



2026 CITY AND COUNTY OF SAN FRANCISCO CONTRACTING EQUITY STUDY

BBC
RESEARCH &
CONSULTING

BBC
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CONSULTING

PRIME CONSULTANT

Denver, CO

G|CAP
SERVICES

PROGRAM EXPERT

DBE/SB

Costa Mesa, CA

IRML

ENGAGEMENT EXPERT

Micro-LBE

San Francisco, CA

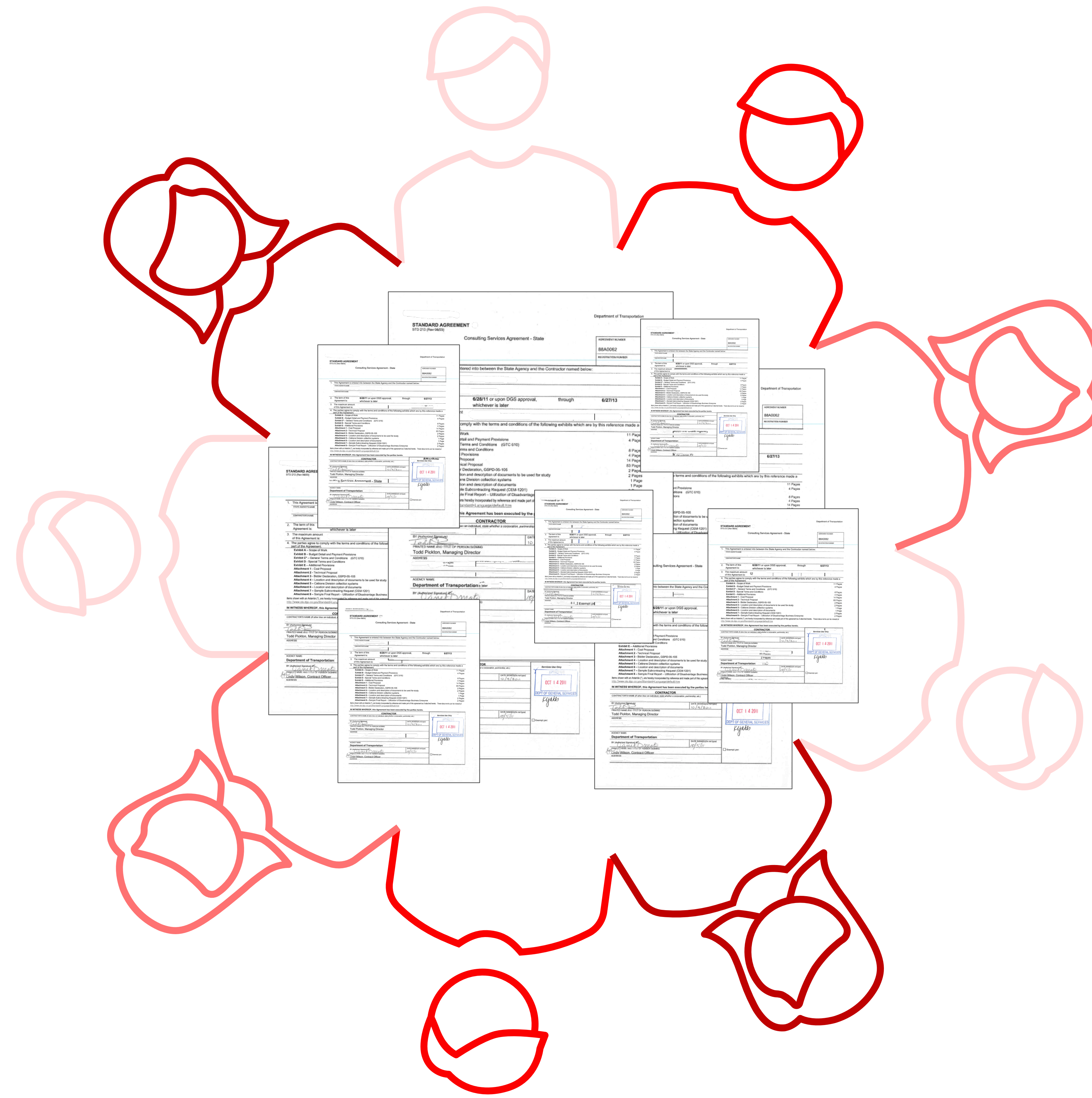
DAVIS
RESEARCH

SURVEY EXPERT

Calabasas, CA

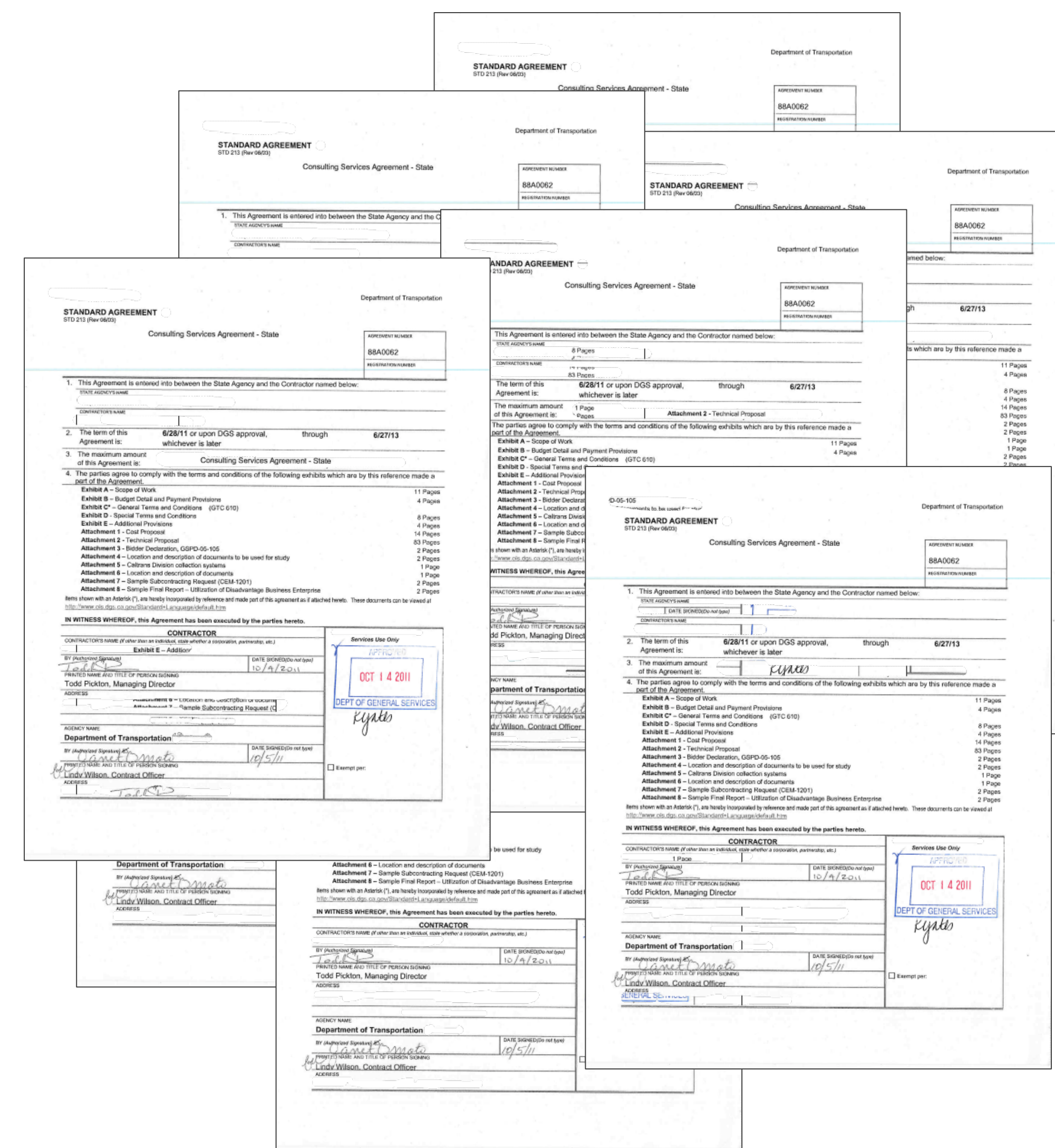


- Assess **participation** and **availability**
- Assess **marketplace barriers**
- Recommend **refinements** and **other considerations**



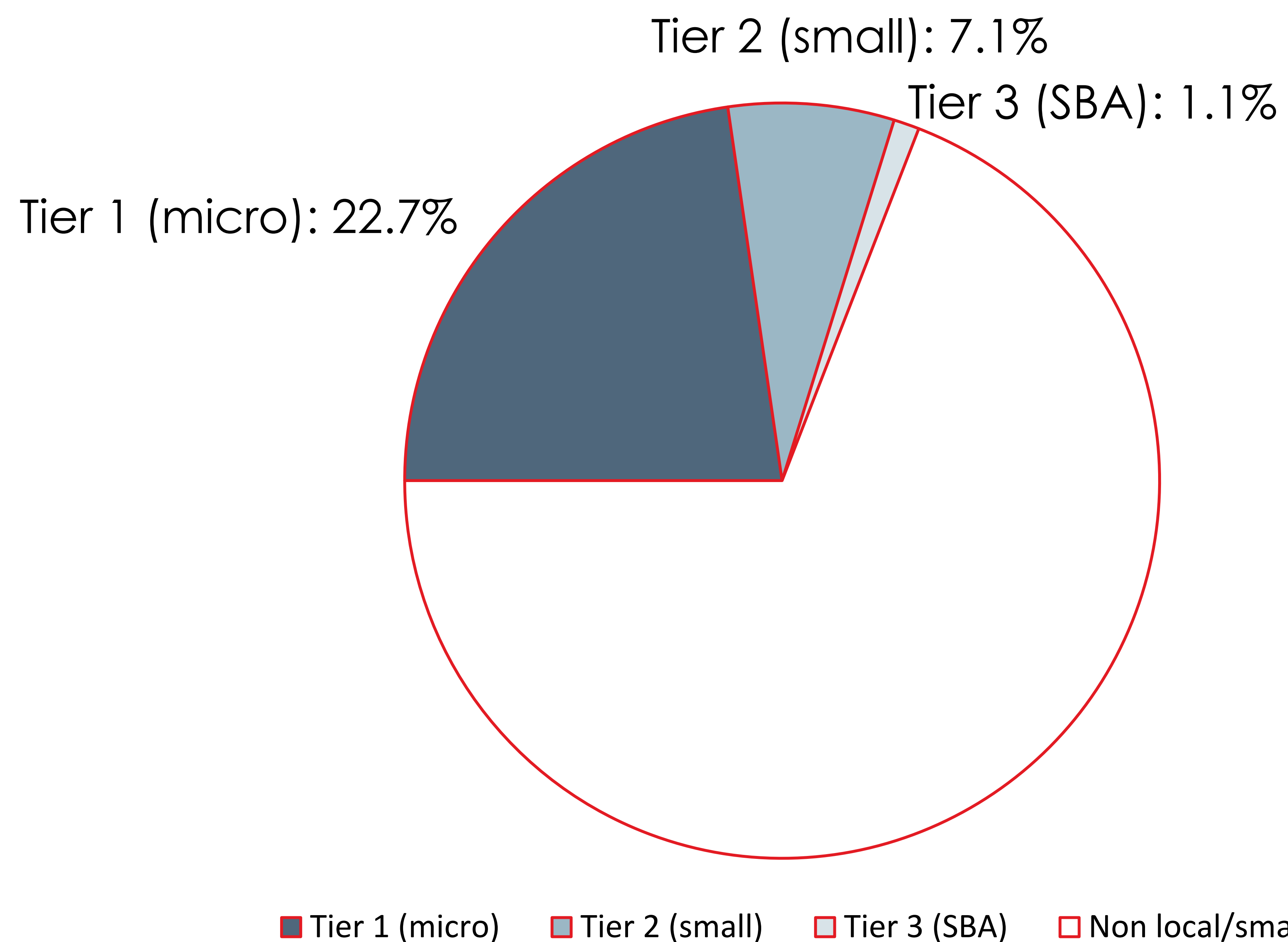
UTILIZATION = PARTICIPATION

How many dollars did the City and County award to local businesses?



\$7.9 billion
(July 2020 – December 2024)

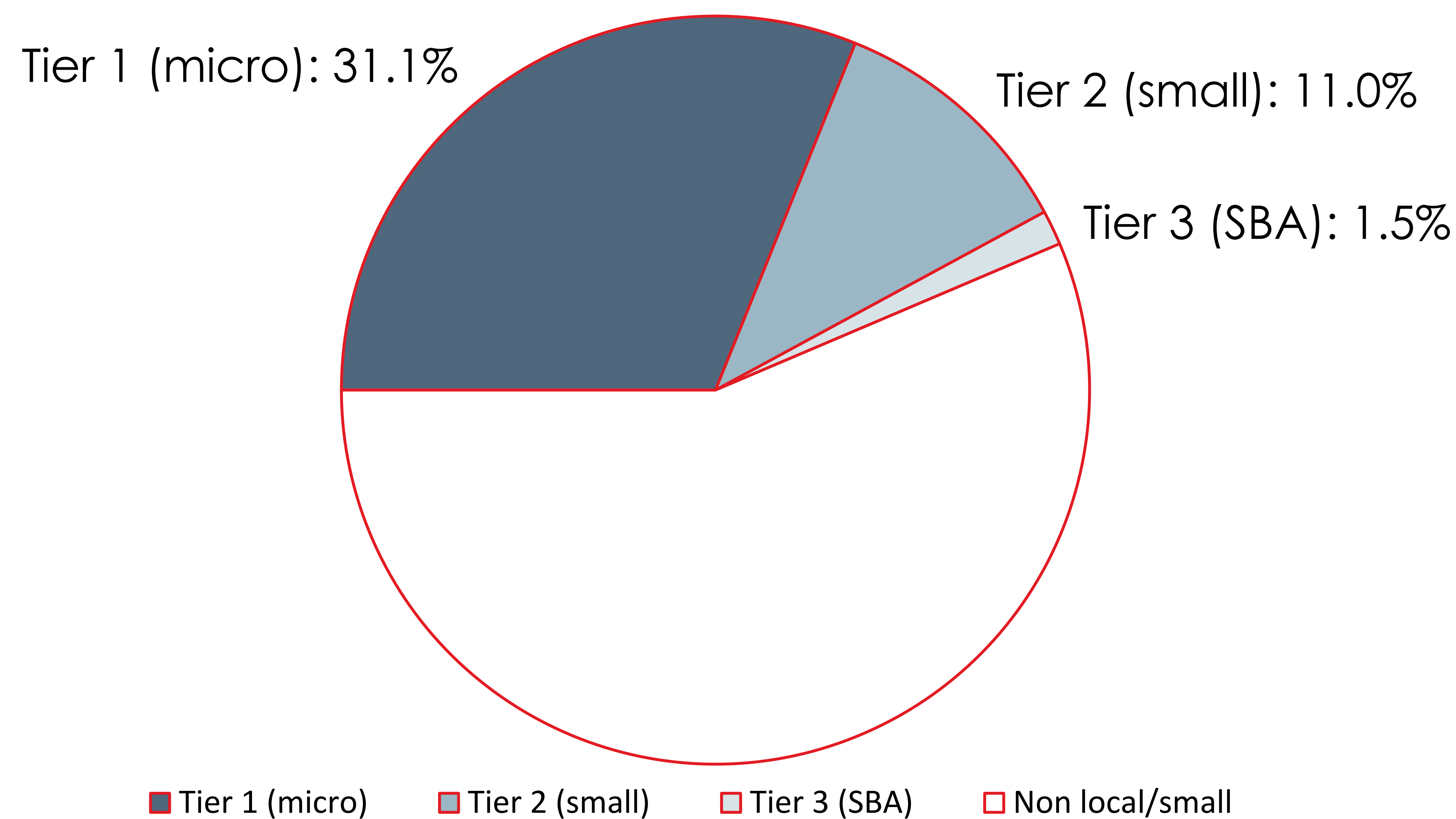
OVERALL



	% participation
Potential LBEs	31.0%
Tier 1 (micro)	22.7%
Tier 2 (small)	7.1%
Tier 3 (SBA)	1.1%

\$7.9 billion
(July 2020 – December 2024)

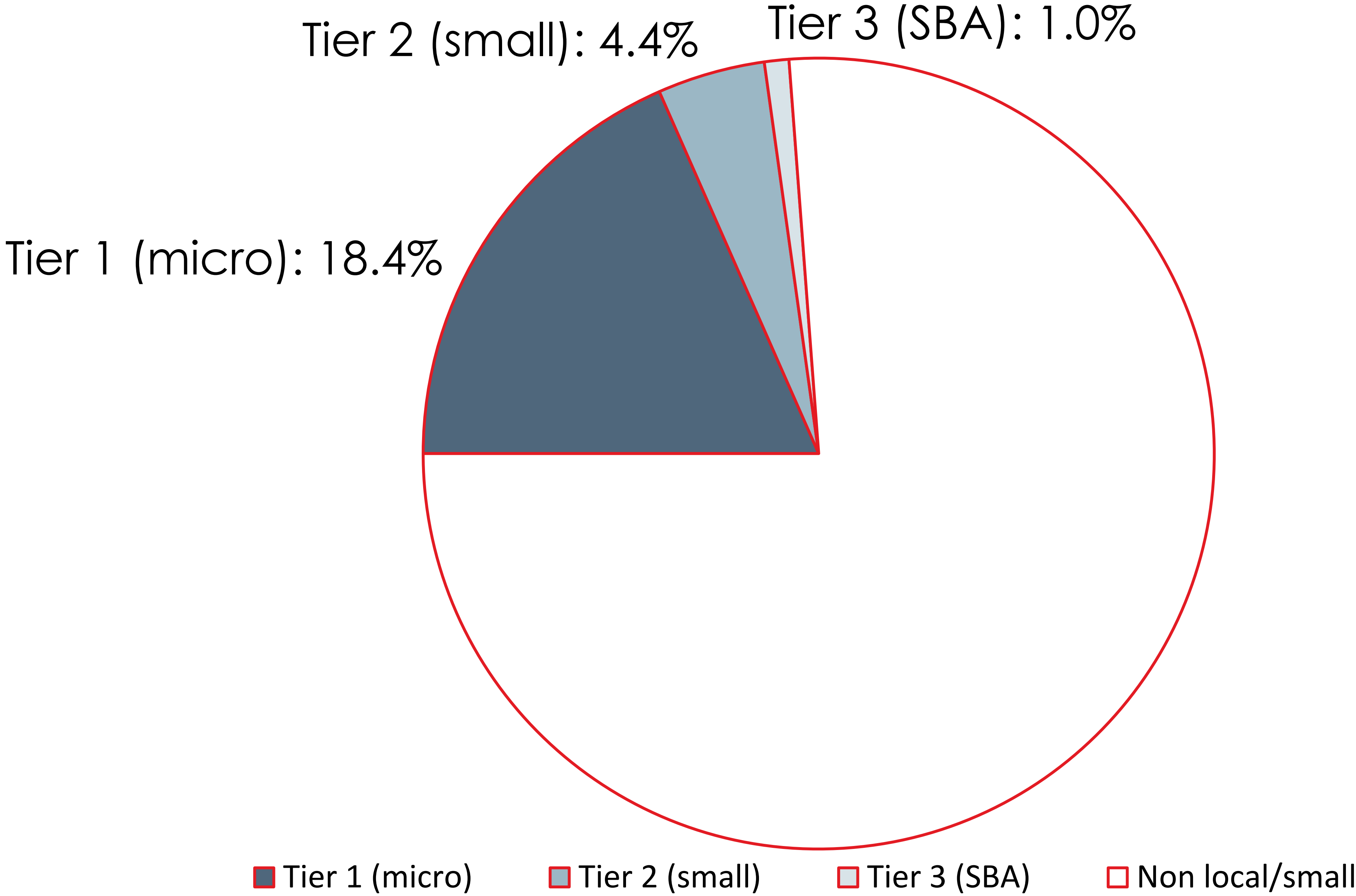
LBE REQUIREMENTS



	% participation
Potential LBEs	43.6%
Tier 1 (micro)	31.1%
Tier 2 (small)	11.0%
Tier 3 (SBA)	1.5%

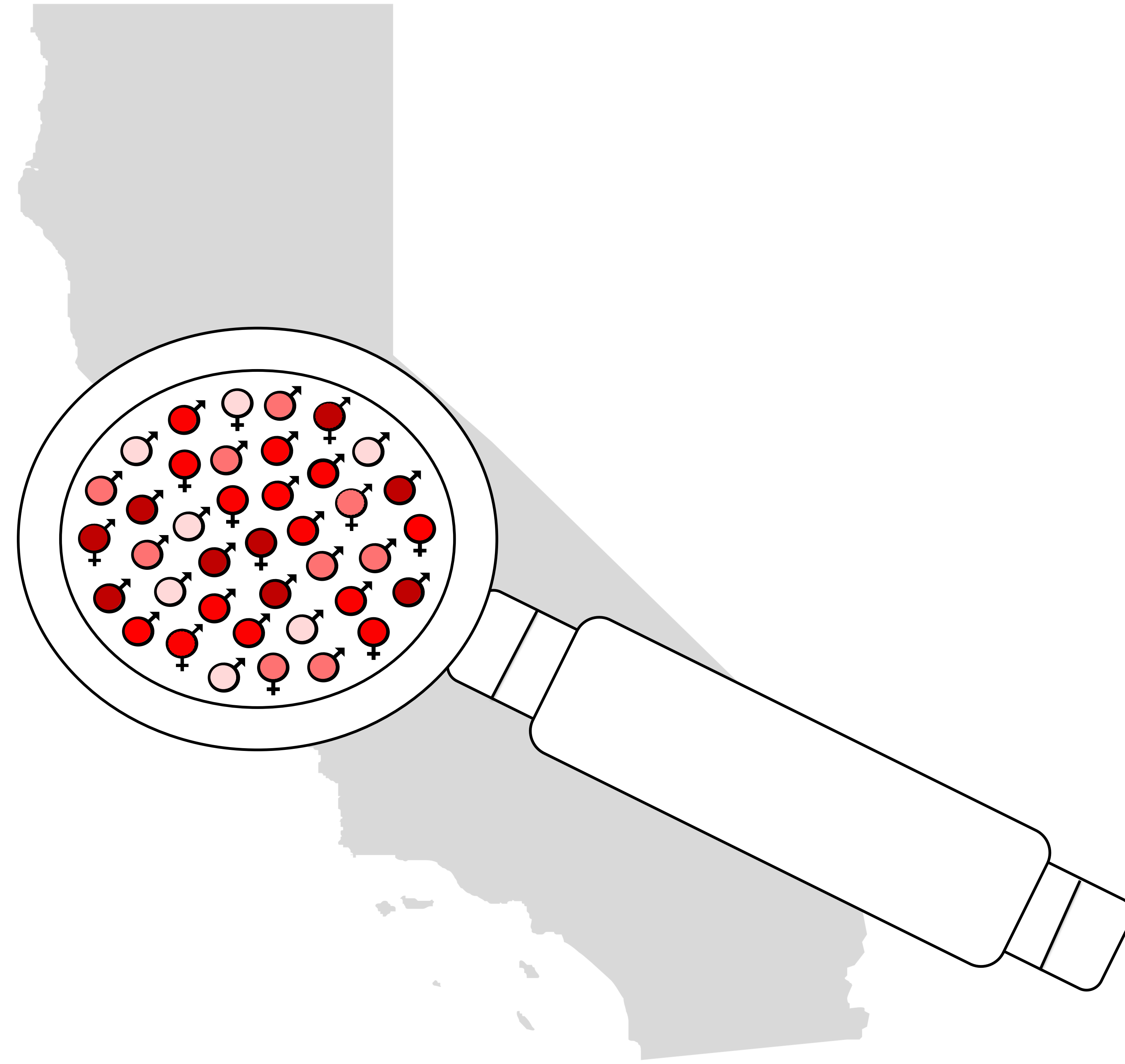
\$3.8 billion
(July 2020 – December 2024)

NO LBE REQUIREMENTS



	% participation
Potential LBEs	23.8%
Tier 1 (micro)	18.4%
Tier 2 (small)	4.4%
Tier 3 (SBA)	1.0%

\$3.3 billion
(July 2020 – December 2024)



AVAILABILITY = *READY, WILLING, ABLE*

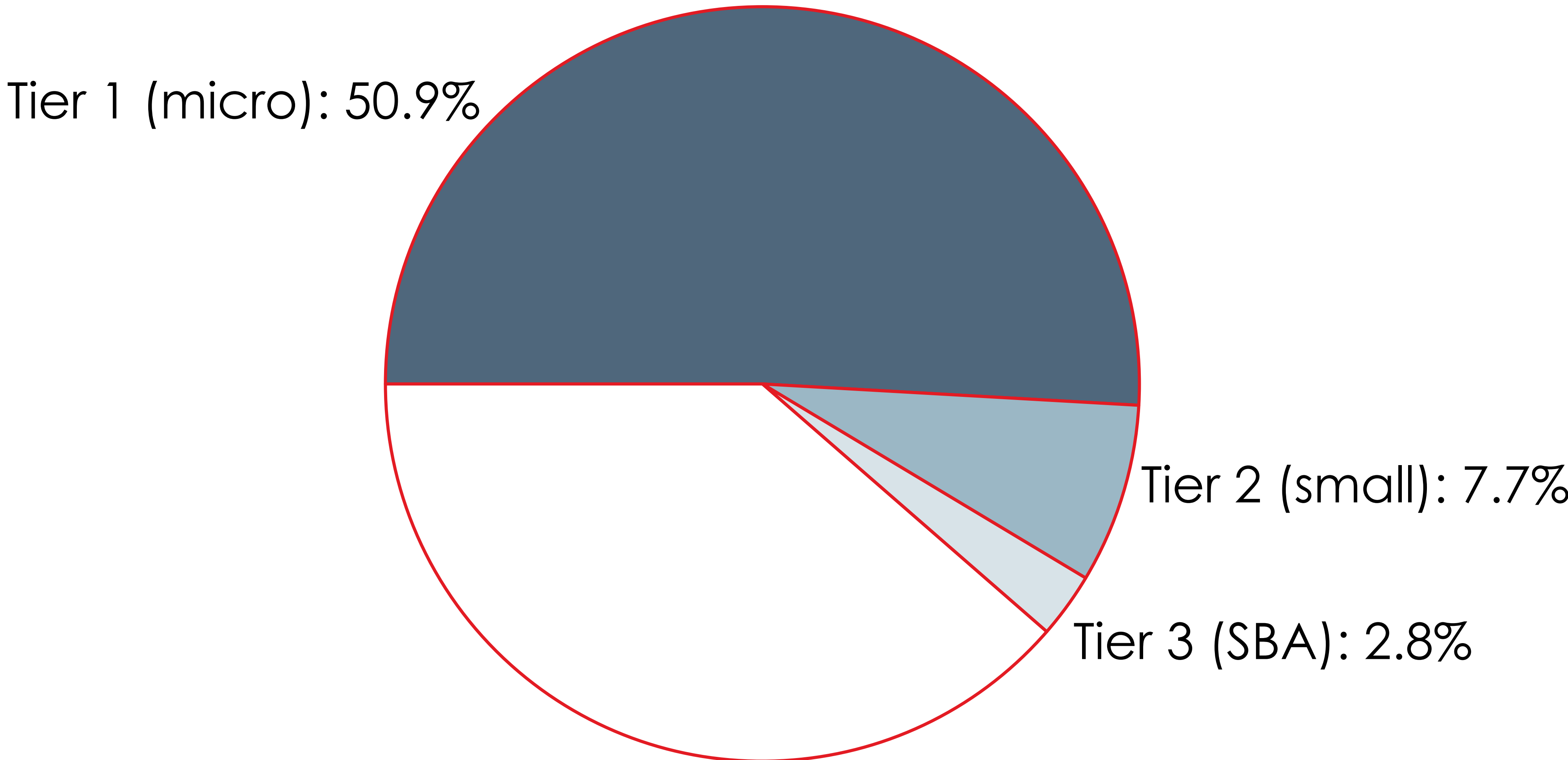
*How many project dollars would we
expect the City and County to award to local businesses?*



Business survey

- Lines of work
- Locations
- Vendor role
- Business size
- Business age
- Capacity
- Interest
- Ownership

OVERALL

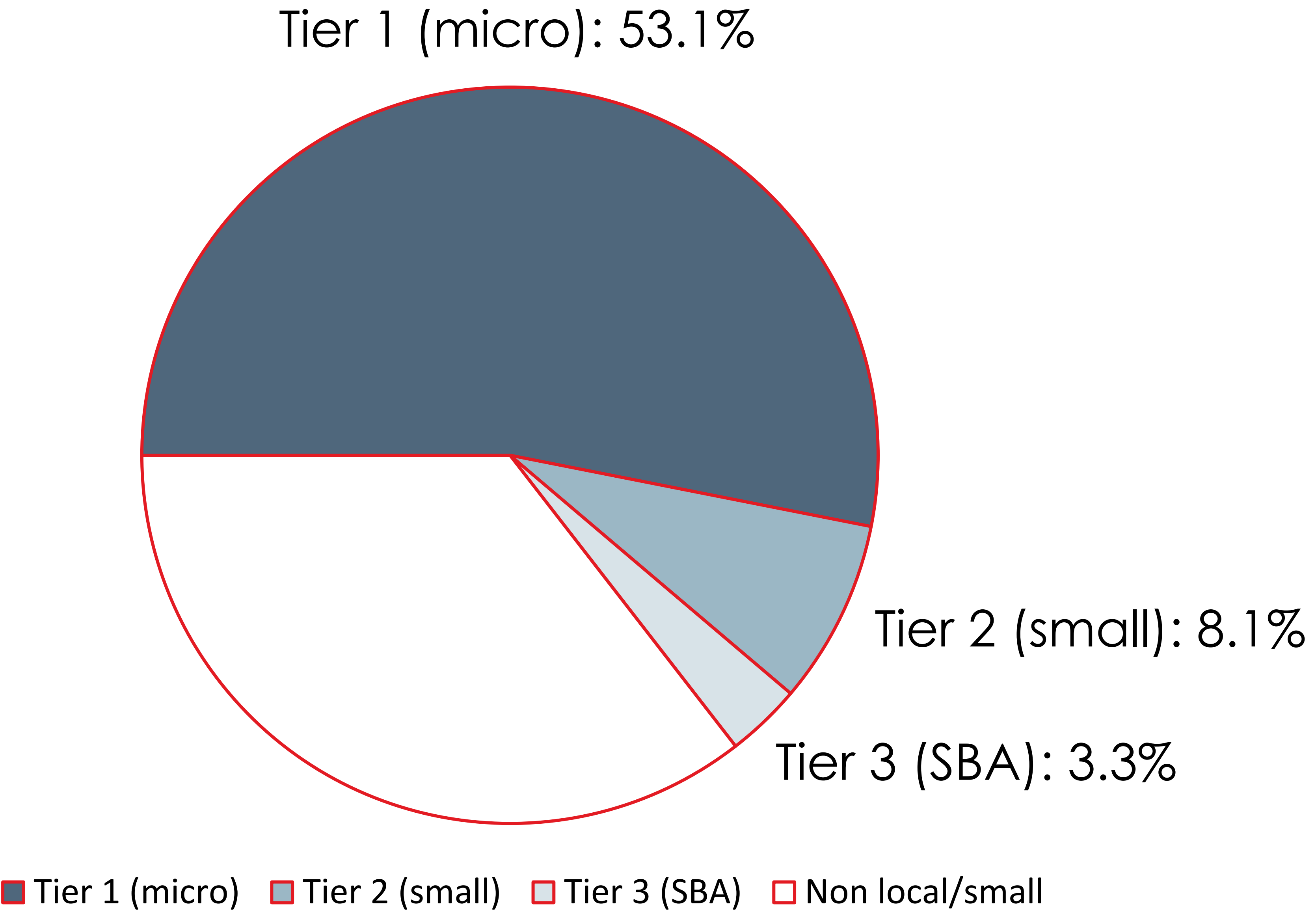


■ Tier 1 (micro) ■ Tier 2 (small) ■ Tier 3 (SBA) ■ Non local/small

\$7.9 billion
(July 2020 – December 2024)

	% availability
Potential LBEs	61.4%
Tier 1 (micro)	50.9%
Tier 2 (small)	7.7%
Tier 3 (SBA)	2.8%

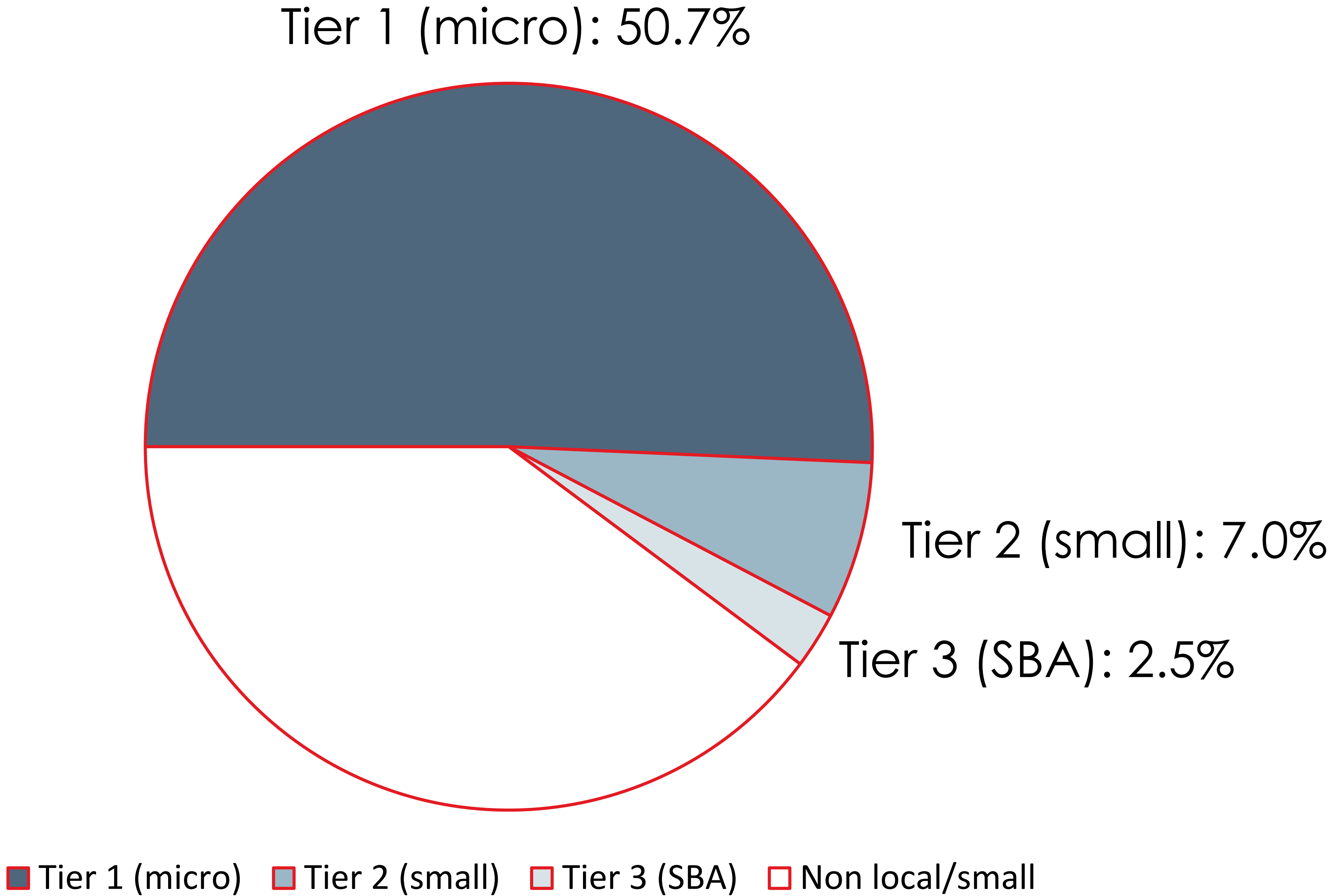
LBE REQUIREMENTS



	% availability
Potential LBEs	64.5%
Tier 1 (micro)	53.1%
Tier 2 (small)	8.1%
Tier 3 (SBA)	3.3%

\$3.8 billion
(July 2020 – December 2024)

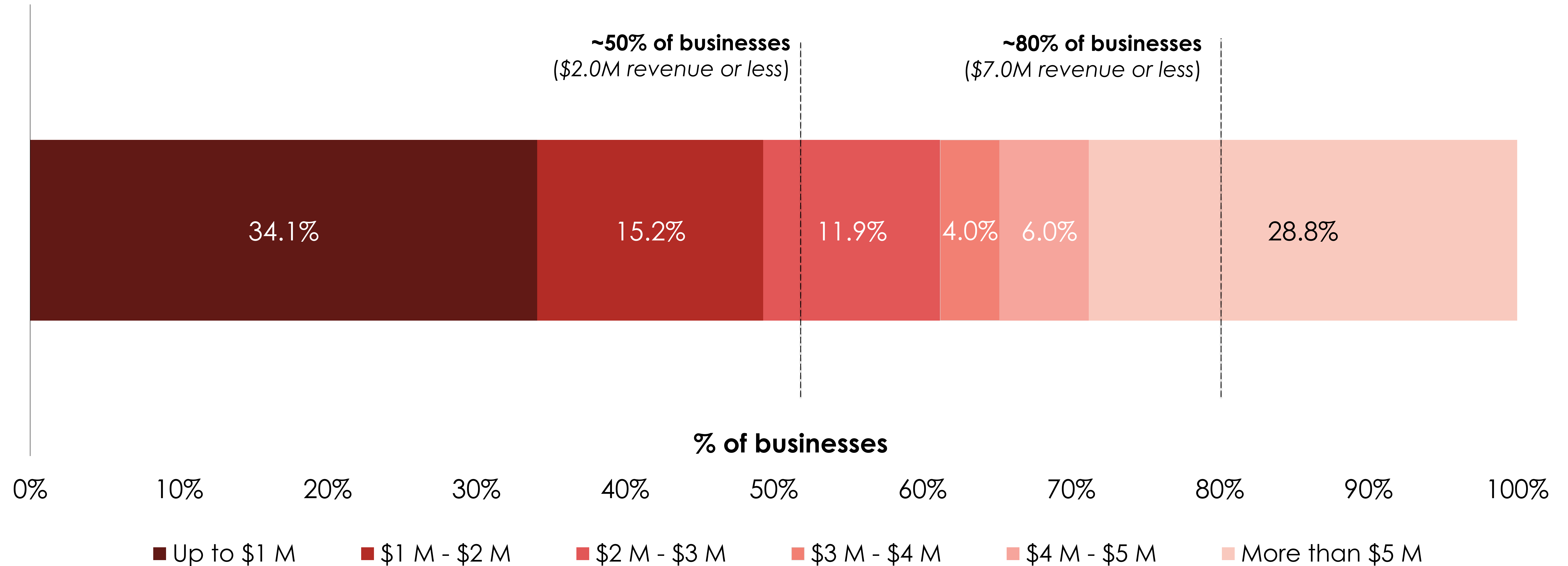
NO LBE REQUIREMENTS



\$3.3 billion
(July 2020 – December 2024)

	% availability
Potential LBEs	60.2%
Tier 1 (micro)	50.7%
Tier 2 (small)	7.0%
Tier 3 (SBA)	2.5%

AVAILABLE BUSINESSES BY REVENUE



BUSINESS CAPACITY

50% of businesses



Maximum **capacity**
\$0 up to **\$3 million**

80% of businesses



Maximum **capacity**
\$0 up to **\$10 million**

CONCENTRATION OF AWARDS

50% of contracts



17.0% of businesses



80% of contracts



42.1% of businesses





- Overall goal
- Certification standards
- Expanding the use of set asides
- Mentor protégé program
- Subcontracting commitments
- Prompt payment
- On call/as needed contracts

$$62.5\% + 31.1\% = 41.6\%$$

base figure adjustment proposed goal

Weight = 33.3%

Weight = 67.7%



- Overall goal
- Certification standards
- Expanding the use of set asides
- Mentor protégé program
- Subcontracting commitments
- Prompt payment
- On call/as needed contracts

————— QUESTIONS? —————

SFContractingEquity@bbcresearch.com

Sameer Bawa

sbawa@bbcresearch.com

Betsy Sava

bsava@bbcresearch.com