design Studio Inc	P	HilltopPark	\$ 47,200.00	\$ 4,250.00	\$ -	\$ 4,250.00	\$ 42,950.00
Townsend Management Inc	P	YBI SIP	\$ 223,667.00	\$ 223,667.00	\$ -	\$ 223,667.00	\$ -
Taft Electric	C	Master Stage 1	\$ 417,693.00	\$ -	\$ -	\$ -	\$ 417,693.00
ERA Co	P	Master Stage 1	\$ 71,150.00	\$ -	\$ -	\$ -	\$ 71,150.00
Andrea Cochran Landscape Architecture	P	MarinaPlaza	\$ 461,150.00	\$ 352,250.00	\$ -	\$ 352,250.00	\$ 108,900.00
Uptick Strategic Advisors	P	Master Stage 1	\$ 136,500.00	\$ -	\$ -	\$ -	\$ 136,500.00
Jensen Landscape Contractors	C	Dog Park	\$ 69,396.23	\$ 1,191.34	\$ 39,187.90	\$ 40,379.24	\$ 29,016.99
Jensen Landscape Contractors	C	HilltopPark	\$ 979,948.56	\$ 83,651.10	\$ 157,077.68	\$ 240,728.78	\$ 739,219.78
DPFG	P	Master Stage 1	\$ 60,000.00	\$ 60,000.00	\$ -	\$ 60,000.00	\$ -
Moffatt & Nichol	P	Master Stage 1	\$ 12,000.00	\$ -	\$ -	\$ -	\$ 12,000.00
Multivista	P	YBI SIP	\$ 36,000.00	\$ -	\$ -	\$ -	\$ 36,000.00
<b>Total Stage 1 2022 Change Orders</b>			<b>\$ 19,359,935.61</b>	<b>\$ 7,589,895.29</b>	<b>\$ 798,802.27</b>	<b>\$ 8,388,697.56</b>	<b>\$ 10,971,238.05</b>
<b>Total Stage 1 2022 Committed</b>			<b>\$ 25,098,859.49</b>	\$ 7,958,360.96	\$ 1,119,162.27	\$ 9,077,523.23	\$ 16,021,336.26
				31.7%	4.5%	36.2%	63.8%

AS OF DECEMBER 31st, 2022  
2022 Stage 2 SBE Reporting

Stage 2 Summary

	Total Committed	SF SBE	Non-SF SBE	Total SBE	Non-SBE	SF SBE %	Non-SF SBE %	Total SBE %
Professional	\$ 1,654,755	\$ 477,605	\$ 35,360	\$ 512,965	\$ 1,141,790	28.9%	2.1%	31.0%
Construction	\$ 13,476,176	\$ 801,841	\$ 1,832,372	\$ 2,634,213	\$ 10,841,963	6.0%	13.6%	19.5%
<b>Totals</b>	<b>\$ 15,130,931</b>	<b>\$ 1,279,446</b>	<b>\$ 1,867,732</b>	<b>\$ 3,147,178</b>	<b>\$ 11,983,753</b>	<b>8.5%</b>	<b>12.3%</b>	<b>20.8%</b>
	\$ -	\$ -	\$ -	\$ -	\$ -			

New Contracts (+ change orders) Executed in 2022

Vendor	P/C	Cost Center	Total Contract + CO Amount	SF SBE	Non-SF SBE	Total SBE	Non-SBE
Freyer & Laureta Inc	P	S2 SIP	\$ 164,300.00	\$ 58,500.00	\$ 6,550.00	\$ 65,050.00	\$ 99,250.00
Gary Bell and Associates	P	Gas Reg Perm Demo	\$ 12,049.83	\$ -	\$ -	\$ -	\$ 12,049.83
Gary Bell and Associates	P	FerryLand	\$ 20,925.00	\$ -	\$ -	\$ -	\$ 20,925.00
PROPSF	P	Ferry Operations	\$ 90,000.00	\$ -	\$ -	\$ -	\$ 90,000.00
Desilva Gates	C	Gas Reg Perm Demo	\$ 1,083,423.93	\$ 335,233.10	\$ -	\$ 335,233.10	\$ 748,190.83
Moffatt & Nichol	P	WWTP Geotech	\$ -	\$ -	\$ -	\$ -	\$ -
Terraphase Engineering Inc	P	Gas Reg Perm Demo	\$ 77,540.00	\$ -	\$ -	\$ -	\$ 77,540.00
Keller North America	C	S2 Geo	\$ 903,000.00	\$ -	\$ -	\$ -	\$ 903,000.00
Alfa Tech	P	Gas Reg Perm Demo	\$ 7,590.00	\$ -	\$ -	\$ -	\$ 7,590.00
Plant Construction Co	C	S2 SIP	\$ 127,167.66	\$ -	\$ -	\$ -	\$ 127,167.66
ERA Co	P	S2 Master	\$ 19,875.00	\$ -	\$ -	\$ -	\$ 19,875.00
<b>Total New 2022 Contracts</b>			<b>\$ 2,505,871.42</b>	<b>\$ 393,733.10</b>	<b>\$ 6,550.00</b>	<b>\$ 400,283.10</b>	<b>\$ 2,105,588.32</b>
<b>Professional Services</b>			<b>\$ 392,279.83</b>	<b>\$ 58,500.00</b>	<b>\$ 6,550.00</b>	<b>\$ 65,050.00</b>	<b>\$ 327,229.83</b>
<b>Construction</b>			<b>\$ 2,113,591.59</b>	<b>\$ 335,233.10</b>	<b>\$ -</b>	<b>\$ 335,233.10</b>	<b>\$ 1,778,358.49</b>

Change Orders Added in 2022 for previously executed Contracts

Stage 2

Vendor	P/C	Cost Center	Total CO Amount	SF SBE	Non-SF SBE	Total SBE	Non-SBE
Plant Construction Co	C	12KV Electric Upgrade	\$ (12,637.30)	\$ -	\$ -	\$ -	\$ (12,637.30)
Freyer & Laureta Inc	P	S2 Master	\$ 81,785.87	\$ 41,710.00	\$ 8,860.00	\$ 50,570.00	\$ 31,215.87
Desilva Gates Construction	C	S2 CutCap	\$ 254,521.19	\$ -	\$ -	\$ -	\$ 254,521.19
Plant Construction Co	C	S2 CutCap	\$ 126,174.00	\$ -	\$ -	\$ -	\$ 126,174.00
Plant Construction Co	C	S2 CutCap	\$ 13,858.00	\$ -	\$ -	\$ -	\$ 13,858.00
Rubicon Enterprises	C	S2 CutCap	\$ 610.64	\$ -	\$ -	\$ -	\$ 610.64
WRA	P	Ferry Water	\$ 14,700.00	\$ -	\$ -	\$ -	\$ 14,700.00
Desilva Gates Construction	C	S2 Geo	\$ 3,654,548.93	\$ 466,607.44	\$ -	\$ 466,607.44	\$ 3,187,941.49
Jafec USA Inc	C	S2 Geo	\$ 5,360,895.25	\$ -	\$ -	\$ -	\$ 5,360,895.25
Engeo Incorporated	P	S2 CutCap	\$ 23,750.50	\$ -	\$ -	\$ -	\$ 23,750.50
WRA	P	S2 Master	\$ 10,000.00	\$ -	\$ -	\$ -	\$ 10,000.00
Freyer & Laureta Inc	P	S2 SIP	\$ 460,800.00	\$ 237,900.00	\$ 19,950.00	\$ 257,850.00	\$ 202,950.00
Power Engineering Construction Co	C	Ferry Water	\$ 101,229.50	\$ -	\$ -	\$ -	\$ 101,229.50
Plant Construction Co	C	S2 CutCap	\$ 2,111,001.75	\$ -	\$ 1,832,372.25	\$ 1,832,372.25	\$ 278,629.50
Plant Construction Co	C	S2 CutCap	\$ (434,799.47)	\$ -	\$ -	\$ -	\$ (434,799.47)
Plant Construction Co	C	S2 CutCap	\$ 187,181.79	\$ -	\$ -	\$ -	\$ 187,181.79
BKF/AGS Joint Venture	P	S2 Master	\$ 40,270.00	\$ 40,270.00	\$ -	\$ 40,270.00	\$ -
Dreyfuss & Blackford Architecture	P	Ferry Restrooms	\$ 85,689.00	\$ 25,375.00	\$ -	\$ 25,375.00	\$ 60,314.00

Multivista	P	S2 Geo	\$	29,000.00	\$	29,000.00	\$	-	\$	29,000.00	\$	-
BKF Engineers	P	WWTP Geotech	\$	5,090.00	\$	-	\$	-	\$	-	\$	5,090.00
Terraphase Engineering Inc	P	S2 Master	\$	433,440.00	\$	-	\$	-	\$	-	\$	433,440.00
BKF/AGS Joint Venture	P	Gas Reg Perm Demo	\$	44,850.00	\$	44,850.00	\$	-	\$	44,850.00	\$	-
Terraphase Engineering Inc	P	S2 CutCap	\$	33,100.00	\$	-	\$	-	\$	-	\$	33,100.00
<b>Total Stage 1 2022 Change Orders</b>			<b>\$</b>	<b>12,625,059.65</b>	<b>\$</b>	<b>885,712.44</b>	<b>\$</b>	<b>1,861,182.25</b>	<b>\$</b>	<b>2,746,894.69</b>	<b>\$</b>	<b>9,878,164.96</b>
<b>Total Stage 1 2022 Committed</b>			<b>\$</b>	<b>15,130,931.07</b>	<b>\$</b>	1,279,445.54	<b>\$</b>	1,867,732.25	<b>\$</b>	3,147,177.79	<b>\$</b>	11,983,753.28
						8.5%		12.3%		20.8%		79.2%



AS OF DECEMBER 31st, 2022  
2022 Stage3-5&Exp SBE Reporting

Stages 3-5 & Exp Summary

	Total Committed	SF SBE	Non-SF SBE	Total SBE	Non-SBE	SF SBE %	Non-SF SBE %	Total SBE %
Professional	\$ 1,335,493	\$ 623,570	\$ 58,140	\$ 681,710	\$ 653,783	46.7%	4.4%	51.0%
Construction	\$ 268,143	\$ -	\$ -	\$ -	\$ 268,143	-	-	-
<b>Totals</b>	<b>\$ 1,603,636</b>	<b>\$ 623,570</b>	<b>\$ 58,140</b>	<b>\$ 681,710</b>	<b>\$ 921,926</b>	<b>38.9%</b>	<b>3.6%</b>	<b>42.5%</b>

New Contracts (+ change orders) Executed in 2022

Vendor	P/C	Cost Center	Total Contract + CO Amount	SF SBE	Non-SF SBE	Total SBE	Non-SBE
Gary Bell and Associates	P	Q10 Building	\$ 12,750.00	\$ -	\$ -	\$ -	\$ 12,750.00
Freyer & Laureta	P	S3 Master	\$ 244,353.50	\$ 121,130.00	\$ 24,430.00	\$ 145,560.00	\$ 98,793.50
Alan Tse Design	P	S3 Master	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 10,000.00	\$ -
Alan Tse Design	P	S3 Master	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 10,000.00	\$ -
Engeo Incorporated	P	S3 Geo	\$ 95,000.00	\$ -	\$ -	\$ -	\$ 95,000.00
Freyer & Laureta	P	S3 SIP	\$ 164,475.99	\$ 83,890.00	\$ 17,810.00	\$ 101,700.00	\$ 62,775.99
Freyer & Laureta	P	S3 Parks	\$ 394,143.73	\$ 167,370.00	\$ 15,900.00	\$ 183,270.00	\$ 210,873.73
Terraphase	P	S3 CutCap	\$ 64,510.00	\$ -	\$ -	\$ -	\$ 64,510.00
BCV Architects	P	Q10 Building	\$ 10,000.00	\$ 10,000.00	\$ -	\$ 10,000.00	\$ -
BCV Architects	P	Chapel	\$ 226,500.00	\$ 145,680.00	\$ -	\$ 145,680.00	\$ 80,820.00
BCV Architects	P	Building 1	\$ 103,760.00	\$ 75,500.00	\$ -	\$ 75,500.00	\$ 28,260.00
<b>Total New 2022 Contracts</b>			<b>\$ 1,335,493.22</b>	<b>\$ 623,570.00</b>	<b>\$ 58,140.00</b>	<b>\$ 681,710.00</b>	<b>\$ 653,783.22</b>
<b>Professional Services</b>			<b>\$ 1,335,493.22</b>	<b>\$ 623,570.00</b>	<b>\$ 58,140.00</b>	<b>\$ 681,710.00</b>	<b>\$ 653,783.22</b>
<b>Construction</b>							

Change Orders Added in 2022 for previously executed Contracts

Stage 3-5&Experiences

Vendor	P/C	Cost Center	Total CO Amount	SF SBE	Non-SF SBE	Total SBE	Non-SBE
Novo Construction	C	Chapel	\$ 87,882.00	\$ -	\$ -	\$ -	\$ 87,882.00
Novo Construction	C	Building 1	\$ 180,261.00	\$ -	\$ -	\$ -	\$ 180,261.00
<b>Total Stage3-5&amp;Exp 2022 Change Orders</b>			<b>\$ 268,143.00</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$ 268,143.00</b>
<b>Total Stage3-5&amp;Exp 2022 Committed</b>			<b>\$ 1,603,636.22</b>	<b>\$ 623,570.00</b>	<b>\$ 58,140.00</b>	<b>\$ 681,710.00</b>	<b>\$ 921,926.22</b>
				38.9%	3.6%	42.5%	57.5%



# Racial Equity Primer

June 12, 2020

*A framework for conversations about racial and economic inequities in the United States against the backdrop of COVID-19.*

How can the United States work toward economic opportunity for all? Building a better future—one that leaves no one behind—requires an intentional focus on inequities and injustices. At the San Francisco Fed, racial equity is core to our values and mission. We put together this racial equity primer to help develop a shared vocabulary and guide discussions.

## What is racial equity?

In our work, racial equity means just and fair inclusion in an economy in which all can participate, prosper, and reach their full potential. We will know we have achieved racial equity when race no longer predicts life outcomes.

This definition of racial equity is adapted from the [Government Alliance on Race & Equity \(GARE\)](#) and [Policylink](#).

## Racial equity is central to the SF Fed's mission

At the San Francisco Fed, we [cannot ignore racial inequities](#). People of color are projected to become the majority of the U.S. labor force in the coming decades. Overlooking and undervaluing economic contributions of people of color will [limit the full potential of our economy](#). In other words, achieving racial equity fits into the Federal Reserve's mandate for maximum employment, which is central to our mission. We are committed to building our body of research, speeches, blog posts, and data related to issues that affect economic outcomes based on race in order to move toward a more equitable future.

## Racism past and present shapes economic opportunity

Racial disparities are not simply a matter of individual choice and behavior. They are a product of a complex and often invisible history that has limited options and opportunities based on race. Many forms of racism, past and present, shape who benefits from economic opportunity.

## **Humans are hardwired to see difference**

As social beings we often use shorthand to classify people based on markers of identity such as race or ethnicity, social class, physical ability, sexual orientation, gender, and religion. Over time, identity messages become part of the prevailing culture: certain groups are seen to have higher value and some groups become “the [other](#).” It becomes all too easy to perpetuate cultures of exclusion unless we actively work against it. This manifests as explicit or unconscious bias at the individual level, but also gets built into our institutions and systems over time.

## **The foundations of institutions, systems, and policies include the biases of those who develop them**

Many examples exist of how biases by race have been built into our policies and systems over time. Early in our country’s history, [racial hierarchy](#) emerged to rationalize unjust actions, often for the sake of economic gain. For example, in the acquisition of land and commodification of people for labor through slavery. Another common example is the practice of [redlining](#). It started in the 1930s and led to the systemic denial of mortgage credit on the basis of race, with major implications for neighborhood disinvestment and the formation of the [racial wealth gap](#).

Other racialized practices continue to shape modern day outcomes. Examples include racial steering, block-busting, investments in racially-exclusive suburbs, and disinvestment from urban central city areas where people of color live through practices such as [racialized scoring of municipal bonds](#).

What are the long-term impacts? To this day, neighborhoods that were redlined have less economic activity (i.e. fewer public and private investments), lower economic value (e.g. home values), and less political power. This means more people of color disproportionately live in conditions of concentrated disadvantage.

The examples we shared illustrate ways that racism—a term that often evokes individual acts of discrimination or “individual” racism—exists in our institutions (“institutional” racism) and manifests through policies and practices (“structural” racism) in invisible and insidious ways. Over time, people of disadvantaged racial groups may come to accept negative messages about their own abilities and intrinsic worth (“internalized” racism).

## **“Race-neutral” is not enough**

Research makes clear that anti-Black racism is particularly harmful in the United States. While most explicitly racist laws and policies have been overturned or replaced, modern “[race-neutral](#)” laws, policies, and practices are not enough to reverse the legacy of explicitly racist policies. They fail to acknowledge that communities of color, particularly Black communities, have a different starting line and continue to face ongoing discrimination.

## Racial inequities and COVID-19

Health and economic impacts of COVID-19 [disproportionately affect people of color](#), particularly Black people and also Latinx people, Indigenous people, and some people from Asian-American/Pacific Islander subgroups. We've [talked about this issue](#), as well as related [mental health impacts](#), in previous blog posts. And the coronavirus pandemic continues to expose long-standing underlying vulnerabilities. Response to the coronavirus pandemic will shape whether people of color—who were only just beginning to see job gains after 11 years of economic recovery—rebound and prosper or fall further behind in economic participation.

### **People of color, particularly Black people, have faced longstanding challenges that impact health and well-being**

A person's [opportunities and experiences](#) over a lifetime determine their health, shaped largely by the places in which they live and their economic circumstances. Good health flourishes when people have access to resources like neighborhood grocery stores with healthy and affordable food options, well-funded schools, high quality housing, and jobs that provide living [wages](#) and benefits. Poor health stems from neighborhoods with under-resourced schools, unmaintained housing, transportation barriers, environmental toxins, and fewer high-quality employment opportunities. Every person experiences stress. But unrelenting or “toxic” stress results in [cumulative wear-and-tear](#) on the body's systems and ultimately poor health. This is key to understanding how social factors like economic status and neighborhood conditions “get into” the body.

People of color, particularly Black people, disproportionately lack resources where they live and work because of longtime racialized policies and practices, like the ones named above. The combination of toxic stress, disinvested neighborhood conditions, and constrained choices—all mediated to some extent by interpersonal, institutional, and structural racism—explains why so many people of color have underlying health conditions that can lead to more severe or fatal forms of COVID-19.

### **COVID-19 compounds existing challenges**

Because of underlying social inequities, people of color disproportionately face additional challenges unique to the COVID-19 crisis:

- Employment in service industries with more face-to-face contact and higher coronavirus exposure;
- Low-wage hourly jobs affected by reduced hours and closures;
- Lack of sick leave or paid time off;
- Lack of a regular source of health care and reliance on emergency departments with higher exposure risk;
- Fewer savings to weather financial shocks;
- Overcrowded housing, larger household sizes, and more frequent intergenerational contact;

- Challenges with childcare closures;
- Lack of access to reliable internet and devices; and
- Under-resourced schools that may not provide tools for distance learning.

Stimulus checks, intended to provide relief, were in some cases [slower to reach](#) people most in need. Many people of color—who are disproportionately unbanked and lack direct deposit, and more likely to use certain tax-preparation services—experienced such delays.

## **Moving toward a more equitable future**

One effective strategy for achieving just and fair inclusion in an economy is [centering communities of color](#) who have been most impacted by racial inequity. By centering our solutions on those who are most disadvantaged, we often achieve outcomes that [work best for everyone](#).

In the current moment, for example, efforts to reach small business owners could be made more equitable by specifically considering the needs of business owners of color. Most businesses owned by Black people, for example, are smaller in revenue and staff and may lack existing relationships with banks. If programs for this particular population are not designed, existing inequities are likely to get worse. Designing programs with this population in mind, however, will likely create ease and access for many others.

## **5 tips for getting on the same page**

Open dialogue is essential in working toward racial and economic equity, but talking about the issues is not always easy or comfortable. Here are a few things we have learned about speaking up on these issues. We recognize that these ideas are just the beginning.

### **1. Acknowledge differences.**

You may have privilege based on your racial identity, job, and other factors. Acknowledge it. If you are white, practice finding ways to center and elevate the voices and experiences of people of color, without burdening them to educate on racial equity or validate your learnings. If you are a person of color, remember that you are an expert in your own experiences, which are unique and can differ from the experiences of people who share your racial identity. Everyone should consider that not all racial groups have faced the same burden of inequity.

### **2. Be humble, ask questions, and listen.**

Asking for different perspectives and truly listening will help strengthen our communities.

### **3. Tell the full story: do not start the story in the middle.**

Acknowledge that the starting point is different for people of color due to current and historical policies and practices. Racial differences will often be attributed to individual responsibility or personal behavior. This places the burden of change on the people facing the most disadvantage. Keep in mind that while behaviors

matter, the choices available to people of color are often constrained and out of an individual's control.

4. **Focus on strengths and resilience in communities of color when articulating challenges.**

Call attention to the ways that people of color continue to thrive, adapt, fight against unfairness, and strive for more.

5. **Tell the story of us not of them.**

Reinforce that we are in it together; highlight examples of how addressing the needs and harnessing the contributions of those who need it most will benefit everyone.

### **Addressing common misconceptions**

Strongly-held beliefs often make it difficult to see the ways society perpetuates racial inequity. The following misconceptions come up a lot when talking about race. Here are the facts.

- **If race is a social construct, then why acknowledge differences by race? Aren't we all the same?**

While there are no inherent biological differences attributable to *race*, the social impacts of *racism* are very real. Inequities will persist if we ignore the idea of race, and it is important to quantify the impacts of racialized systems on populations of color. When we do so, we must not attribute differences in outcomes to *race* when the differences in outcomes are actually reflecting *racism* (manifesting on individual, institutional, structural, and internalized levels as a result of current and past policies and practices).

- **Aren't the poorer outcomes we see among Black people a *class* issue not a *race* issue?**

As summed up recently by Angela Glover Blackwell on KQED's Forum, "Many people of color are poor because of their race and ethnicity." Disadvantage can occur for people across multiple forms of identity (e.g., class, gender, or sexual orientation). But race cuts across every identity group and compounds the challenges people face. People of color experience overlapping forms of discrimination, which often leads to stark racial disparities, even within other identity groups. For example, single white women with a bachelor's degree have seven times the wealth of single black women with a bachelor's degree. In other words, white people facing many disadvantages would be even worse off if they were not white.

- **Everyone has choices. People who make poor choices to eat unhealthy food and engage in risky behaviors will of course have worse outcomes related to COVID-19.**

People [behave within the constraints](#) of their environments. As one example, the

availability, price, and ease of access to fresh food in one's neighborhood shape behavior around food. In our current crisis, it is important to remember that individual choices are shaped by conditions in which people live and work. For many people of color these places have conditions conducive to COVID-19 transmission. In addition, many individuals within communities of color have felt pushed to the margins and systematically discriminated against in countless ways. People who have been marginalized are less likely to trust the word of authorities that have overlooked their well-being or been detrimental to their communities in the past. In the context of health care, language and cultural barriers, lack of diverse care providers, and distrust due to past injustices in medical research may result in individuals not receiving or heeding instructions of medical care providers.

### **Heading toward a better future**

The pandemic and unrest across the country display the ways that the systems we have created work for some while leaving others behind. At this moment, as many inequities become clearer, there is an opportunity to move closer to a future of racial equity.

*Bina Patel Shrimali is a senior researcher in Community Development at the Federal Reserve Bank of San Francisco, where she conducts research at the intersection of economic opportunity and health. She holds a Doctorate in Public Health from UC Berkeley.*

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