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## AGENDA REPORT

**TO:** HONORABLE CITY COUNCIL

**FROM:** Fred Blackwell

**SUBJECT:** Army Base Public Infrastructure  
Project Overview

**DATE:** March 4, 2014

**COUNCIL DISTRICT: 3**

### RECOMMENDATION

Staff recommends the City Council accept:

**An Informational Report on the Status of the Army Base Public Infrastructure Project**

### EXECUTIVE SUMMARY

Staff proposes to provide the City Council with a quarterly informational report on the overall status of the Public Infrastructure Project (the "Project") for the former Oakland Army Base with specific attention given to community benefits, including local contracting West Oakland Job Resource Center (WOJRC) activities, local hiring and site safety. For this first report, staff will also provide general information about the Project's overall schedule and critical path sequence. Going forward staff can include other topics as requested by the City Council.

### BACKGROUND/LEGISLATIVE HISTORY

On October 23, 2012, pursuant to City Council Ordinance 13131 C.M.S., the City entered into a Lease Disposition and Development Agreement (the "LDDA") with Prologis CCIG Oakland Global (the "Developer") for the redevelopment of the former Oakland Army Base (the "Army Base"). The LDDA required the City to enter into a Cooperation Agreement with applicable third parties and a Project Labor Agreement ("PLA") with the building trades for the construction of the Project. The Cooperation Agreement and PLA are intended to advance the City's goals for local hiring during redevelopment of the Army Base and ensure the prompt completion of the publicly funded infrastructure. The Cooperation Agreement was executed on December 20, 2012 and the PLA on March 29, 2013.

At the same time the City entered into the LDDA, the City engaged California Capital & Investment Group (CCIG) as its Agent for property management and the design and construction

Item: \_\_\_\_\_  
CED Committee  
March 25, 2014

of the public backbone infrastructure required to support vertical development at the former Oakland Army Base. This was memorialized through the Property Management Agreement, which was authorized by Ordinance 13131 C.M.S.

On October 16, 2013, CCIG, acting as the City's Agent, entered into a Design Build Contract with Turner/Goodfellow Top Grade/Flatiron Joint Venture (the "Design Build Contractor") for the construction of the following improvements: installation of air quality monitoring stations; construction of interim truck parking facilities; abatement, deconstruction and demolition of existing above and below grade structures; relocation or protection of existing infrastructure serving Caltrans, East Bay Municipal Utilities District, the Port of Oakland, and Treasure Island; and the construction of new underground utilities, public streets and landscaping, and lighting.

The Design Build Contract also includes soil import and material handling in order to address geotechnical concerns such as liquefaction and settlement. A significant amount of fill material must be imported to stabilize the soil and raise the grade for pad development. The time to complete this work, including contingencies, is 54 months (4.5 years) from the Notice to Proceed date of October 21, 2013.

Subsequent to the Notice to Proceed, the Design Build Contractor has mobilized and completed the following actions: Development of a temporary City truck parking facility, construction of a driveway for the relocated Oakland Maritime Support Services (OMSS) truck parking facility, creation of a materials handling and crushing facility, asbestos abatement and initial deconstruction of the large warehouses, construction of a soil dewatering facility required by the Department of Toxic Substances Control, and installation of a lay down area on five acres of the Port's property.

## ANALYSIS

Jobs are considered one of the most important community benefits that result from redevelopment of the former Oakland Army Base. After significant community input, the City instituted a Construction Jobs Policy as a means of achieving the benefit. The City's Construction Jobs Policy for the Project was included: by reference as Exhibit 15A to the Oakland Global LDDA, in the Design Build Contract, in the PLA, and as Attachment A to the Cooperation Agreement. The Construction Jobs Policy contains Council-directed policies concerning the local hire process and percentage requirements for the Project, implemented by contractor and trade. The Developer has negotiated a separate Construction Jobs Policy for its vertical development. Implementation of the City's Construction Jobs Policy is in effect and an on-going work in progress.

Item: \_\_\_\_\_  
CED Committee  
March 25, 2014

### Construction Jobs Policy

This section of the report provides an overview of the Project's current local hire and local contracting percentages from October 21, 2013 through February 28, 2014.

In an effort to reach these local hire and local contracting goals, the City Council, the City's Agent and staff conducted extensive business outreach meetings to discuss the Project scope and timeline. These meetings were held throughout Oakland and emphasized the requirement of meeting the 50% local hiring goal. A number of local and non-local firms and interested community members attended these outreach sessions. A two phase competitive contracting process was managed by Design Build Contractor. The first phase included a pre-qualification process and the second phase included solicitations from that pre-qualified group. In addition, the Mayor appointed an Oakland Army Base Community Jobs Oversight Commission to ensure maximum employment opportunities for Oakland residents through the enforcement of the Community Jobs Policies for both the construction and operations phases of the project.

### Local Hire

The Council adopted Army Base Public Improvements Construction Jobs Policy includes a local hire process and local hire percentage requirements. The hiring process entails contractors working on the Army Base Public Improvements Project to follow a five step process including: 1) assign current employee who are Oakland residents to the Project, 2) if using a union hiring hall to request individuals who are Oakland residents, 3) if using a union hiring hall to request the hiring hall refer Oakland residents, 4) if steps 1, 2 and 3 have not enabled satisfaction of the local hire percentage requirements, contractor will request referrals from West Oakland Job Resource Center (WOJRC), and 5) fairly consider workers referred by the WOJRC within three business days.

The Construction Jobs Policy local hire percentage requirements are for each construction trade a contractor performs Army Base Public Improvements construction work: A) at least 50% of the Project work hours will be performed by Oakland residents, B) at least 20% of the Project work hours will be performed by apprentices, and C) of the 20% of work hours performed by apprentices, 25% of the apprentice hours will be performed by disadvantaged workers who are Oakland residents. Table 1 below provides an overview of the Projects local hire percentage as of February 2014. In addition, *Attachment A* provides the local hire percentages by contractor and by trade. Contractors shall demonstrate compliance with the Construction Jobs Policy by either following the hiring process or satisfying the percentage requirements.

The 20% Apprentice hours by trade and by contractor has been an issue the City's Agent and the Design Build Contractor have been working on with the City's Contract Compliance staff and individual construction trades. Some of the construction trades do not have apprentice designations or categories. For instance, there is no apprentice category within the asbestos

Item: \_\_\_\_\_  
CED Committee  
March 25, 2014

laborer construction trade. The Project and Army Base Design Build Contractor have reported a total of 4,024 hours worked by asbestos entry level workers to date.

There are different points of view regarding this classification, Staff supports the view that this class is the equivalent of an (entry-level) apprentice in this trade. The City's Agent and the Design Build Contractor approached the City's Compliance department and requested acknowledgement of the Asbestos Laborer class as entry level/apprentice. The Building Trades representative suggested that the Oakland Army Base Jobs Oversight Commission weigh in on this matter. In the spirit of that collaboration, Compliance staff will recommend to the Oakland Army Base Jobs Oversight Commission that it is prudent to count those hours as entry level apprentice even though a formal class does not exist, because staff believes the work level is indeed entry level for that trade. It is hoped this matter will be resolved during the next commission meeting. Until this matter is resolved however, those hours were reported and counted as journeymen hours. Based on staff's recommendation that these hours be counted as entry level apprentice, Table 1 shows the local hours for Tier 2 asbestos laborers as being included in the percentages, therefore the 14% Apprentice level shown in the *Attachment A* increases to 22% as shown below in Table 1. Please note that City Contract Compliance includes Disadvantaged Workers as a category, based on zip codes within a targeted employment area. Staff has reviewed the Army Base Design Build Contractor's data, which identifies Disadvantaged Workers by street address and zip code, to generate the percentages as listed in Table 1 below.

**TABLE 1 – HIRING AND REFERRALS (PERCENT OF CONSTRUCTION HOURS)**

City of Oakland Policy Goals	Project		
	Goals	As of Feb. 2014	Current Delta
Residents	50%	52%	2%
Apprentices	20%	22%	2%
Disadvantaged Workers*	25%	87%	62%

*\*Pursuant to the Contracting Policy, Disadvantaged Workers on the Army Base Public Infrastructure Project are recorded and reported as a subset of the Apprentice hours. The policy requires 20% of the hours worked on the project go to apprentices. As a result 25% of the Apprentice 20% of hours needs to be Disadvantaged Workers.*

**Local / Small Local Contracting**

The Design Build Contract is subject to City Council Ordinance 13101 regarding Local / Small Local Business Enterprise. Ordinance 13101 was enacted to create and enforce local Oakland contracting opportunities in the award of city construction, professional services contracts and the purchase of commodities and associated services. The ordinance established a requirement for combined total of 50% Oakland businesses (local/small local business enterprise) in these

Item: \_\_\_\_\_  
 CED Committee  
 March 25, 2014

city contracting opportunities with an equal split of 25% local business requirement and 25% small local business requirement. Because this is a design/build contract, the primary compliance numbers will be reported as total contract amount and the construction and professional services as subsets of those figures.

Table 2 below provides a summary of the Project's current professional services and construction contracting percentages as of February 2014. Ordinance 13101 also applied to professional services for development of the Project Master Plan, Design & Engineering (Bridging Documents) phases.

<b>TABLE 2 – PROFESSIONAL SERVICES AND CONSTRUCTION CONTRACTING LOCAL /SMALL LOCAL BUSINESS ENTERPRISE (CONTRACTING)</b>			
	<b>Project</b>		
	<b>Total Contracting Goal</b>	<b>Total Contracting</b>	<b>Current Delta</b>
<b>City Ordinance No. 13101 Policy Goals</b>			
Combined L/SLBE	50%	81%	31%
Local Business Enterprise (LBE)	25%	52%	27%
<i>Small Local Business Enterprise (SLBE)</i>	25%	29%	4%
<i>Very Small Local Business Enterprise (SLBE)*</i>	-	6%	-
<i>Local Business Enterprise of Locally Produced Goods (LBE-LPG)*</i>	-	2%	-
<i>Local Trucking</i>	50%	100%	50%

*\*This is the double counted participation and included in the SLBE participation percentage*

The status provided represents a snapshot in time. The Project percentages above capture design-build professional services contracts and construction contracts currently in place. The majority of the construction contracting work has been through first tier contractors who are by in large LBE's able to carry the requisite insurance and past experience with previous work of a similar nature. The City's Agent and the Design Build Contractor anticipate an increase in SLBE participation as the Project progresses and expect two or more small businesses to grow as a result of this opportunity. As in past practice, the small local designation stands through the life of the project. Additional contractors will be engaged as construction advances. A breakout of LBE/SLBE participation for Master Plan, Bridging, Design-Build Professional Services and Design-Build Construction is included as **Attachment B**.

**Accounting Compliance Audit**

The City Agent has retained Williams Adley Company to perform a monthly third party audit of Project accounting compliance. Per the City's request, changes to the accounting protocols have been made and reviewed by all parties, with anticipation of formal adoption within the next month.

Item: \_\_\_\_\_  
 CED Committee  
 March 25, 2014

**Project Schedule & Sequence**

The former Oakland Army Base has been divided into five development areas: West Gateway, Ancillary Maritime Support (AMS) Site, East, North, and Central Gateways. The Design Build Contract will deliver public infrastructure to support vertical development. The Build Contract will also deliver public infrastructure to the property line of each development area. The various required scopes of work have been phased based on a number of variables, constraints and opportunities which are directly tied to the Design Build Contract Guaranteed Maximum Price.

This report discusses two different sets of dates for the Project schedule and sequencing. Table 3 shows the interim completion dates for each of the interim milestones which are contained in Exhibit E to the Standard Form of Agreement between Owner and Design-Builder. Each of the interim milestones shown in Table 3 below is inclusive of all the related infrastructure improvements for each milestone component.

**TABLE 3 – SCHEDULE AND MILESTONE / PHASES**

<b><u>INTERIM MILESTONES</u></b>	<b><u>INTERIM COMPLETION DATES</u></b>
1. Completion of Maritime Street	December 31, 2017
2. Completion of West Burma Road	January 30, 2018
3. Completion of Wake Avenue	October 31, 2016
4. Completion of East Burma Road	May 30, 2015
5. Completion of Rail between Wake Avenue and Grand Avenue	May 31, 2015 (assumes the easement with Union Pacific (UP-1 is resolved))
6. Completion of North Gateway	October 31, 2016 (assumes the site is delivered to Design-Builder by March 1, 2016)

The Army Base Design Build Contract contains contractual dates for completion of certain public infrastructure milestones (e.g. Wake Avenue). In the case of Wake Avenue, the contractor (Turner/Goodfellow Top Grade/Flatiron) must complete construction of Wake Avenue by October 31, 2016. If the contractor does not complete this milestone by the completion date, the contractor is subject to liquidated damages in the amount of \$5,000 per day. The same is true for each of the milestones (East Burma, North Gateway, etc.) contained in the contract and listed above in Table 3.

Item: \_\_\_\_\_  
 CED Committee  
 March 25, 2014

Table 4 below shows the currently proposed delivery dates for each of the five previously referenced development areas which include: West Gateway, Ancillary Maritime Support (AMS) Site, East, North, and Central Gateways. These dates are based on the Design Builder's best case sequencing which is based on completing all critical path for soil import, materials handling and surcharge activity as currently scheduled. It should be noted that all of these delivery dates are projected and subject to change based on the timely mitigation of unknown circumstances that may occur during construction primarily related to the mitigation of substandard soils conditions, weather and additional environmental edge conditions not previously known.

**TABLE 4 – PROPOSED DEVELOPMENT AREA DELIVERY DATES**

<u>Development Area</u>	<u>Proposed Lessee / Owner</u>	<u>Proposed Site Delivery Date</u>
West Gateway	CCIG	April 2016* (Sept 2015)
AMS Site	OMSS	July 2016
East Gateway	Prologis	July 2016
North Gateway	CWS/CASS	July 2016
Central Gateway	Prologis	October 2016/December 2017

As noted above, the second set of dates shown below in Table 4 are the contractor's estimated working schedule and the sequence by which the contractor has chosen to meet its contractual obligations. It should be noted that all of these delivery dates are projected and subject to change based on the achievement of critical path activity but contain some float for contingency.

***West Gateway***

The West Gateway is currently occupied and being used by Caltrans to complete the Bay Bridge Construction Project. The Bay Bridge Construction Project has a number of components still to be completed, the deconstruction of the original bridge being the largest and most obvious. Caltrans has the right to occupy the West Gateway until April 2016. Caltrans has agreed to work with the Army Base Project to allow us to complete public improvements in the West Gateway prior to April 2016 while Caltrans is still occupying and utilizing the area for its construction project. The \*note in Table 4 indicates that the public infrastructure to the West Gateway is projected to be completed by September 2015. Starting in April 2015, Caltrans may occupy the property in part, as a sub-tenant of CCIG, which means the delivery date for this development pad and commencement of rent to the City could be as early as April 2016. Staff is hopeful that an agreement may be reached allowing Caltrans to either vacate early or share use of the West Gateway with CCIG in order to allow earlier rent and participation revenue to the City.

### *AMS Site*

A lease disposition and development agreement (LDDA) is being negotiated with OMSS for the AMS site. The AMS Site is temporarily encumbered by an interim truck parking lot, and interim Caltrans parking lot for bicyclist and pedestrians coming to visit the new bridge, in addition to a materials handling and crushing facility that is needed until all roadway components are completed.

### *East Gateway*

The East Gateway will receive fill and surcharge and is preliminarily scheduled for completion by July 2016 allowing for development by Prologis.

### *North Gateway*

The North Gateway is comprised of two potential development pads: one for California Waste Solutions (CWS) and one for CASS, Inc. The CASS, Inc. development pad/area is encumbered by the relocated OMSS truck parking facility and laydown area for construction and deconstruction purposes, including staging and storage for the deconstructed timber and materials from the 800 series warehouses. The CWS development pad/area is encumbered by a DTSC required soil dewatering facility and laydown area for construction and deconstruction purposes.

### *Central Gateway*

The Central Gateway will receive significant fill and surcharge in two phases with the section of Central Gateway closest to Maritime being completed by October 2016 for development by Prologis. The second section of Central Gateway closest to I-80 and Berth 9 is currently programmed to receive fill and surcharge for completion and development by Prologis CCIG beginning December 2017. Prologis and CCIG are researching potential uses that may not require the same significant fill and surcharge program which may allow earlier development and therefore earlier revenue to the City.

Staff will provide a visual presentation of the Project schedule and sequence at committee.



**Site Safety**

Site safety is a priority for any project, especially a project of the size and scope of the Army Base Public Infrastructure Project. Staff will report quarterly on safety at the site. The information in Table 5 is categorized as Current Period (February 14, 2014 to February 21, 2014) and Project to Date (October 25, 2013 to February 21, 2014). The acronym DART below stands for Days Away or Restricted Time. If a worker were to suffer an injury and was required to stay away from work for a period of time, this would be categorized as Days Away (DA). If a worker were reassigned during the injury period because the injury does not allow the worker to complete its normal work, but does allow for lighter, less strenuous work, this would be categorized as Restricted Time (RT).

<b>TABLE 5 – SITE SAFETY</b>		
	<u>Current Period</u>	<u>Project to Date</u>
Recordable Incidents	0	1
DART	0	0
First Aid Cases	0	0
Workforce Orientations	14	342

To date, the project has been extremely safe, with only one recordable incident which was minor in nature and did not require the worker to stay away (Days Away) from work or to be reassigned (Restricted Time).

**PUBLIC OUTREACH/INTEREST**

This item did not require any additional public outreach other than the required posting on the City's website.

**COORDINATION**

This action has been coordinated with City Contract Compliance Office, City Attorney's Office, City Budget Office and California Capital & Investment Group (City's Agent).

Item: \_\_\_\_\_  
CED Committee  
March 25, 2014

## **SUSTAINABLE OPPORTUNITIES**

***Economic:*** The development of the former Army Base has the potential to create thousands of construction and permanent jobs for Oakland residents and multi-million dollar contracting opportunities for local businesses. The project will generate millions of dollars in new tax revenue to the City's General Purpose Fund. The Army Base Public Infrastructure Project sets the stage for various Army Base developments including: implementation of the City's BCDC 15-acre truck parking and truck services facility and relocation of California Waste Solutions (CWS) and CASS, Inc (CASS) out of West Oakland which would open up large areas of West Oakland for higher uses, such as retail and research and development flex offices, which would generate tax revenue, and create career path jobs for Oakland residents.

***Environmental:*** The project will use, to the greatest extent possible, best management practices that not only reduce health and safety impacts to local residents, but also aim towards improving air quality, safe pedestrian and bike access, reduced water usage, and use alternative energy options to the extent they are commercially viable to reduce green-house gas emissions. The Army Base Public Infrastructure Project replaces 70-year old obsolete and failing infrastructure with modern, standard infrastructure. Relocating CWS and CASS closer to Port would reduce the impact of truck traffic on West Oakland residents. And creation of the long-term, 55-year truck parking and truck services facility will keep certain amounts of Port truck traffic in the Port area and will reduce the impact of truck traffic on West Oakland residents.

**Social Equity:** The comprehensive package of Army Base Master Developer and Public Infrastructure Community Benefits addresses the City's commitment to social equity by way of jobs for local residents, contracts for local businesses, and quality of life improvements for West Oakland residents. Implementation of the Project's Community Benefits package have led to the establishment of the West Oakland Job Resource Center as a place for residents to learn and prepare for careers in the building and construction trades, as well as a resource for Army Base contractors and employers as it relates to the Construction Jobs Policy hiring process. Completion of the Infrastructure Project will also allow long-term implementation of the City's BCDC 15-acre truck parking and truck services facility and relocation of CWS and CASS out of West Oakland which would open up large areas of West Oakland for higher uses, such as retail and research and development flex offices.

For questions regarding this report, please contact John Monetta, Project Manager I, at (510) 238-7125.

Respectfully submitted,



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Item: \_\_\_\_\_  
CED Committee  
March 25, 2014

## Oakland Army Base Project Workforce Report by Contractor and Trade

From: 09/01/2013  
To: 02/28/2014

	Total Employee Hours	Oakland Hours	All Applicable Hours	All Applicable Hours	Contract Appointments	Oakland Contract Appointments Hours
		#% Goal		#% Goal	No Goal	#% Goal
<b>Contractor: Contractor A</b>						
LABORER AND RELATED CLASSIFICATIONS	4,309.50	3,476.25	3,580.75	728.75	728.75	652.25
Sub Total	4,309.50	3,476.25	3,580.75	728.75	728.75	652.25
Percentage of Oakland Hours		80.66%				89.50%
<b>Contractor: Contractor B</b>						
FIELD SURVEYOR	258.00	85.50	196.00	62.00	12.00	12.00
Sub Total	258.00	85.50	196.00	62.00	12.00	12.00
Percentage of Oakland Hours		33.14%				19.35%
<b>Contractor: Contractor C</b>						
BUILDING / CONSTRUCTION INSPECTOR AND FIELD SOILS AND MATERIAL TESTER	496.00	0.00	496.00	0.00	0.00	0.00
Sub Total	496.00	0.00	496.00	0.00	0.00	0.00
Percentage of Oakland Hours		0.00%				0.00%
<b>Contractor: Contractor D</b>						
OPERATING ENGINEER (HEAVY & HIGHWAY WORK)	86.00	45.50	86.00	0.00	0.00	0.00
Sub Total	86.00	45.50	86.00	0.00	0.00	0.00
Percentage of Oakland Hours		52.91%				0.00%

ATTACHMENT A

<b>Contractor: Contractor E</b>						
LABORER AND RELATED CLASSIFICATIONS	462.50	377.50	262.00	200.50	200.50	200.50
LANDSCAPE MAINTENANCE LABORER	171.00	102.50	171.00	0.00	0.00	0.00
OPERATING ENGINEER (HEAVY & HIGHWAY WORK)	193.00	193.00	0.00	193.00	193.00	193.00
OPERATING ENGINEER (LANDSCAPE CONSTRUCTION)	490.00	48.00	490.00	0.00	0.00	0.00
Sub Total	<b>1,316.50</b>	<b>721.00</b>	<b>923.00</b>	<b>393.50</b>	<b>393.50</b>	<b>393.50</b>
Percentage of Oakland Hours		<b>54.77%</b>				<b>100.00%</b>

<b>Contractor: Contractor F</b>						
LABORER AND RELATED CLASSIFICATIONS	91.00	0.00	91.00	0.00	0.00	0.00
TEAMSTER	65.25	0.00	65.25	0.00	0.00	0.00
Sub Total	<b>156.25</b>	<b>0.00</b>	<b>156.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Percentage of Oakland Hours		<b>0.00%</b>				<b>0.00%</b>

<b>Contractor: Contractor G</b>						
LABORER AND RELATED CLASSIFICATIONS	481.00	102.00	481.00	0.00	0.00	0.00
OPERATING ENGINEER (HEAVY & HIGHWAY WORK)	535.00	130.00	397.00	138.00	130.00	130.00
OPERATING ENGINEER (LANDSCAPE CONSTRUCTION)	25.00	0.00	25.00	0.00	0.00	0.00
Sub Total	<b>1,041.00</b>	<b>232.00</b>	<b>903.00</b>	<b>138.00</b>	<b>130.00</b>	<b>130.00</b>
Percentage of Oakland Hours		<b>22.29%</b>				<b>94.20%</b>

<b>Contractor: Contractor H</b>						
LABORER AND RELATED CLASSIFICATIONS	174.00	97.00	174.00	0.00	0.00	0.00
OPERATING ENGINEER (HEAVY & HIGHWAY WORK)	50.00	50.00	50.00	0.00	0.00	0.00
Sub Total	<b>224.00</b>	<b>147.00</b>	<b>224.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Percentage of Oakland Hours		<b>65.63%</b>				<b>0.00%</b>

<b>Contractor: Contractor I</b>						
LABORER AND RELATED CLASSIFICATIONS	156.00	150.00	156.00	0.00	0.00	0.00
OPERATING ENGINEER (HEAVY & HIGHWAY WORK)	32.00	0.00	32.00	0.00	0.00	0.00
Sub Total	<b>188.00</b>	<b>150.00</b>	<b>188.00</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
Percentage of Oakland Hours		<b>79.79%</b>				<b>0.00%</b>

ATTACHMENT A

<b>Contractor: Contractor J</b>						
LABORER AND RELATED CLASSIFICATIONS	3,845 00	3,076 00	3,458 50	386 50	386 50	386 50
OPERATING ENGINEER (HEAVY & HIGHWAY WORK)	4,103 00	1,820 00	3,199 50	903 50	766 50	766 50
TEAMSTER	114 50	0 00	114 50	0 00	0 00	0 00
<b>Sub Total</b>	<b>8,062.50</b>	<b>4,896.00</b>	<b>6,772.50</b>	<b>1,290.00</b>	<b>1,153 00</b>	<b>1,153.00</b>
<b>Percentage of Oakland Hours</b>		<b>60.73%</b>				<b>89 38%</b>

<b>Contractor: Contractor K</b>						
ELECTRICAL UTILITY LINEMAN	2,075 00	0 00	1,873 00	202.00	0 00	0 00
<b>Sub Total</b>	<b>2,075 00</b>	<b>0.00</b>	<b>1,873.00</b>	<b>202.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Percentage of Oakland Hours</b>		<b>0.00%</b>				<b>0.00%</b>

<b>Contractor: Contractor L</b>						
LABORER AND RELATED CLASSIFICATIONS	112 50	112 50	112.50	0 00	0 00	0 00
OPERATING ENGINEER (LANDSCAPE CONSTRUCTION)	63 00	63 00	63.00	0 00	0 00	0 00
<b>Sub Total</b>	<b>175.50</b>	<b>175.50</b>	<b>175.50</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>
<b>Percentage of Oakland Hours</b>		<b>100.00%</b>				<b>0.00%</b>

<b>Contractor: Contractor M</b>						
ELECTRICIAN	5,060 00	2,687.50	4,119 00	941 00	941 00	941 00
<b>Sub Total</b>	<b>5,060.00</b>	<b>2,687.50</b>	<b>4,119 00</b>	<b>941.00</b>	<b>941.00</b>	<b>941.00</b>
<b>Percentage of Oakland Hours</b>		<b>53.11%</b>				

<b>Contractor: Contractor N</b>						
ASBESTOS REMOVAL WORKER (LABORER)	4,048.00	2,974 00	4,048 00	0 00	0 00	0 00
LABORER AND RELATED CLASSIFICATIONS	3,238 00	786 00	3,118 00	120.00	120 00	120.00
OPERATING ENGINEER (HEAVY & HIGHWAY WORK)	160 00	0 00	160.00	0 00	0.00	0 00
<b>Sub Total</b>	<b>7,446.00</b>	<b>3,760.00</b>	<b>7,326.00</b>	<b>120.00</b>	<b>120.00</b>	<b>120.00</b>
<b>Percentage of Oakland Hours</b>		<b>50.50%</b>				<b>100 00%</b>

<b>Contractor: Contractor O</b>						
ELECTRICIAN	32 00	32 00	32 00	0 00	0 00	0 00
LABORER AND RELATED CLASSIFICATIONS	501.00	291.00	387 50	113 50	113 50	113 50

ATTACHMENT A

OPERATING ENGINEER (HEAVY & HIGHWAY WORK)	120.00	120.00	0.00	120.00	120.00	120.00
Sub Total	653.00	443.00	419.50	233.50	233.50	233.50
Percentage of Oakland Hours		67.84%				100.00%

<b>Contractor: Contractor P</b>						
LABORER AND RELATED CLASSIFICATIONS	5.00	0.00	5.00	0.00	0.00	0.00
Sub Total	5.00	0.00	5.00	0.00	0.00	0.00
Percentage of Oakland Hours		0.00%				0.00%

<b>Contractor: Contractor Q</b>						
LABORER AND RELATED CLASSIFICATIONS	61.50	6.00	55.50	6.00	6.00	6.00
OPERATING ENGINEER (HEAVY & HIGHWAY WORK)	33.50	6.00	33.50	0.00	0.00	0.00
OPERATING ENGINEER (LANDSCAPE CONSTRUCTION)	14.00	0.00	14.00	0.00	0.00	0.00
Sub Total	109.00	12.00	103.00	6.00	6.00	6.00
Percentage of Oakland Hours		11.01%				100.00%

<b>Contractor: Contractor R</b>						
LABORER AND RELATED CLASSIFICATIONS	1,180.00	343.00	820.00	360.00	343.00	189.00
OPERATING ENGINEER (HEAVY & HIGHWAY WORK)	413.00	217.00	373.00	40.00	40.00	40.00
OPERATING ENGINEER (LANDSCAPE CONSTRUCTION)	258.00	0.00	258.00	0.00	0.00	0.00
Sub Total	1,851.00	560.00	1,451.00	400.00	383.00	229.00
Percentage of Oakland Hours		30.25%				57.25%

<b>Contractor: Contractor S</b>						
PLUMBER	26.00	0.00	26.00	0.00	0.00	0.00
Sub Total	26.00	0.00	26.00	0.00	0.00	0.00
Percentage of Oakland Hours		0.00%				0.00%

<b>Contractor: Contractor T</b>						
CARPENTER AND RELATED TRADES	240.00	240.00	240.00	0.00	0.00	0.00
LABORER AND RELATED CLASSIFICATIONS	977.00	475.00	502.00	475.00	475.00	475.00
Sub Total	1,217.00	715.00	742.00	475.00	475.00	475.00
Percentage of Oakland Hours		58.75%				100.00%

ATTACHMENT A

	Total Employee Hours	Standard Hours	All Minority Hours	All Apprentice Hours	Contract Disadvantaged	Training Disadvantaged Apprentices
	100% Goal	100% Goal	20% Goal	20% Goal	10% Goal	25% Goal
<b>Total</b>	34,755.25	18,106.25	29,765.50	4,989.75	4,575.75	4,345.25
<b>Total Percentage of Goal Hours</b>		52.10%		14.36%		87.08%

<i>Total Oakland Hours divided by Total Employee Hours (50% Goal)</i>	18,106.25	52.10%
<i>All Apprentice Hours divided by Total Employee Hours (20% Goal)</i>	4,989.75	14.36%
<i>Total Oakland Disadvantaged Hours divided by All Apprentice Hours (25% Goal)</i>	4,345.25	87.08%
<i>Oakland Apprentice Hours divided by Total Employee Hours (Not a Goal on this project, this is for tracking purposes only)</i>	4,575.75	13.17%
<i>Oakland Disadvantaged Apprentice Hours divided by Total Employee Hours (for tracking purposes only)</i>	4,345.25	12.50%
<b>Total Employee Dollars and Percentage</b>	\$1,208,443.47	100.00%
<b>Total Oakland Dollars and Percentage</b>	\$554,412.12	45.88%



**Attachment B**

<b>MASTER PLAN, BRIDGING, AND HORIZONTAL INFRASTRUCTURE CONSTRUCTION CONTRACTS</b>			
	<b>Project</b>		
	<b>Total Contracting Goal</b>	<b>Total Contracting</b>	<b>Current Delta</b>
<b>City Ordinance No. 13101 Policy Goals</b>			
Combined L/SLBE	50%	80.6%	30.6%
Local Business Enterprise (LBE)	25%	51.7%	26.7%
<i>Small Local Business Enterprise (SLBE)</i>	25%	28.9%	3.9%
<i>Very Small Local Business Enterprise (SLBE)*</i>	-	5.9%	-
<i>Local Business Enterprise of Locally Produced Goods (LBE-LPG)*</i>	-	2.3%	-
<i>Local Trucking</i>	50%	100.0%	50.0%

<b>HORIZONTAL INFRASTRUCTURE CONSTRUCTION CONTRACTS</b>			
	<b>Project</b>		
	<b>Total Contracting Goal</b>	<b>Total Contracting</b>	<b>Current Delta</b>
<b>City Ordinance No. 13101 Policy Goals</b>			
Combined L/SLBE	50%	84.8%	34.8%
Local Business Enterprise (LBE)	25%	54.2%	29.2%
<i>Small Local Business Enterprise (SLBE)</i>	25%	30.7%	5.7%
<i>Very Small Local Business Enterprise (SLBE)*</i>	-	6.5%	-
<i>Local Business Enterprise of Locally Produced Goods (LBE-LPG)*</i>	-	2.6%	-
<i>Local Trucking</i>	50%	100.0%	50.0%

<b>MASTER PLAN AND BRIDGING PHASES</b>			
	<b>Project</b>		
	<b>Total Contracting Goal</b>	<b>Total Contracting</b>	<b>Current Delta</b>
<b>City Ordinance No. 13101 Policy Goals</b>			
Combined L/SLBE	50%	68.3%	18.3%
Local Business Enterprise (LBE)	25%	32.7%	7.7%
<i>Small Local Business Enterprise (SLBE)</i>	25%	35.6%	10.6%
<i>Very Small Local Business Enterprise (SLBE)*</i>	-	0.6%	-