



MEMORANDUM

February 5, 2021

TO: MEMBERS, PORT COMMISSION
Hon. Kimberly Brandon, President
Hon. Willie Adams, Vice President
Hon. John Burton
Hon. Gail Gilman
Hon. Doreen Woo Ho

FROM: Elaine Forbes
Executive Director 

SUBJECT: Informational presentation regarding Waterfront Resilience Program (WRP) Local Business Enterprise (LBE) Subcontracting and WRP Equity Actions

DIRECTOR'S RECOMMENDATION: Information Only – No Action Required

Executive Summary

This report provides an overview of LBE Subcontracting in the Waterfront Resilience Program (WRP) and enhancing equity within the WRP, including the CH2M HILL Engineers (CH2M HILL) and the Civic Edge Consulting, Inc. (Civic Edge) contracts.

The Program team is undertaking a review of LBE and equity opportunities in Program delivery by the Port and its partners. Equity is a priority and leading principle for the Port and the WRP.

The WRP team has created an Equity Working Group and is developing race equity strategies based on the recent Port Commission adopted Race Equity Action Plan. CH2M HILL was acquired by Jacobs Engineering in late 2019. Jacobs has adopted an *Action Plan for Advancing Justice and Equality* which guides their company and its approach to employees and supplier and vendor relationships.

The CH2M HILL planning, engineering and environmental services contract is the primary contract supporting development of the WRP. The contract is a flexible, task-based contract; instead of including a complete scope of work at the outset of the contract individual task scopes are refined with each new Task. This is a contract structure that is different than most

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Port contracts. Port staff has developed a better understanding of the preliminary work needed to maximize the effectiveness of each Task as it relates to LBE participation and CH2M HILL has been gaining experience regarding the City's process for adding LBEs. Early efforts to add LBEs to the CH2M HILL team after the 2019 contract amendment resulted in CMD rejections of some proposed LBE subcontractors, because existing LBE subcontractors were qualified to perform the work. Both Port staff and CH2M now have a better understanding of the contract and the process for adding LBE firms. To ensure the equitable use of LBE subcontractors in the contract, the WRP team has adopted new contract oversight strategies in coordination with the Finance and Administration Division.

The CMD-approved LBE subcontracting participation requirement after the 2019 executed CH2M HILL contract amendment is 21.19%. As a result of improving LBE subconsultant participation, cumulative LBE payments on the contract have increased from 12.1% to 18.8% between September 2019 and December 2020. The total CH2M HILL contract value is \$55.6M. Through December 2020, the Port has issued \$28.5M in task authorizations and made \$24.2M in payments.

The Civic Edge Communications contract supports Waterfront Resilience Program communications needs. This contract is now almost fully expended. Through December 2020, the Port has paid \$1.4M for contract services, of which \$0.5M (39.2%) have been paid to LBE businesses. Another \$294,620 remains to be expended by Fall 2021; most of this work will be performed by LBE-MBE subcontractors.

Waterfront Resilience Program LBE and Equity Efforts

Waterfront Resilience Program

Future Contracting Opportunities

As the WRP moves through the planning phase towards Port Commission selection of Proposition A projects, the WRP team is positioning the Program to provide maximum economic opportunities to residents of disadvantaged communities in San Francisco and LBE businesses.

Consistent with the September 2019 CH2M HILL contract amendment, staff initiated a new task order to support workforce development programs and LBE outreach in October 2020. The goal of this task is to facilitate workforce training for the types of jobs the Program will generate in the design/construction phase and to position LBE subcontractors for success in bidding as members of teams pursuing future Program-funded contracts.

Diversity of firms working on the CH2M HILL contract and for the WRP extends beyond the City's LBE Program. The Program team intends to use this task to identify a broader pool of firms qualified by the Federal government as Disadvantaged Business Enterprises¹ qualified to perform future design, engineering, construction or related tasks for the Program.

¹ State agencies such as CalTrans maintain DBE information:
<https://dot.ca.gov/programs/civil-rights/dbe-certification-information>

and searchable databases:
<https://ucp.dot.ca.gov/licenseForm.htm>

Race Equity Actions

The Resilience Program has initiated an Equity Working Group of staff and consultants who meet regularly to discuss equity across the Program and to identify recommended race equity actions for the Program consistent with the Port's Race Equity Action Plan. Carlos Colon, the Waterfront Resilience Program Administrator also serves on the Port's Race Equity Action Team. Next steps for race equity actions for the team include race equity and inclusion training and evaluating the potential addition of race equity subcontractors to assist in developing equity strategies during Program implementation. For the entire waterfront, this would include:

- a diversity of well-paying jobs;
- spaces and places that accommodate a diversity of uses and users;
- prioritizing actions to advance equity and justice related to the economy; environment, infrastructure and resilient neighborhoods.

CH2M HILL Engineers Planning, Engineering and Environmental Services Contract

CH2M HILL's Equity and Subcontracting Strategy

CH2M HILL was purchased by Jacobs Engineering in 2019. The Jacobs Board of Directors is now [50% female or ethnically diverse](#) and its Executive Leadership is 60% female or ethnically diverse. Jacobs has a focus on equity for all, including [employee networks helping support their staff and push the envelope to equality](#).

Jacobs has adopted an [Action Plan for Advancing Justice and Equality](#), which includes the commitments to 1) amplify a culture of belonging, 2) recruit, retain and advance Black employees based on merit, and 3) contribute to structural change in broader society. As part of this third commitment, Jacobs plans to:

- Donate \$10M over the next five years in support of Black educational and professional development and scholarship opportunities.
- Promote programs and volunteer opportunities for organizations committed to justice and equality through Jacobs' CollectivelySM giving and volunteering program. An example includes applying Jacobs' expertise in water in at-risk urban and rural communities.
- Materially increase women- and minority-owned supplier and vendor spending over the next five years; and expand Jacobs' Mentor-Protégé program with local subcontractors, suppliers, and professional services firms to encourage more women and minority firm engagement and growth.

As we continue to build the Program, CH2M HILL will identify specific actions to deliver these corporate goals through their contract as well as other opportunities to advance equality within the wider Program. A recent example of this commitment is that Jacobs changed its process to advertise for internships to recruit from community colleges in the area, instead of the wider array of colleges and universities from which it normally recruits interns. The WRP will coordinate closely with CH2M Hill Program leadership to ensure that these broader corporate commitments translate to action within the WRP consistent with our shared goals.

Waterfront Resilience Program LBE Contracting Lessons Learned

On August 15, 2017, the Port Commission adopted Resolution 17-36, approving the planning, engineering and environmental services contract with CH2M HILL in an amount not-to-exceed \$36,349,740 with a contingency of \$3,634,974 for the Embarcadero Seawall Program. As a program management contract, the scope of services was broadly defined in four contract phases totaling up to ten years: 1) program management, 2) planning, 3) preliminary design and entitlement, and 4) final design and construction.

On September 24, 2019, the Port Commission adopted Resolution 19-41 amending the contract with CH2M HILL for planning, engineering, and environmental services for the Waterfront Resilience Program, including the Embarcadero Seawall Program, the U.S. Army Corps of Engineers (USACE) Flood Resiliency Study and related activities to increase the contract amount by \$19,334,390, resulting in an amended contract amount of \$55,684,130, with no change in the contract term or duration. See pages 3-7 of the September 24, 2019 staff report² for a description of the proposed additional services.

In addition to support for the USACE Flood Resiliency Study, the contract amendment included significant additional funding to support a more robust, waterfront-wide stakeholder engagement effort and resilience planning effort to support development of the Waterfront Resilience Program.

Because it supports the development of an evolving Waterfront Resilience Program, the CH2M HILL contract is different than most Port contracts. WRP staff used other City contracts for comparably significant infrastructure (e.g., the SFPUC's Sewer System Improvement Program) as the model for the original CH2M HILL contract. As such, the CH2M HILL contract has a broadly defined initial scope that staff subsequently refines into detailed scopes through the development of Task Orders. As is typical for a ten-year program management contract, the CH2M HILL contract requires flexibility as program strategy is developed and proposed design alternatives are refined in anticipation of implementation. The contract scope of work will change as the Port defines the Program (for instance, when the Port Commission endorses projects that will be funded by Proposition A).

Both the original contract and the contract amendment include provisions governing how the prime contractor will meet its contract LBE requirement.. The contractor provides an LBE utilization plan, including specific LBEs and the general scope of work, at the time of proposal. This plan is not a guarantee or a not-to-exceed budget for each LBE subcontractor. It is common for actual LBE utilization to differ from the plan as changes in the life of a contract to final scopes of work are expected. This is especially common in a multi-year planning, design and engineering contract. The Contract Monitoring Division (CMD) monitors the contractor compliance for their implementation of LBE utilization during the contract term and at contract closeout. At contract closeout, CMD requires the prime contractor to provide a reason regarding why specific LBEs have not received work equivalent to the utilization plan established for each firm at the outset of the contract. This explanation must be acceptable to CMD and CMD may choose to take enforcement action.

² For a copy of the staff report, please see:

<https://sfport.com/sites/default/files/Documents/Item%208A%20PEC%20Contract%20Mod%20Scope%209.13.19%20Final.pdf>

As Port staff requests new Task Orders, CH2M HILL issues scopes of work to subconsultants to support the delivery of the new Task Order. In most instances, subconsultants were identified during the original Contract agreement or during the contract amendment process with a high-level scope, budget and schedule.

It is only when a request for a new Task Order is issued to CH2M that CH2M can evaluate the new scopes of work to determine if the addition of new firms is needed. The addition of new LBE firms will increase CH2M HILL's LBE participation percentage.

CMD requires that prime contractors provide new work to existing LBEs on a contract if they are certified and qualified to perform that work. After the September 24, 2019 contract amendment, and in consultation with WRP staff, CH2M proposed new LBE firms to perform scopes of work; CMD subsequently determined that existing LBEs on the contract could perform the work and denied the addition of some new LBE subcontractors. This translated to more work for existing LBEs on the contract.

Both CH2M HILL and WRP staff have a better understanding of this process moving forward. Staff believes that CH2M HILL will be able to increase their LBE participation through LBE firms already under contract or through the addition of new, qualified LBE firms when there is a new scope of work that no existing LBE subcontractor is qualified to perform. In this situation, CH2M HILL can identify a certified LBE or advertise the qualifications needed to perform the scope of services to firms in the relevant CMD certification category. Future task orders will build from Port and CH2M HILL focus on equity and create more defined LBE pathways as part of scoping. Through this strategy WRP will continue positive LBE trends as evidenced by quarterly LBE report described later in this report. Staff has established a process for consulting with CMD early when there is a need to add new expertise to the contract, which will help CH2M HILL and the WRP engage best practices in LBE utilization.

CH2M LBE Subcontracting Oversight

To ensure robust contract administration and transparent tracking and reporting of contract expenditures and LBE utilization under the CH2M HILL contract, the Waterfront Resilience Program will take the following steps to further integrate with the Finance and Administration Division.

The Waterfront Resilience Director will meet with the Deputy Director of Finance and Administration and the Procurement and Contracts Manager to review each new Task Authorization under the CH2M HILL contract prior to authorizing the task. The review will include consistency with the contract, the budget and LBE participation in the proposed task proposed by the prime.

If the prime has proposed the addition of a new LBE subcontractor, the Waterfront Resilience Program Administrator will meet with the Procurement and Contracts Manager to evaluate the proposed addition and interface with CMD as CMD approves or denies the addition.

The Waterfront Resilience Director, Port Task Leads, and the Waterfront Resilience Program Administrator will meet quarterly with the Deputy Director of Finance and Administration and the Procurement and Contracts Manager to review and finalize the quarterly LBE report to the Port Commission and budget and progress under the contract. Subsequently, this team will meet

quarterly with the Executive Director to review the quarterly LBE report and budget and progress under the contract.

CH2M HILL's LBE Subcontracting Efforts to Date

The Port executed a contract agreement with CH2M HILL (\$36,349,740) to provide planning, engineering, and environmental services for the Embarcadero Seawall Program in November 2017. At contract execution, the LBE subcontracting requirement for the agreement was 21% (\$7,633,456). In April 2020, the Port executed a contract amendment to amend the contract scope and increase the contract amount to \$55,684,130, following Port Commission approval on September 24, 2019 and the Board of Supervisor's approval on November 19, 2019. The CMD approved LBE subcontracting participation goal after the executed amendment increased to 21.19% (\$11,799,467).

For services completed through September 2019, the Port paid CH2M HILL \$14.0M, with \$1.7M (12.1%) paid for services completed by LBE subconsultants. After a commitment by CH2M to increase LBE participation, for services completed after the Port Commission approval of the contract amendment, from October 2019 to December 2020, the Port paid CH2M HILL \$10.2M, with \$2.8M (28.0%) paid for services completed by LBE subconsultants. For all services paid to date (December 2020), the Port has paid CH2M HILL \$24.2M, with \$4.6M (18.8%) paid for services completed by LBE subconsultants. The breakdown of payments to LBE-MBE's, OBE's and WBE's is shown in the Table 1 below.

Table 1 - CH2M HILL LBE Payments through December 2020

Contract Type	Total Payments	Prime Payments	Sub Payments	Total LBE Payments	Overall %	MBE %	OBE %	WBE %	Sub %
NTP to Contract Amendment (9/2019)	14,029,742	4,110,051	9,919,691	1,705,133	12.2%	6.1%	0.0%	6.0%	17.2%
10/2019 to December 2020	10,216,603	3,333,163	6,883,441	2,858,469	28.0%	7.3%	0.2%	21.0%	41.5%
Total Contract	24,246,345	7,443,214	16,803,132	4,563,602	18.8%	6.5%	0.1%	12.3%	27.2%

As a result of this improving trendline, cumulative LBE payments on the contract have increased from 12.1% to 18.8% between September 2019 and December 2020. CH2M HILL is committed to meeting the LBE commitments and to continue to look for opportunities to increase LBE participation and add new LBE subconsultants to the contract.

Figure 1 shows the major tasks completed or in progress for Phase 1 (Planning and Program Development) of the CH2M HILL contract and the associated LBE participation percentage for each. It also shows the CH2M HILL's projected LBE participation for Phases 2 and 3, with Phase 2 Task Authorizations set to be scoped in early 2021.

Figure 1 – Task level LBE breakdown and timing

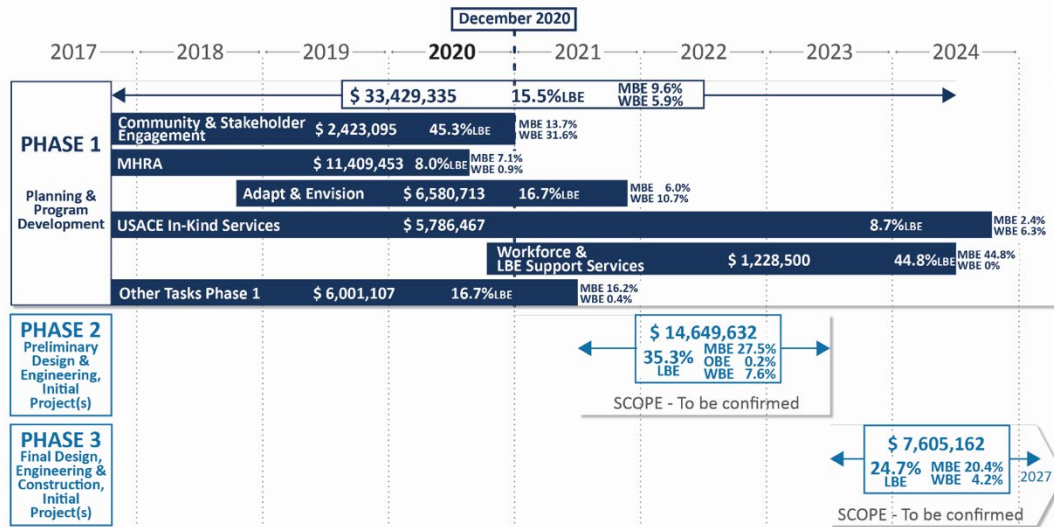
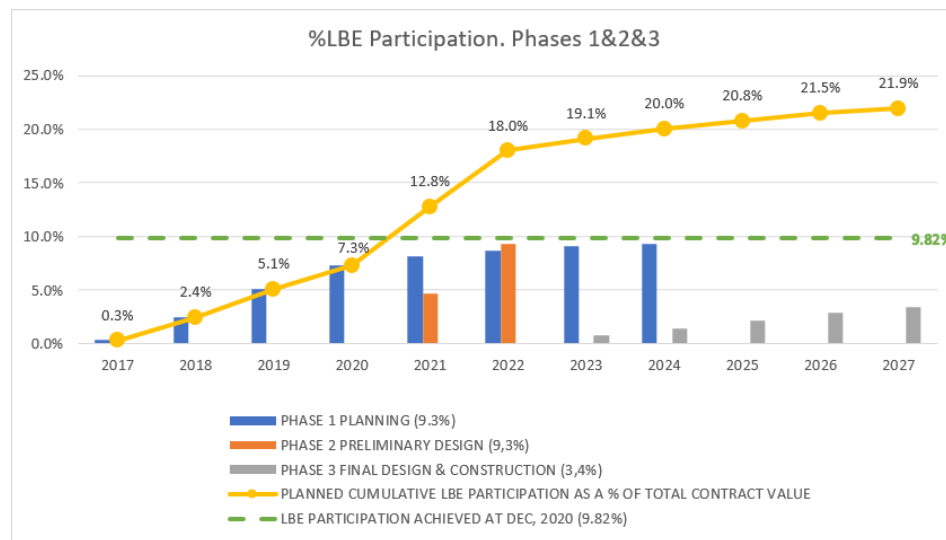


Figure 2 shows the projected cumulative increase in LBE participation through the duration of the CH2M HILL contract.

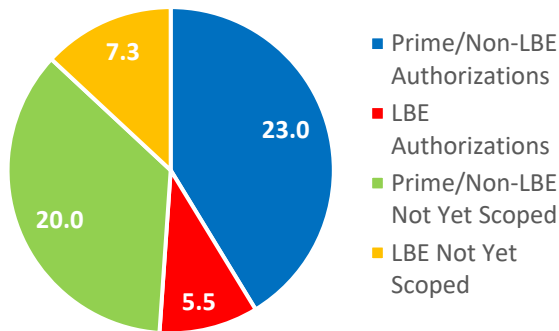
Figure 2 – Projected LBE participation as % of the total contract value (Phases 1-3)



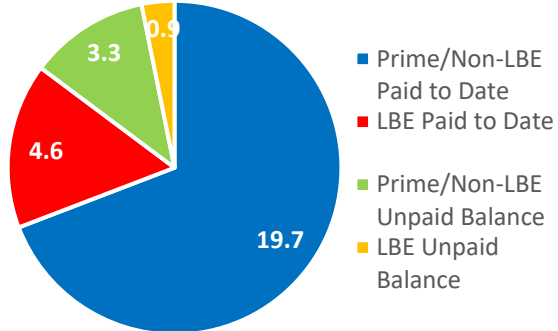
CH2M LBE Participation

Total CH2M HILL contract value is \$55.6M. Through December 2020, the Port has issued \$28.5M in task authorizations and made \$24.2M in payments.

Contract Task Authorizations (\$M)



Task Authorization Payments (\$M)



Civic Edge Consulting, Inc. Communications Contract

Civic Edge Subcontracting Strategy

The Port executed a contract agreement with Civic Edge Consulting (\$1,695,205) to provide public relations, communications, media and related services for the Embarcadero Seawall Program on September 17, 2017. The LBE subcontracting requirement for the agreement is 36% (\$610,274). Civic Edge Consulting is also an LBE-WBE, but as the prime consultant, their participation does not count towards the LBE requirement.

During the duration of the contract, Civic Edge added three new LBE-MBE firms: D&A Communications (WBE/MBE) to draft a social media campaign, Bonner Communications (MBE) to support the Port in special events and Spice It Up (MBE) to provide catering services.

Through December 2020, the Port has paid \$1.4M for contract services, of which \$0.5M (39.2%) have been paid to LBE businesses, including 7.2% to LBE-MBE's, 19.6% to LBE-OBE's, and 12.4% to LBE-WBE's.

Table 2 – Civic Edge Consulting LBE Payments through December 2020

Contract Type	Total Payments	Prime Payments	Sub Payments	Total LBE Payments	Overall %	MBE %	OBE %	WBE %	Sub %
Communications	1,400,605	669,674	730,931	548,868	39.2%	7.2%	19.6%	12.4%	75.1%

Communications and Engagement During COVID-19

Unfortunately, COVID-19 severely challenged planned expenditures with MBE firms, as in-person outreach events have been cancelled since mid-March 2020. With digital communications overwhelmingly important during this time, the scope of work for Slow Clap (OBE), a local video production company, increased, while planned scopes of work to MBE firms were not executed as planned.

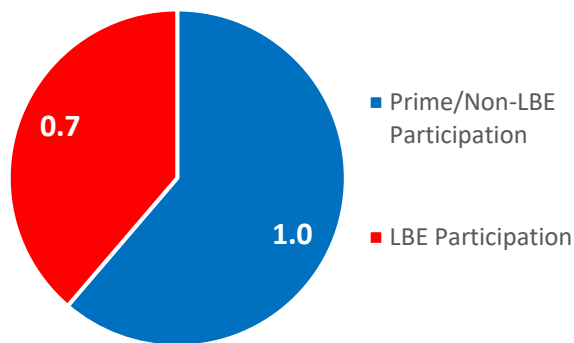
To continue to provide scopes of work for contracted MBE's, WRP staff developed a communications plan at the end of 2020 with a more robust strategy to accommodate COVID-19 considerations in communications for 2021. Most immediately, D&A Communications (MBE)

is executing a social media campaign from November to January 2021 and Bonner Communications (MBE) is spearheading youth engagement for the WRP. This work will be performed through the spring of 2021.

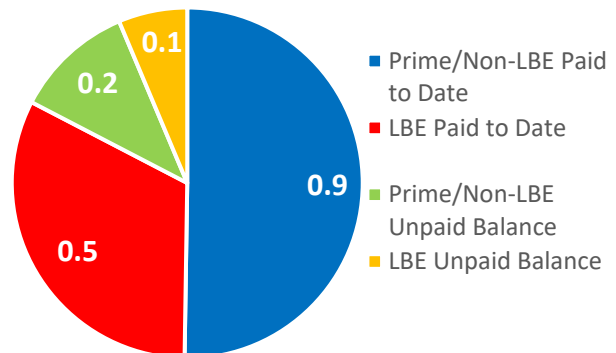
Civic Edge LBE Participation

Total CEC contract value is \$1.7M. Through December 2020, the Port has issued \$1.4M in payments. \$300,000 in contract capacity remains, most of which is planned for LBE/MBE firms including firms that were recently added to the contract.

Contract Participation (\$M)



Contract Payments (\$M)



Port Monitoring and Reporting Strategies

The Waterfront Resilience Program tracks LBE utilization through monthly Program meetings during which staff and the consultant team review LBE utilization and track upcoming tasks. CH2M HILL issues a monthly contract report that details LBE utilization.

At the Port Commission's direction, the Waterfront Resilience Program will now report quarterly to the Port Commission using a new template for quarterly reporting on LBE participation in both the CH2M HILL and Civic Edge contracts.

In addition to the quarterly LBE report to the Commission, staff suggests that we consider implementing a quarterly meeting with CH2M HILL, Port Leadership, and Program staff and Commission Officers to review progress towards LBE goals. We understand that similar meetings with the Pier 70 and Mission Rock teams have increased confidence in the LBE strategies employed for those efforts and provided an effective forum for reporting and problem-solving.

Next Steps

WRP staff will provide quarterly updates to the Port Commission regarding its LBE subcontracting efforts and efforts to prioritize equity throughout the Program. We look forward to the Commission's questions and direction regarding the information in this report.

Prepared by: Carlos Colón, Waterfront Resilience Program Administrator
 Prepared for: Brad Benson, Waterfront Resilience Director

Exhibit A: Waterfront Resilience Program LBE Quarterly Report FY 2020/21 Q2

Exhibit A:
Waterfront Resilience Program LBE Quarterly Report
Fiscal Year 2020/21 Q2 (October– December) 2020

BACKGROUND

CH2M HILL Engineers, Inc.

The Port executed a contract agreement with CH2M HILL Engineers, Inc. (\$36,349,740) to provide planning, engineering, and environmental services for the Embarcadero Seawall Program on October 1, 2017. The Local Business Enterprise (“LBE”) subcontracting requirement for the agreement was 21.0%.

The Port executed a contract amendment on April 20, 2020 to amend the contract scope and increase the contact amount to \$56,684,130, following Port Commission approval on September 24, 2019 and the Board of Supervisor’s approval on November 19, 2019. CMD approved an increased subcontracting participation goal of 21.19%, based on the final dollar value of the contract at closeout. Following the September 24, 2019 Port Commission approval of the contract amendment, CH2M has added an additional \$1.1M in newly defined scope for new LBE firms.

To date, CH2M has been paid \$24.2M (43.5% of total contract value), with \$4.5M (18.8% of total invoiced) paid to LBE firms.

Civic Edge Consulting, Inc.

The Port executed a contract agreement with Civic Edge Consulting (\$1,695,205) to provide public relations, communications, media, and related services for the Embarcadero Seawall Program on September 17, 2017. The LBE subcontracting requirement for the agreement is 36.0% (\$610,274). Civic Edge Consulting is also an WBE-LBE, but as the prime consultant, their participation does not count towards the LBE requirement.

To date, Civic Edge has been paid \$1.4M (82.6% of total contract value), with \$549K (39.2% of total invoiced) paid to LBE firms.

CH2M HILL Engineers, Inc. Summary

Awards

- a. Quarter 2 2020 Subcontractors Addition or Expanded Scope that results in a change in the LBE commitment by the Prime.

(None this Quarter)

Invoiced

- a. CH2M Payments to LBEs vs Non-LBEs

	Invoiced through last quarter (\$)	Invoiced through last quarter (%)	This Quarter (\$)	This Quarter (%)	Project to Date (\$)	Project to Date (%)
Invoiced from LBE's	\$3,937,258	17.6%	\$626,344	32.7%	\$4,563,602	18.8%
Invoiced to Non-LBE's	\$18,395,576	82.4%	\$1,287,167	67.3%	\$19,682,743	81.2%
Total Payments	\$22,332,834	100.0%	\$1,913,511	100.0%	\$24,246,345	100.0%

- b. CH2M Payment by Ethnicity

	Invoiced through last quarter (\$)	Invoiced through last quarter (%)	This Quarter (\$)	This Quarter (%)	Project to Date (\$)	Project to Date (%)
African-American	\$820,705	3.7%	\$180,105	9.4%	\$1,000,810	4.1%
Arab American	\$5,889	0.0%	\$0.00	0.0%	\$5,889	0.0%
Asian American	\$1,287,318	5.8%	\$10,044	0.5%	\$1,297,362	5.4%
Latino American	\$0	0.0%	\$17,288	0.9%	\$17,288	0.1%
Total Payments	\$2,113,912	9.5%	\$207,436	10.8%	\$2,321,348	9.6%

c. Invoiced to Total Commitment

Supplier Name	LBE – and MBE/OBE/WBE	Ethnicity (CMD Code)	Commitment as of Date of Report	CMD Commitment (%)	Total Invoiced (\$)	Total Invoiced (%)
A G S INC	MBE	Asian American	\$278,421	0.5%	\$0	0.0%
BAYCAT	OBE	Non- Minority	\$55,684	0.1%	\$24,529	0.1%
CHS CONSULTING GROUP	MBE	Asian American	\$278,421	0.5%	\$10,044	0.0%
CIVIC EDGE CONSULTING LLC	WBE	Non- Minority	\$556,841	1.0%	\$975,474	4.0%
GEOTECHNICAL CONSULTANTS INC	MBE	Asian American	\$1,113,683	2.0%	\$409,845	1.7%
HOLLINS CONSULTING	MBE	African American	\$1,670,524	3.0%	\$745,851	3.1%
LOWERCASE PRODUCTIONS	OBE	Non- Minority	\$0	0.0%	\$0	0.0%
R D J ENTERPRISES LLC	MBE	African American	\$278,421	0.5%	\$210,321	0.9%
SAYLOR CONSULTING GROUP	WBE	Non- Minority	\$723,894	1.3%	\$28,152	0.1%
SEDWAY CONSULTING INC	WBE	Non- Minority	\$111,368	0.2%	\$154,752	0.6%
SQAURE ONE PRODUCTIONS	MBE	Asian American	\$111,368	0.2%	\$0	0.0%
STRUCTUS INC	MBE	Asian American	\$2,115,997	3.8%	\$194,763	0.8%
TELAMON ENGINEERING CONSULTANTS INC	WBE/MBE	Asian American	\$4,399,046	7.9%	\$682,710	2.8%
COPYMAT	MBE	Arab American	\$105,800	0.2%	\$5,889	0.0%
New LBE & Minority Owned Firm Additions Since Contract Amendment (Maximum Non-Guaranteed Budgets)						
DAVIS & ASSOCIATES	MBE	African American	\$150,000	NA	\$7,750	0.0%
INTERETHNICA	WBE/MBE	Latino American	\$189,326	NA	\$17,288	0.1%
SILVESTRUM CLIMATE ASSOCIATES	WBE	Non- Minority	\$50,116	NA	\$535,418	2.2%
SITELAB URBAN STUDIOS	WBE	Non- Minority	\$707,188	NA	\$560,817	2.3%
THE ALLEN GROUP		African American	\$400,000	NA	\$36,887	0.2%
TOTALS			\$13,269,097	21.2%	\$4,600,490	19.0%

Civic Edge Consulting, Inc. Summary

Awards

- a. Quarter 2 2020 Subcontractors Addition or Expanded Scope that results in a change in the LBE commitment by the Prime.

(None this Quarter)

Invoiced

- a. Civic Edge Payments to LBEs vs Non-LBEs

	Invoiced through last quarter (\$)	Invoiced through last quarter (%)	This Quarter (\$)	This Quarter (%)	Project to Date (\$)	Project to Date (%)
Invoiced from LBE's	\$507,742	34.20%	\$41,126	80.6%	\$548,868	39.2%
Invoiced to Non-LBE's	\$841,843	65.80%	\$9,894	19.4%	\$851,737	60.8%
Total Payments	\$1,349,585	100.00%	\$51,020	100.0%	\$1,400,605	100.0%

- b. Civic Edge Payment by Ethnicity

	Invoiced through last quarter (\$)	Invoiced through last quarter (%)	This Quarter (\$)	This Quarter (%)	Project to Date (\$)	Project to Date (%)
African-American	\$85,754	6.35%	\$38,506	75.5%	\$124,260	8.9%
Arab American	\$43,906	3.25%	\$0	0.0%	\$43,906	3.1%
Asian American	\$0	0.00%	\$0	0.0%	\$0	0.0%
Latino American	\$106,516	7.89%	\$0	0.0%	\$106,516	7.6%
Total Payments	\$236,176	17.5%	\$38,506	75.5%	\$274,682	19.6%

- c. Invoiced to Total Commitment

Supplier Name	LBE – and MBE/OBE/WBE	Ethnicity (CMD Code)	Commitment as of Date of Report	CMD Commitment (%)	Total Invoiced (\$)	Total Invoiced (%)
CIVIC EDGE CONSULTING (PRIME)*	WBE	Non-Minority	NA	NA	\$669,674	47.8%
COPYMAT	MBE	Arab American	\$100,000	5.9%	\$43,906	3.1%
INTERETHNICA	WBE/MBE	Latino American	\$147,000	8.7%	\$106,516	7.6%
JBR	MBE	African American	\$77,000	4.5%	\$23,400	1.7%
LOWERCASE PRODUCTIONS	OBE	Non-Minority	\$153,500	9.1%	\$95,976	6.9%
RDJ ENTERPRISE	MBE	African American	\$77,000	4.5%	\$33,819	2.4%
SLOW CLAP	OBE	Non-Minority	\$102,000	6.0%	\$178,210	12.7%
New LBE Firm Additions Since Contract Award (Maximum Non-Guaranteed Budgets)						
BONNER COMMUNICATIONS	WBE/MBE	African American	\$150,000	NA	\$43,971	3.1%
D&A COMMUNICATIONS	WBE/MBE	African American	\$25,000	NA	\$23,069	1.6%
SPICE IT UP	MBE/WBE	African American	\$10,000	NA	\$0	0.0%

TOTALS**			\$841,250	38.7%***	\$548,868	39.2%
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*Civic Edge is an LBE but as the Prime their participation does not count towards the LBE requirement

** Does not include Civic Edge

***CMD contract commitment is 36.0% per the original CMD FORM 2A submitted at time of bid. This amount was increased at time of award but does not increase Civic Edge's CMD commitment.