

AGENDA ITEM 9
Treasure Island Development Authority
City and County of San Francisco
Meeting of December 10, 2025

Subject: Update on Implementation of the Small Business Enterprise Mentor–Protégé Program for the Treasure Island and Yerba Buena Island Development Project (Informational Item)

Staff Contact: Joey Benassini, Vertical Development Project Manager

SUMMARY

In September 2024, the TIDA Board approved a Memorandum of Understanding between TIDA, the City Administrator’s Contract Monitoring Division (CMD), and Treasure Island Community Development, LLC (TICD) to implement a Small Business Enterprise (SBE) Mentor–Protégé Program as required under the Jobs and Equal Opportunity Program (Jobs EOP) of the Disposition and Development Agreement. Following approval, CMD initiated recruitment, outreach, and pairing activities, and in early 2025 the first cohort of mentors and protégés was formally established.

The cohort held its kickoff meeting on June 10, 2025, during which CMD staff reviewed program expectations, the two-year commitment period, and the process for developing Action Plans and Memoranda of Understanding (MOUs) between each pair. All mentor–protégé pairs subsequently finalized their individualized Action Plans and executed their MOUs. In November 2025, participants submitted their first quarterly progress reports, which will be reviewed by the program’s Steering Committee.

TIDA and TICD also jointly coordinated a site tour on November 19, 2025, providing mentors and protégés an overview of the Treasure Island and Yerba Buena Island development program and highlighting upcoming SBE-relevant opportunities.

The program remains on schedule and is functioning as intended, with strong participation and collaboration across all cohort members.

BACKGROUND

CMD’s Mentor–Protégé Program pairs small, local professional services firms and contractors with experienced prime contractors for two years of structured business development support, including monthly meetings, targeted Action Plan milestones, quarterly reporting, and Steering Committee oversight. The program aims to strengthen the capacity and competitiveness of SBE firms so they may successfully pursue future City and County of San Francisco contracting opportunities, including work on the Treasure Island and Yerba Buena Island development project.

Under the 2024 MOU, TIDA and TICD share responsibility for program funding, coordination, and engagement, while CMD leads the formal pairing, training, and monitoring of cohort progress.

COHORT FORMATION

CMD, in collaboration with TIDA and TICD, completed the first round of mentor and protégé matching in early 2025. Pairings for the inaugural cohort include:

- Western Roofing Service (mentor) with Reva Murphy Associates, Inc. (protégé)
- Nibbi Brothers General Contractors (mentor) with Sterling Builders LLC (protégé)
- ISI Inspection Services, Inc. (mentor) with AMC Consulting Engineers, Inc. (protégé)
- Swinerton (mentor) with RTS Management Solutions, Inc. (protégé)
- Webcor (mentor) with Streamline Drywall Inc. (protégé)

All five pairings reflect alignment across trade specialties, organizational development needs, and areas of technical expertise.

PROGRAM IMPLEMENTATION AND ACTIVITIES

Kickoff Meeting (June 10, 2025)

CMD convened all cohort members for an in-person kickoff session, during which:

- Program expectations, schedules, and roles were reviewed;
- Pairs began drafting their Action Plans; and
- CMD provided templates for MOUs and quarterly reporting.
- By July 2025, all pairs finalized and executed their MOU agreements.

Action Plans and Quarterly Reporting

Each pair completed an Action Plan identifying milestones in areas such as:

- Organizational structure and business systems
- Leadership and staff development
- Financial management, bonding, and insurance
- Project delivery processes
- Marketing, business development, and networking

The cohort submitted its first quarterly reports in November 2025. These reports will be reviewed by the Steering Committee—comprised of CMD, TIDA, and TICD representatives—to monitor progress and identify areas where additional support may be beneficial.

Treasure Island & Yerba Buena Island Site Tour (November 19, 2025)

TIDA and TICD hosted cohort members on a tour of major development sites, including:

- **Panorama Park** – Overview of park design, community use, and overall development plan;
- **Isle House** – Newly completed rental housing development;

- **490 Avenue of the Palms** – New for-sale housing development;
- **Cityside Park** – Recently opened park (September 2025)

Staff briefed participants on upcoming housing construction, infrastructure phases, and future SBE subcontracting opportunities, ensuring protégés have visibility into near-term bids and long-range development sequencing.

UPCOMING PROGRAM WORK AND CONTRACT OPPORTUNITIES

Over the next two quarters, mentors and protégés will:

- Continue monthly meetings focused on Action Plan milestones;
- Participate in CMD-led trainings and Steering Committee check-ins;
- Prepare and submit their second quarterly reports in early 2026;
- Receive continued updates from TIDA and TICD on bid opportunities in vertical development and infrastructure.
 - The prime contractor for Treasure Island Stage 2 infrastructure is reviewing the remaining bid packages with work commencing in early 2026.
 - Two affordable housing buildings on Treasure Island, including a 100-unit Senior Housing building and a 120-room Behavioral Health Building, will be put out to bid in mid-2026 by Nibbi and Cahill, respectively.

TIDA and TICD will also continually strive to identify contracting scopes that may be suitable for protégé participation as they progress through the program.

CONCLUSION

The Small Business Enterprise Mentor–Protégé Program is successfully underway, with a fully formed and engaged first cohort, completed Action Plans, executed MOUs, and the first quarterly reports submitted. Early interactions among participants demonstrate meaningful collaboration and a high level of commitment to the program’s goals.

The November 19 site tour further strengthened the cohort’s understanding of the Treasure Island development pipeline and upcoming opportunities for SBE engagement. As the program advances into 2026, staff expect to see continued progress in capacity-building outcomes and enhanced readiness among protégés to compete for work on Treasure Island and throughout San Francisco.



TIDA Mentor Protégé Program

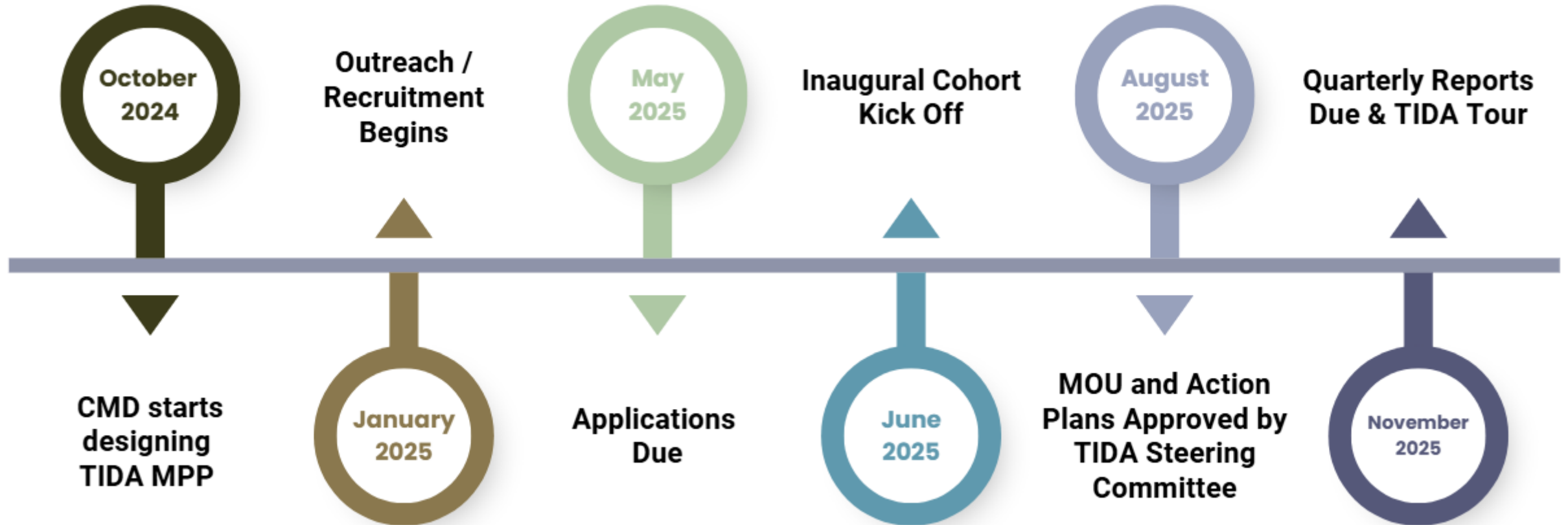
Background: TIDA's Mission

2

- To advance equity and inclusivity in the development of Treasure Island, TIDA proposes a Mentor Protégé Program
- TIDA kicks off plans to create a Mentor-Protégé Program, as outlined in "Jobs and Equal Opportunity Program"
- Decision is made to leverage CMD's existing mentor protégé program and create an offshoot program
- A Memorandum of Understanding is established between TIDA and CMD to launch the Mentor-Protégé Program specific to the Treasure Island/Yerba Buena Island Development Project
- Goal: Ensure LBEs are integrated into the growth – building long-term capacity, business stability, and opportunity

TIDA MPP Milestones and Achievements to Date

3



TIDA MPP's Inaugural Cohort

4



Partners in the TIDA MPP Inaugural Cohort

5



Protégé 1



Mentor 1



Protégé 2



Mentor 2



Protégé 3



Mentor 3



Protégé 4



Mentor 4



Mentor 5



Protégé 5

Sample of the TIDA MPP Action Plans

6

ACTION PLAN				
	Mentor Staff	Protégé Staff	GOAL	Start Date
1	Reid E / Nibbi Pre-Construction Department	Oronde Sterling	IMPROVE ESTIMATING 1 - To become more proficient in Plan Reading 2 - To become more proficient with reading estimates 3 - To be introduced to Estimating Software and Strategies	
2	Reid E / Nibbi Marketing / Nibbi PreCon	Oronde Sterling	IMPROVE EXPOSURE 1 - Create a Brochure to sell/outline services 2 - How to get-pre-qualified with other GCs and get on bid lists. 3 - Conduct research regarding portions of framing scopes being awarded	
3	Reid E / Nibbi Accounting / Nibbi Precon	Oronde Sterling	IMPROVE FINANCES 1 - How to get and increase bonding capacity 2 - Improve Cash flow 3 - Remote Payroll, or program to assist payroll	
4	Reid E / Nibbi Safety	Oronde Sterling	IMPROVE SAFETY CULTURE 1 - Generate templates for Injury Illness Prevention Plans (IIPP) and other safety programs. 2 - Generate safety program to implement at each project.	

Long term goals

IMPROVE ESTIMATING SKILLS		
Goal:		Categories <ul style="list-style-type: none"> ➤ organization and structure; ➤ leadership development; ➤ financial and business infrastructure; ➤ insurance and bonding; ➤ networking and business community engagement.
S	Specific <ul style="list-style-type: none"> • Who? • What? • Steps? 	Reid E and members of Nibbi's Pre-Construction department will take on the the following tasks to educate and train Oronde Sterling to benefit his estimating skills: 1 - Improve Plan Reading Skills 2 - Improve Completed Estimates review skills 3 - Introduce Oronde to Estimating softwares and techniques
M	Measurable <ul style="list-style-type: none"> • Metrics • Evaluation 	Nibbi will arrange for up to (3) different sessions for Oronde to sit with the Pre-Construction department to review the goals above and work towards improving Oronde's Estimating Skills. When done Oronde should be comfortable picking up any set of plans and understanding how they are organized and put together. He should also feel comfortable that he could review any estimate and have a general understanding of the information to assist with his business. Lastly, Oronde will be able to name a few different softwares Nibbi is using for estimating, or software that is available to assist with his future estimating.
A	Achievable <ul style="list-style-type: none"> • Reasonably accomplish? • Within Scope? 	The goals above are more than achievable with the timeline for this program.
R	Relevant <ul style="list-style-type: none"> • To goal of making your business successful 	Improving estimating understanding is critical to the success of Oronde's business and something we have focused on to review early.
T	Time Specific <ul style="list-style-type: none"> • Target Date • Milestones 	Completion Goal Q1 2026, with the first of (3) meeting occuring before the end of 2025.

Short term goals

Monitoring Growth: Protégé Progress Framework

7

Goal Tracking

Improve Estimating

Milestone Goals	Status	Lead Staff	Due Date	Notes
Become more proficient in Plan Reading	Incomplete	Noe Valenzuela, Oronde Sterling	2/15/2026	Ongoing, first meeting with Nibbi Precon Director on 10/31
Become more proficient with reading estimates	Incomplete	Noe Valenzuela, Oronde Sterling	2/15/2026	Oronde to confirm what takeoff and estimating software Freddie uses.
Be introduced to Estimating Software and Strategies	Complete	Noe Valenzuela, Oronde Sterling	11/15/2025	Building Connected cleanup, bonding, joint checks, capacity

Goal: Status Summary

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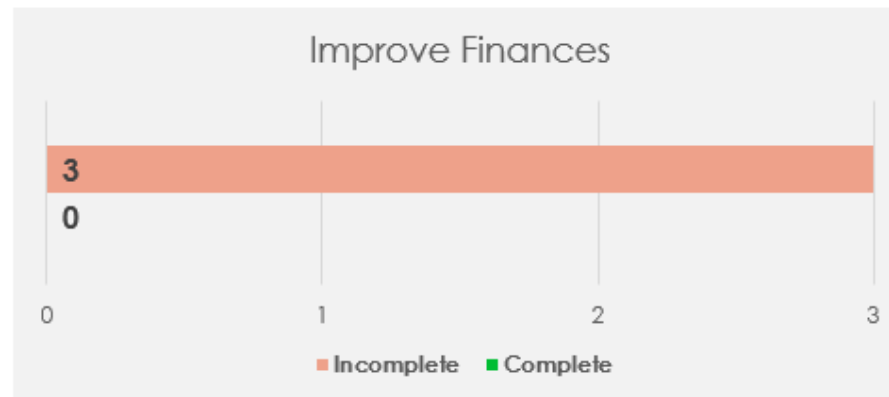
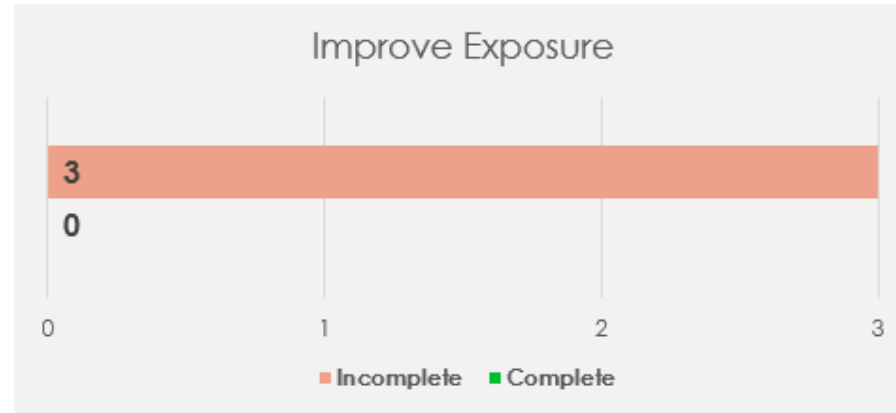
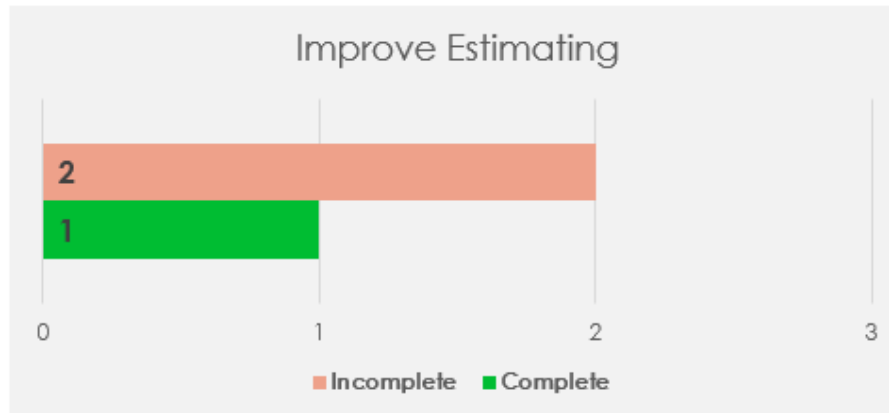
Complete	1
Incomplete	2

Improve Exposure

Milestone Goals	Status	Lead Staff	Due Date	Notes
Create a Brochure to sell/outline services	Incomplete	Mackenzie Pereyra, Oronde Sterling	8/15/2026	Planned for upcoming quarter
How to get-pre-qualified with other GCs and get on bid lists	Incomplete	James Dees, Oronde Sterling	2/15/2026	In Progress
Conduct research regarding portions of framing scopes being awarded	Incomplete	Noe Valenzuela, Oronde Sterling	5/15/2026	In Progress

Monitoring Growth: Ensuring Protégé Development

8



Mentor & Protégé Collaboration Assessment

9

Cohort 1 - TIDA Mentor-Protégé Survey Form

When you submit this form, it will not automatically collect your details like name and email address unless you provide it yourself.

* Required

Are you a Mentor or a Protégé?

1. Which Quarterly Report? *

Select your answer



2. Are you a Mentor or a Protégé? *

☐

Mentor

☐

Protégé

Next

Driving Impact: TIDA's Sponsorship and Steering Committee Role

10



Upcoming Contract Opportunities in 2026

11

Vertical

- Parcel E1.2 Senior Housing Building – 100-units
- Parcel E1.2 Behavioral Health Building – 120-bedrooms

Parks & Horizontal Infrastructure

- Clipper Cove Promenade 1
- Treasure Island Stage 2 Infrastructure Work was bid in 2025 and Contractor is finalizing bid awards

THANK YOU

12

