

**Proposition S Outreach Program
Outreach Events Overview
May 2013 Report**

Events Attended

- Meet and greet with ADV-SOC, Inc., a DVBE/SDVOB/SBE company (05/06)
- Site walk for new Jonas Salk Elementary School project (05/09)
- Site walk for i21 Interactive Classroom Technology Integration project (05/09)
- Site walk for Vernal Pool Mitigation and Restoration project (05/10)
- San Diego Supplier Development Council's (SDSDC) annual Operation Opportunity procurement event (05/14)
- Turner School of Construction Management Spring Session PAC Night (05/14)
- Special PSA Workshop for Vernal Pool Mitigation and Restoration Project (05/15)
- Site walk for New Classroom Building and Site Improvements at Millennial Tech Middle School project (05/16)
- Small Business Development Center (SBDC) Meet the Buyers outreach event (5/17)
- Meet and greet with Rapid Recovery of San Diego, a local company (05/20)
- Meet and greet with West Coast Fire Safety, an SBE company (05/20)
- Meet and greet with Supreme Cleaning Solutions, Inc., an SBE/MBE company (05/22)
- Central San Diego Black Chamber of Commerce Networking Event (05/22)
- Meet and greet with Ingersoll Rand Security Technologies, a local company (05/29)
- Site walk for Whole Site Modernization at Chollas Elementary School rebid project (05/30)
- New Classroom Building and Site Improvements at Millennial Tech Middle School rebid project (05/31)
- Meet and greet (2nd) with Espinoza's Heating & Air Conditioning, a local MBE/SBE company (05/31)

Events Scheduled

- Elite SDVOB Network monthly meeting (06/04)
- Women's Construction Coalition (WCC) Board Meeting (06/04)
- Bimonthly Regional Construction Procurement Committee (RCPC) meeting (06/05)
- San Diego International Airport & Airport Minority Advisory Council – Airport Business Diversity Conference (06/08-11)
- National Association of Women in Construction (NAWIC) monthly meeting (06/11)
- Public Agency Consortium (PAC) Meeting (06/12)
- American Subcontractors Association (ASA) monthly meeting (06/12)
- WCC Networking Mixer and Educational Event (06/18)
- Central San Diego Black Chamber of Commerce monthly meeting (06/19)
- Special PSA Training for Echo Pacific Construction, Inc. (06/20)
- SDUSD PSA Training Workshop (07/16)
- American Indian Chamber of Commerce Annual EXPO (07/21–23)
- SDUSD 2013 Construction Expo (07/24)
- American Indian Chamber of Commerce monthly chapter meeting (TBD)
- Elite SDVOB Network National Conference (08/21–23)
- US Hispanic Contractors and Professionals Association —San Diego (USHCP) monthly meeting (06/25)

Micro-Projects Program

- 84 micro-projects initiated, 79 awarded, 72 completed
- 100% Small Business Enterprises (SBEs), and also: 16 DVBE, 8 WBE and 32 MBE



Business Outreach Report
CONSTRUCTION
2013, 2nd Quarter Update

Total Bond Dollars Awarded in 2013 \$4,890,632.00
Number of Bond Projects Awarded in 2013 7

	Dollar	%	2013 Goal
Emerging Business Enterprise (EBE) Awards	\$2,183,706.00	44.65%	40.00%
Non-EBE Awards	\$2,706,926.00	55.35%	
EBE Categories			
Disabled Veteran Business Enterprise/ Service-Disabled Veteran-Owned Business Enterprise (DVBE/SDVOB)	\$779,239.00	15.93%	4.50%
Minority Business Enterprise (MBE)	\$306,642.00	6.27%	6.00%
Woman Business Enterprise (WBE)	\$21,692.00	0.44%	3.00%
Small Business Enterprise (SBE)	\$2,128,168.00	43.52%	30.00%
Local	Dollar	%	
Local (SD County)	\$2,713,968.00	55.49%	
Outside of SD County	\$2,176,664.00	44.51%	



Business Outreach Report
PROFESSIONAL SERVICES
2013, 2nd Quarter Update

Total Bond Dollars Awarded to date \$91,855,482.00
Number of Bond Contracts Awarded to date 16

	Dollar	%	2013 Goal
Emerging Business Enterprise (EBE) Awards	\$32,843,855.00	35.76%	40.00%
Non-EBE Awards	\$59,011,627.00	64.24%	

EBE Categories

Disabled Veteran Business Enterprise/ Service-Disabled Veteran-Owned Business Enterprise (DVBE/SDVOB)	\$3,863,853.00	4.21%	4.50%
Minority Business Enterprise (MBE)	\$8,552,896.00	9.31%	6.00%
Woman Business Enterprise (WBE)	\$16,958,783.00	18.46%	3.00%
Small Business Enterprise (SBE)	\$12,600,470.00	13.72%	30.00%

Local	Dollar	%
Local (SD County)	\$79,277,246.00	86.31%
Outside of SD County	\$12,578,236.00	13.69%



SAN DIEGO UNIFIED SCHOOL DISTRICT
FACILITIES PLANNING & CONSTRUCTION
4860 RUFFNER STREET • SAN DIEGO • CA • 92111

BUSINESS OUTREACH AND ENGAGEMENT PLAN

FOR PROJECTS THAT REPAIR, RENOVATE
AND REVITALIZE OUR SCHOOLS

Update No. 3
FINAL

FEBRUARY 2013

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BUSINESS OUTREACH AND ENGAGEMENT PLAN

FOR PROJECTS THAT REPAIR, RENOVATE AND REVITALIZE OUR SCHOOLS

EXECUTIVE SUMMARY

This Business Outreach and Engagement Plan provides a guide for the Facilities Planning and Construction business outreach team as it conducts ongoing outreach and engagement among individuals, businesses and organizations within specific target communities of the San Diego Unified School District and the broader district and county and beyond, as appropriate. This plan also provides a means for outlining for the superintendent, Board of Education, Independent Citizens' Oversight Committee, stakeholders, general public and others the outreach and engagement efforts being planned as part of the Propositions S/Z capital improvement bond program.

The objectives of the business outreach program include ensuring San Diego Unified's projects benefit local communities and that a significant portion of construction dollars are spent on small and emerging businesses.

This Business Outreach and Engagement Plan details specific communication tools, activities and collateral materials that will be used to support the outreach and engagement efforts. Generally, groups such as labor and construction, economic, cultural, political, faith- and community-based organizations are the target stakeholders of this plan. The outreach budget in 2013 is \$72,120.

ABBREVIATIONS

CCTE	Office of College, Career & Technical Education
CNV	<i>Contractor News and Views</i>
DBE	Disadvantaged Business Enterprise
DVBE	Disabled Veteran-owned Business Enterprise/
EBE	Emerging Business Enterprise
FPC	Facilities Planning and Construction
ICOC	Independent Citizens Oversight Committee
MBE	Minority-owned Business Enterprise
NAWIC	National Association of Women in Construction
NECA	National Electrical Contractors Association
NGO	Non-governmental Organization
PAC	Public Agency Consortium
PPT	PowerPoint Presentation
Prop. S/Z	Propositions S and Z
PSA	Project Stabilization Agreement
SBE	Small Business Enterprise
SDUSD	San Diego Unified School District
SDVOB	Service-Disabled Veteran-Owned Business Enterprise
WBE	Women-owned Business Enterprise

TABLE OF CONTENTS

SECTIONS

Executive Summary	2
Abbreviations	3
Table of Contents.....	4
Business Outreach and Engagement Program	7
1. Program Objectives.....	7
2. Program Goals.....	7
3. Messages	8
4. Stakeholders	8
5. Local Market Assessment.....	9
Program Elements	11
1. Resource Center.....	11
2. Database.....	11
3. Fax and Email Blast/Bid Notification	11
4. Online Resources.....	11
A. Business Outreach Webpage	12
B. LinkedIn.....	12
C. Twitter.....	12
5. Traditional Advertising.....	12
A. <i>Contractor News and Views</i>	13
B. <i>San Diego Monitor News & Business Journal</i>	13
6. Outreach and Engagement Events.....	13
A. Speakers Bureau.....	13
B. Monthly Business Meetings	13
C. Large-Scale Outreach Events	14

i. Public Agency Consortium	14
ii. SDUSD Construction Expo	14
iii. Ambition Series	14
7. District Outreach Task Force.....	16
8. Project Stabilization Agreement Support	17
A. Quarterly PSA Trainings	17
B. Union Outreach.....	17
9. Reporting	17
A. Current Data	18
B. Annual Contractor Survey	19
Engagement Collateral	20
1. Presentations	20
2. Quarterly Newsletter.....	20
3. Traveling Exhibit.....	20
4. Award Submittals	20
5. Plan Update	20
Lessons Learned	21
1. Changes to Program.....	21
2. Added to Program.....	21
3. Deleted from Program	21
Metrics.....	22
1. Prop. S/Z Project-Level Tracking.....	22
2. Prop. S/Z Program-Level Tracking	22
Schedule	23
1. Specific Tasks.....	23
2. Regular Activities	23
Appendix A – Key Stakeholder List	24

NGOs, Faith-based & Community Organizations	24
Contractor Associations & Labor Groups	24
Business/Emerging Business Organizations	25
Top Prime Contractors (by most Prop. S dollars awarded)	25
PSA Signatories.....	25
Internship, Pre-apprenticeship, Apprenticeship & Work Training Programs.....	26
High Schools & Adult Education Centers	27
Appendix B – Business Outreach & Engagement Program Contractor Survey Form	28
Appendix C – Business Outreach and Engagement Budget Detail.....	30
TABLES	
Table 1 – 2013 San Diego Construction Market EBE Capacity	9
Table 2 – 2013 EBE Outreach Goals	10
Table 3 – Annual Outreach Events	15
Table 4 – Cumulative Market Capacity and EBE Participation	18

BUSINESS OUTREACH AND ENGAGEMENT PROGRAM

This Business Outreach and Engagement Plan provides a guide for the Facilities Planning and Construction (FPC) business outreach team in its outreach and engagement efforts. These efforts are conducted among individuals, businesses and organizations within specific target communities in San Diego Unified, the broader district overall and San Diego County. The primary objective of the Business Outreach and Engagement Program is to focus those efforts in a targeted manner to engage local businesses in district bid opportunities so that tax dollars from voter-approved bond measures (Prop. S and Prop. Z) benefit local communities; specifically, communities in which district schoolchildren live. A secondary objective is to ensure a significant portion of construction dollars are spent on small and emerging businesses by reaching out to, and engaging with, women, minority and disabled veteran business owners.

This section outlines the specific objectives and goals of the Business Outreach and Engagement Program, states key messages, lists target stakeholders and describes the construction market in San Diego County.

1. PROGRAM OBJECTIVES

Business outreach and engagement efforts are designed to meet three broad objectives related to local contractor and business development:

1. Enhance and broaden efforts to reach out to local construction and construction-related businesses—specifically, those based in communities where district schoolchildren live—and engage them in the school district’s bond construction program.
2. Enhance and broaden existing efforts to reach out to those who are traditionally underrepresented, Emerging Business Enterprises (EBE) and related stakeholders who have not yet been engaged in the district’s construction program.

EBE is defined as contractors and/or businesses eligible for the following certifications: Disadvantaged Business Enterprise (DBE), Minority Business Enterprise (MBE), Women Business Enterprise (WBE), Disabled Veteran Business Enterprise/Service-Disabled Veteran-Owned Business (DVBE/SDVOB), and/or Small Business Enterprise (SBE).

3. Maintain the current Business Outreach Program through ongoing communication and engagement with current EBEs and stakeholders.

2. PROGRAM GOALS

This Business Outreach and Engagement Plan describes communication tools, activities and collateral materials needed to support the above objectives. These tools enable San Diego Unified to initiate and manage a successful, sustainable program that meets the following goals:

1. Achieve a minimum of 40 percent EBE participation on all construction projects.
2. Achieve a minimum of 3 percent DVBE/SDVOB participation on all construction projects.
3. Achieve program-level EBE participation that, at a minimum, reflects each year’s market capacity.

4. Identify and engage EBE contractors, vendors and suppliers and connect them with the district's current prime contractors and subcontractors to ensure they have the opportunity to compete for Prop. S/Z projects.
5. Provide ready resources and support to prime contractors and subcontractors that enable their ability to achieve a high percentage of EBE participation on district construction projects.
6. Identify and engage new prime contractors, large and small; instill a commitment to the district's EBE participation goals; and ensure they have access to local EBE contractors, vendors and suppliers and the opportunity to compete for bond-funded construction projects.
7. Measure and report the effectiveness and results of the outreach program.

3. MESSAGES

Key messages are an important element in building the communications foundation for an effective engagement plan. Listed below are the key messages to be used in oral communication and written materials developed as part of this program.

1. San Diego Unified has a participation goal of 40 percent for EBE contractors, vendors and suppliers.
2. The school district aims to spend funding for local projects in the local communities where our students live.
3. Small businesses make up a significant share of the local economy and the district is committed to supporting small business.
4. The district proudly supports disabled veterans and now requires 3 percent DVBE participation on all construction projects.

4. STAKEHOLDERS

A list of stakeholder categories to be included in the district's outreach and engagement efforts includes, but is not limited to, the following.

- Apprenticeship and training organizations
- Business associations
- Construction associations
- Cultural and faith-based organizations
- Elected officials
- Emerging Business Enterprise (EBE) organizations
- Neighborhood and community groups
- Non-profit organizations
- San Diego Unified's prime and subcontractors
- Surety bonding and insurance organizations

- Unions and labor organizations
- Women, disabled veterans, minority and other traditionally underrepresented contractors and business owners

This engagement program will require effort on various fronts to succeed in reaching the greatest number of stakeholders. This will include engaging with governmental, community, faith-based and other grassroots entities as well as with those from labor groups and the construction industry. Therefore, stakeholders include more than strictly those being targeted to compete for and work on district construction projects. A specific list of key stakeholders is provided in Appendix A.

A multilingual program may be necessary to engage traditionally underrepresented stakeholders and those not previously engaged in district construction projects. Translation and interpretation resources will be assessed and utilized throughout this program, as needed, to maximize engagement of target stakeholders. Since 2009, bilingual services (Spanish-English) have been provided when required.

5. LOCAL MARKET ASSESSMENT

A driving objective of the outreach program involves achieving a general EBE participation level on all construction projects. In addition, the program strives to achieve participation levels for each EBE category that reflect the San Diego region, including at least 3 percent DVBE participation. The outreach team conducts a market capacity assessment each year to better estimate those levels and adjust the program. An assessment of San Diego's market capacity by EBE category for 2013 is provided in Table 1 below.

Table 1 – 2013 San Diego Construction Market EBE Capacity

Business Classification	San Diego County*	Certified Businesses**	Estimated Capacity
Total Number of San Diego County Construction Businesses (large and small)	6,259		
Disabled Veteran-Owned Business Enterprise (DVBE)		101	1.61%
Minority-Owned Business Enterprise (MBE)		105	1.68%
Women-Owned Business Enterprise (WBE)		25	0.40%
Small Business Enterprise (SBE)		874	13.96%
Total Estimated EBE Capacity ***		1,105	17.65%
<p>* San Diego County Census Data, http://censtats.census.gov/</p> <p>** CA Dept. General Services, http://www.pd.dgs.ca.gov/smbus/default.htm and Caltrans Office of Business & Economic Opportunity, http://www.dot.ca.gov/hq/bep/find_certified.htm</p> <p>*** As of December 28, 2012</p>			

The market assessment, coupled with the previous year's EBE participation achievements, provides the data that helps to establish achievable goals. This year, the programmatic EBE goal is 40 percent, 5 percent below that for 2012. It is believed that the continuing poor economic conditions impacted the district's construction program in 2012. Over the years, many contractors on the outreach database lost their licenses and/or bonding, and/or went out of business. Although new businesses have backfilled these losses, true emerging businesses are not typically able to start bidding large-scale public works contracts right away. Table 2 presents the 2013 goals by EBE category.

Table 2 – 2013 EBE Outreach Goals

Business Classification	EBE Participation Goals
2012 EBE Participation Goals	40%
Disabled Veteran-Owned Business Enterprise (DVBE)	4.5%
Minority-Owned Business Enterprise (MBE)	6.0%
Women-Owned Business Enterprise (WBE)	3.0%
Small Business Enterprise (SBE)	30.0%

Moving into 2013, all EBE certification categories will be reported. Previously, to avoid what was called “double dipping,” a hierarchy of certification priority was developed and any contractor with multiple certifications was assigned a priority EBE category and tracked as such. This hierarchy was 1) DVBE, 2) MBE, 3) WBE and 4) SBE. In doing this, the district was not realizing the full potential of EBE participation, and a view of its contractor community was skewed. For example, a certified minority woman-owned disabled veteran’s business would have been classified as a DVBE only; that is, an understanding of woman and minority participation in the district’s construction program was overlooked.

The specific communication tools, activities and collateral materials that make up the Business Outreach and Engagement Program are described in the sections below.

PROGRAM ELEMENTS

The Business Outreach and Engagement Program involves maintaining existing and generating new communication and engagement with stakeholders, and continually assessing and adjusting these efforts to ensure a fully-inclusive program. The budget for this effort is \$72,120 (detail provided in C). The elements that support these efforts are listed below.

1. RESOURCE CENTER

The business outreach team provides a variety of resources to contractors. The most beneficial resource is the database (described below). Prior to being entered into the database, contractors are vetted based on licensure and certification. The database allows for sorting contractors by many categories, including trade and EBE classification. These queries are used to provide prospective general and prime contractors customized listings of EBE subcontractors eager to work on district projects. Also, where appropriate, contractors use the database to advertise their own outreach activities and events to local EBEs.

In addition to bidding support via the database, the business outreach team provides ongoing daily assistance to contractors through telephone calls, email and post-event activities. The team also serves as the initial point of contact for contractor concerns by directing inquiries to appropriate district staff (i.e., Strategic Sourcing and Contracts, Physical Plant Operations, PSA team, etc.). In addition, the business outreach team advocates for small business concerns, when appropriate, to ensure fair treatment and accessibility.

2. DATABASE

The business outreach database consists of contractors that have expressed interest in doing business with the district. The database includes updated contractor business information such as license number, scope of work/trades, public agency certifications, addresses, and phone/fax numbers. This information is largely obtained from district self-certification applications. Currently, there are over 2,000 businesses in the database. The database is used for a variety of purposes. In addition to mailing bid notices and other information, the business outreach team provides query support services upon request. This is especially evident at bid time when contractors request lists of subcontractors of various trades and EBE categories.

3. FAX AND EMAIL BLAST/BID NOTIFICATION

Specialized bid notifications for all advertised construction bids are blast-faxed and emailed to relevant firms on the business outreach database, as well as to San Diego area chambers of commerce, construction organizations and other associations. Each notification consists of identified scopes of work, site visit information, bid due dates, information on how to obtain plans and points of contact. These notices provide other, more tailored information than that of the legal notices placed by the district's Strategic Sourcing and Contracts Department in the San Diego *Daily Transcript*. This effort is designed to better convey project needs to target recipients in a more time-efficient and reader-friendly manner. All resulting inquiries are tracked and answered, as appropriate.

4. ONLINE RESOURCES

Online resources are used to ensure stakeholders have multiple avenues for readily accessing information about district construction projects. This includes a business outreach webpage, Twitter and LinkedIn, an online business networking/marketing service.

A. BUSINESS OUTREACH WEBPAGE

A *Doing Business with Facilities Planning & Construction* website was established to provide a one-stop resource for learning all about the district's capital projects department. The site has six regularly updated subpages, including the following relevant to outreach and bidding:

- *Bids and Requests for Qualifications/Proposals* includes a link to DemandStar, the district's free procurement site.
- *Prop. S Construction Bid, Site Walk & Low Bidder Information* provides valuable information for marketing and strategic bidding. It provides the bid notice, pre-construction site walk sign-in sheet and bid tabulation sheet, including the low bidder's subcontractor list, for each bond-funded project.
- *Business Outreach* provides an overview of the business outreach program, project lists, a bid list, quarterly newsletters, information about small and emerging business self-certification, instructions on how to sign up for the outreach database. *Business Outreach* offers a subpage—a library of past *Business Outreach Newsletters*. The web address is <http://sandi.net/page/934>.
- *Contracting Information* features a link to DemandStar, information about pre- and post-award contracts, the construction bid process, plan rooms, and professional services contracting and procurement.

B. LINKEDIN

LinkedIn's mission is to "connect the world's professionals to enable them to be more productive and successful." The outreach program manager posts information nearly every day about construction bids, procurement news and outreach events to encourage connections among existing and potential district contractors, vendors and suppliers. Over 1,300 "contacts" follow these posts at <http://www.linkedin.com/in/karenlinehan> where they view daily posts, contacts and industry groups and access "shared" news articles, blogs and websites that can help contractors increase their company's visibility, productivity and success. After each outreach event, all new contacts are added to the LinkedIn account. LinkedIn has been instrumental in increasing the volume of daily calls and email inquiries, as well as the level of bids received by prime contractors.

C. TWITTER

Twitter is a free online social networking and micro-blogging service that allows users to send and read real-time text-based posts of up to 140 characters (the length of a short sentence), known as "tweets." It is similar to LinkedIn, but much easier and less time consuming. The business outreach coordinator tweets about construction bids and from site walks and outreach events as they are happening to encourage participation. Twitter is slowly gaining popularity among the construction industry, although "followers" of [@sdusd_outrch](#) increase each month. The Twitter account is advertised via the quarterly *Business Outreach Newsletter*, LinkedIn and other outreach materials.

5. TRADITIONAL ADVERTISING

Traditional advertising has been useful in issuing information about upcoming bids, PSA workshops and other relevant news about the construction program to specific communities of interest. These media outlets are described here.

A. CONTRACTOR NEWS AND VIEWS

The *Contractor News and Views* (CNV) is a widely-read publication that presents important information and issues affecting San Diego contractors and the local construction industry. The monthly trade magazine that is circulated to over 40,000 construction firms and professionals throughout San Diego County via supply houses, job sites, large construction firms, trade associations, public agencies, mail, website, new media, etc.

Each year, a CNV media schedule is prepared to meet the annual outreach goals. In 2012-13, three types of advertising are being used: 1) CNV ads announcing general outreach opportunities (speakers bureau, meet and greets, and Labor Compliance and PSA workshops); DVBE bid requirements; and construction bids; 2) similar ads in CNV's NECA (National Electrical Contractors Association) quarterly publication; and 3) e-blasts for urgent notices and announcements, like the district's Construction Expo. The CNV will continue to be used as the main media outlet for the business outreach program.

B. SAN DIEGO MONITOR NEWS

The *San Diego Monitor News & Business Journal* (*Monitor*) is a weekly newspaper geared toward the local African-American community. The newspaper is made available at a variety of high traffic in-community and faith-based locations. The *Monitor* worked with the business outreach team to develop a cost-effective media schedule and an ad design that appeals to its readers. Weekly ads include announcements of general outreach opportunities (speakers bureau, meet and greets, and Labor Compliance and PSA workshops and *Ambition!* series recruitment. The 2012 Construction Expo was advertised in this publication.

In addition to the weekly advertisements, the *Monitor* holds weekly Black Business Bootcamps at which "campers" are encouraged to "pull themselves up by their bootstraps," and take steps toward successful entrepreneurship. The business outreach team has been a featured bootcamp speaker, and will continue to do so in the future to build and maintain relationships with contractors, construction-related suppliers and vendors in this area.

6. OUTREACH AND ENGAGEMENT EVENTS

A. SPEAKERS BUREAU

District staff will continue to identify appropriate professional and business associations, community groups and other organizations to coordinate speaking opportunities. These allow the business outreach team to provide information about voter-approved bond measures, the construction bid process, upcoming opportunities (bond and non-bond projects, and professional services), the PSA, networking and to answer questions. These engagements include participation in standing meetings; breakfast, lunch and dinner events; specially scheduled meetings and workshops, conferences and expos, expert panel participation, etc. Relevant collateral materials are developed and provided as appropriate. This effort often includes coordination with the PSA team and other staff.

B. MONTHLY BUSINESS MEETINGS

District staff will continue to participate regularly in monthly meetings hosted by relevant organizations and groups, namely those on the key stakeholder list (Appendix A). The purpose of attending regularly scheduled meetings is to provide detailed information about voter-approved bond measures, the district's construction bid process, the PSA, as well as training, networking and bid opportunities. Participation level is based on need and request, and range from simple attendance to regular updates, formal presentations, and speaking appearances. Relevant collateral

materials are provided at each meeting as needed. This effort often includes coordination with the PSA team and other staff.

C. LARGE-SCALE OUTREACH EVENTS

District staff will continue to participate in annual and special large-scale events. These include procurement, trade and job fairs; matchmaking sessions, business roundtables and panels. Others are community events such as street, health and multicultural fairs; and major events hosted by key stakeholders. Generally, these events call for supporting an information booth and sometimes call for panel discussions, training sessions or speaking engagements. Participation in these events often require paying booth fees and developing tailored informational materials, presentations and other collateral. PSA and other staff are involved as appropriate. Participation level is scrutinized to evaluate return on investment. Financial frugality is key in decision-making pertaining to this activity.

As part of the ongoing stakeholder assessment, the district's participation in the variety of available outreach and special events is continuously evaluated. At times, attendance may be based solely on recommendations and advice from community members, key stakeholders or other public agencies. Participating in these types of local community events allows the district to reach out to and engage stakeholders that do not normally participate in, or know about, other meetings. A more detailed overview of large-scale events is presented below.

a. Public Agency Consortium

San Diego Unified is a member of San Diego County's PAC, a partnership organization of 12 San Diego regional public agencies focused on increasing bidding opportunities on public agency contracts for small businesses (see <http://www.sandiego.gov/eoc/boc/pac/index.shtml>). The district is involved with the PAC at the strategic level, planning and attending all outreach events. In 2012, the district's business outreach coordinator was elected PAC president.

In participating in PAC events, the district engages with small business contractors, and encourages self-certification/applying to the business outreach database. Contractors are also provided with important information about the district's bidding process, upcoming bids (construction and professional services), plan rooms, and points of contact and the *Business Outreach Newsletter*. A list of regional business outreach events is provided in Table 3 below.

Table 3 – Annual Outreach Events

Annual Event	Sponsor Organization/Agency	PAC Event
Airport Business Diversity Conference	San Diego County Regional Airport Authority	X
Annual Networking Outreach Event	San Diego Community College District	
Blue Book Building and Construction Network's Annual GC Showcase	The Blue Book	
Business Matchmaking Event	Elite SDVOB Network	
Business Opportunity Conference	San Diego Regional Minority Supplier Development Council (MSDC)	
Business Workshop	San Diego North Economic Development Council (SDNEDC)	
Construction Expo	San Diego Unified School District	X
Diversity Summit & Equal Opportunity Day Awards	Urban League of San Diego County	
Doing Business with UCSD & Public Agency Partners	University of California, San Diego	X
GC Showcase	American Subcontractors Association	
Meet the Buyers Matchmaking for Businesses	Small Business Development Center/ Business & Entrepreneurship Center	
Operation Opportunity	San Diego Supplier Development Council	X
Owners' Night	Construction Management Association of America (CMAA)	
PAC Night at Turner School of Construction	San Diego County Regional Airport Authority/Turner Construction	X
Paths to Partnership	TBD	X
Small Business Exchange	Caltrans	X
Subs for Subs (tentative)	TBD	X
Supplier Diversity Achievement Week	San Diego Regional MSDC	
Supplier Diversity Series—Let's Do Business	San Diego Regional MSDC	
WIC Week	National Association of Women in Construction (NAWIC)	

b. SDUSD Construction Expo

A construction expo is held on an annual basis at SDUSD's Kearny High School's Construction Tech Academy. The goals of this event are to reach out to the local construction industry and provide a venue for engaging with small and emerging construction company owners and related suppliers and vendors, and allow for direct connections with district staff.

The annual expo is held in an information fair format; featuring many booths sponsored by contractors (prime and sub), key stakeholder organizations, construction trade unions and FPC staff, including contracts, labor compliance, project management, construction management, PSA, etc. It offers informative materials and tailored resources. Prime

contractors provide information about upcoming opportunities, and encourage applying to their procurement site. Unions provide information about apprenticeship programs, union membership and labor availability. Business organizations bring information about the various resources they offer small and emerging businesses. In 2012, the expo provided a venue for making connections with must-needed DVBES.

The effort to host this event requires extensive coordination with booth sponsors, stakeholder participants and other FPC staff. Announcements are made in the form of local advertisements and via the media described above, social media, in-community fliers and postings, blasted email and faxes, and other methods. Participants are called upon for in-kind and financial support.

c. *Ambition!* Series

The “*Ambition!* Series” was originally designed in 2012 to delve deeper into San Diego’s African-American community to identify and develop any minority, disadvantaged or underutilized contractors yet to have been engaged in the district’s construction program. An outreach campaign was launched using advertisements and postcard fliers. Several local organizations and churches participated in disseminating the ads and cards. Trainers, speakers and sponsors were enlisted; and some collateral materials were developed.

It was assumed that response to these efforts would be relatively small due to the size of San Diego’s African-American community. However, response was far less than anticipated; and it is not clear whether this was due to lack of interest in the actual *Ambition!* Program or the construction industry in general. From the period of May to November 2012, there were 10 respondents in all, only 5 of which were applicable as program participants. Respondents made up the following categories:

<i>Applicable</i>	<i>Not Applicable</i>
1 – Architect	2 – Finance/accounting
2 – General construction contractor	1 – Did not declare industry
1 – Construction/demolition and recycling	1 – Individual considering becoming a consultant, broker, and/or advocate
1 – Janitorial and construction cleanup	1 – Interested in being an <i>Ambition!</i> trainer/sponsor

For 2013, the business outreach team will redirect this program, beginning with an assessment of the local community and contractor presence to better understand community make-up and potential interest. Information from these efforts will help determine the future direction of this program. The duration of this assessment and subsequent analysis is yet to be determined; however, every effort will be made to reach a decision about the direction of the *Ambition!* series as early in the year as possible.

District staff will continue to participate in these and other high-profile outreach events, such as local small business roundtables hosted by local organizations and elected officials. In an effort to make a bigger impact, participation includes sponsorship and advertising (as necessary), and involving the PSA team and other staff when feasible.

7. DISTRICT OUTREACH TASK FORCE

The Outreach Task Force was launched in September 2010 to assist the district in assessing and shaping its outreach and engagement efforts. The task force works together to identify small, emerging and

historically disadvantaged businesses in the construction industry, including those owned by service-disabled veterans and women, and connect them with educational, contracting and employment opportunities created by the district's bond and non-bond funded projects. It also works to identify historically disadvantaged individuals interested in the construction industry, and connect them with construction trade preparatory and training opportunities that potentially lead to working on bond and non-bond funded construction projects.

Meetings will be held once a year, and a biannual report of outreach achievements is emailed to members. At meetings, the task force receives reports about the efforts and results of the business outreach program, the PSA program and the Office of College, Career & Technical Education (CCTE). Meetings provide a venue for information sharing among all parties to improve district efforts. They also provide an opportunity for input on improvement and feedback for respective constituencies, as appropriate. The task force is not a policy- or decision-making body.

8. PROJECT STABILIZATION AGREEMENT SUPPORT

On July 28, 2009, the San Diego Unified School District Board of Education entered into a Project Stabilization Agreement (PSA) with local construction unions to establish a common set of work rules and goals that apply to projects funded by Prop. S/Z and state school construction bonds with a value of \$1 million or more. The outreach team supports the PSA in a number of ways; they are described here.

A. QUARTERLY PSA TRAININGS

The PSA administrator hosts a quarterly three-hour PSA training class to teach contractors how to work effectively and successfully under the agreement. Training classes provide a detailed understanding of the PSA and the tools to assist in bidding and performing PSA projects. Training includes an overview of the scope of the agreement; contractor, union and district roles and responsibilities, grievance/jurisdictional dispute procedures, and a one-hour "Candid Conversation with Unions." Classes are offered from 1-4 p.m. on a third Tuesday each quarter, and will continue to be held until it becomes unnecessary. Core collateral materials include a PowerPoint presentation (PPT) and a folder that serves as a companion reference piece that includes a union workforce dispatch form, zip code list, letter of assent and full copy of the final signed PSA. One segment of the training includes an overview of outreach goals and services available to contractors.

The business outreach team supports each event and information from each attendee is collected in an effort to identify and track target stakeholders and engage them in the overarching outreach program. Workshop announcements are made in the form of advertisements in the *CNV* and *Monitor*, blasted emails and faxes, and via coordination with key stakeholders. PSA training classes offer an excellent venue for contractor networking.

B. UNION OUTREACH

Outreach to local unions is conducted on a variety of levels. In addition to collaborating at PSA workshops, pre-construction site walks and pre-job conferences, the business outreach team has made a point to better understand what unions do so that adequate information can be presented to stakeholders. This has been achieved through meeting with union leaders, touring local union halls and apprenticeship training facilities, and participating in the same outreach events.

9. REPORTING

The annual EBE participation goals are tracked carefully and reported often. Raw contract award data from the district's Strategic Sourcing and Contracts Department are calculated after contracts are

approved by the Board of Education. Subcontractor participation is calculated based on percentage of contract amount awarded. EBE status is confirmed and tallied by DVBE, MBE, WBE or SBE category.

Reports are provided to the Board of Education tri-annually, the District Outreach Task Force biannually, the ICOC quarterly and the ICOC construction subcommittee monthly. An audit binder is maintained throughout the year to document all activities conducted by the business outreach team. The binder includes each:

- handouts created
- events attended
- blasts faxed and emailed
- ads placed
- reports issued (including backup data)
- newsletters published
- annual Business Outreach and Engagement Plan update

A. CURRENT DATA

In addition to these reports, the market assessment is updated regularly for internal tracking purposes. Market capacity data for 2010 through 2013, and actual EBE participation percentages (based on dollars awarded) for 2009 through 2012 are presented in Table 4 below.

Table 4 – Cumulative Market Capacity and EBE Participation

Business Classification	EBE \$ Awarded 2009*	Estimated Capacity 2010	EBE \$ Awarded 2010	Estimated Capacity 2011	EBE \$ Awarded 2011	Estimated Capacity 2012	EBE \$ Awarded 2012	Estimated Capacity 2013
No. San Diego County Construction Businesses		7,360		7,217		6,621		6259
DVBE**	3.3%	3.74%	3.8%	1.18%	4.3%	1.51%	5.4%	1.61%
MBE	1.3%	6.18%	5.8%	5.76%	4.3%	5.26%	10.6%	1.68%
WBE	1.6%	2.35%	2.3%	2.22%	3.7%	1.83%	2.1%	0.40%
SBE	29.6%	8.93%	28.2%	12.18%	39%	13.62%	20.6%	13.96%
Total EBE Capacity		21.20%		21.34%		22.22%		17.65%
FPC EBE Goal	35%	35%		40%		45%		40%
Total EBE Awards	35.8%		40.1%		51.3%		38.7%	
* Estimated market capacity not assessed for 2009								
** In May 2010, SDUSD passed a resolution requiring 3% DVBE participation on all construction contracts								
Sources: San Diego County Census Data, http://censtats.census.gov/ CA Dept. General Services, http://www.pd.dgs.ca.gov/smbus/default.htm Caltrans Office of Business & Economic Opportunity, http://www.dot.ca.gov/hq/bep/find_certified.htm								

B. ANNUAL CONTRACTOR SURVEY

Each year, a report is developed to present the makeup of the contractor pool in a manner that goes beyond the EBE categories tracked as part of this outreach and engagement program. A mandatory survey form is included in the PSA paperwork (see Appendix B) that must be filled out and submitted by all prime and subcontractors prior to beginning each PSA project. The online survey tool developed and launched in 2012 did not receive an acceptable percentage of responses; and, as a result, this new form includes an opt-out option for those reluctant to respond.

Data is collected year-round, tabulated and presented in a report each year in the first quarter. The findings offer another method for gauging contractor recruitment efforts and to steer program improvement. Survey results will be reported to the ICOC construction subcommittee, and included in annual metrics.

ENGAGEMENT COLLATERAL

The support materials that enhance efforts of the Business Outreach and Engagement Program and convey its messages are described in this section.

1. PRESENTATIONS

A generic PPT has been developed to provide an overview of the business outreach program, including program and goals, capital improvement projects and the PSA. It is refreshed annually and used for the speakers bureau, workshops, monthly business meetings and, when appropriate, special events.

2. QUARTERLY NEWSLETTER

On a quarterly basis, the *Business Outreach Newsletter* is issued to those listed in the business database, San Diego area chambers of commerce, construction and contractor organizations, and to public agencies through the PAC. The newsletter is designed to keep contractors and subcontractors informed of current project and contracting developments and provides general information to promote doing business with the district. Regular columns include "A Message from the Executive Director," "Business Outreach Program—What's New" and "Scheduled Bids & Contracting Info." Special features about bond sales and funding, DVBE requirements, surety bonding, contracting resources, among others, make the newsletter an important part of the outreach program.

3. TRAVELING EXHIBIT

A traveling tabletop exhibit is used at events where space allows. The exhibit consists of replaceable components, namely photographs, maps and brief information bites; it is updated as needed.

4. AWARD SUBMITTALS

Each year the outreach team will monitor opportunities and, when appropriate, submit applications for professional and industry recognition. Recognition will be sought in such areas as outreach efforts, outreach program, newsletter, EBE participation, etc. Costs associated with professional and industry award submittals are included in the outreach budget (Appendix C).

5. PLAN UPDATE

This Business Outreach and Engagement Plan is updated on an annual basis to ensure its effectiveness. Updates include elimination or addition of some activities and collateral and/or enhancing or supplementing others. A "Lessons Learned" section is included to provide context and justification for any changes.

LESSONS LEARNED

This 2013 Community and Business Engagement Plan Update No. 3 includes four changed items (and no new or deleted items) based on lessons learned over the course of the last year. The biggest impact on the outreach program in 2012 was the delayed effect of the declining national and local economy. With high sights for 2012 EBE participation and a delay in Prop. S funding, it was difficult to achieve the 45 percent goal; in fact, 38.7 percent EBE participation was achieved. More realistic goals for each EBE category within the context of the changing economy and local construction market are needed for the 2013 Prop. S/Z program. As a result, the programmatic goals were dropped by 5 percent and EBEs will now be tracked independently of each other. Each, described in the above plan, is outlined below.

1. CHANGES TO PROGRAM

- **EBE Certification Reporting** – All EBE certification categories will now be reported to account for full EBE participation as well as a more complete understanding of the district's contractor community. It is important to note that in reporting all EBE certifications, the overarching programmatic EBE total will not—and should not—be equal to the sum of the EBE certification categories.
- ***Ambition!* Series** – This new program was added in 2012 to enhance outreach to the local African-American community and expand interest and participation in the district's construction program. Response to these efforts was far less than anticipated, and an assessment will be conducted to better understand community make-up and interest. Information from these efforts will help determine the future direction of this program.
- **Metrics and Reporting** – Beginning in 2013, each and every EBE certification held by each contractor will be tracked (previously, EBE categories were prioritized and only the top category was counted). In addition, contractors located within (and outside) San Diego will be tracked and reported to get a better understanding of local business participation.

2. ADDED TO PROGRAM

- No outreach/engagement methods, events or collateral were added to the program this year.

3. DELETED FROM PROGRAM

- No outreach/engagement methods, events or collateral were deleted from the program this year.

METRICS

Evaluation of the Business Outreach and Engagement Program will be accomplished by looking at both the engagement process and the outcomes. The outreach and engagement tracking, reporting and data compilation will continue and be reported in the current manner, as follows:

1. PROP. S/Z PROJECT-LEVEL TRACKING

1. Number of site walk attendees, including EBE contractors
2. Number of bidding prime contractors, including EBE contractors
3. Number of EBE subcontractors

2. PROP. S/Z PROGRAM-LEVEL TRACKING

1. All EBE category participation
2. Total dollars awarded to EBEs by category
3. Percentage of dollars awarded to EBEs by category
4. Local Businesses
5. Resource center usage

It is also necessary to assess the results of the program qualitatively. An evaluation of whether all the elements of the engagement plan were implemented, and how this implementation contributed to the overarching outcome is assessed each year during plan updates. This includes evaluating the types of stakeholder engagement points (i.e., events, meetings, etc.) utilized and their usefulness in leading to participation on district construction projects. It is this analysis that most affects lessons learned.

SCHEDULE

This section presents a schedule of the engagement activities and tools described in this plan, aligned with a timeframe. This is a general schedule. Each specific task will have a lead assigned as well as its own schedule or program developed as needed. The purpose of this section is to ensure each item is included.

1. SPECIFIC TASKS

January	2012 Contractor Survey
Quarter 1	<i>Ambition!</i> Series assessment and redirection
July 2013	Third Annual San Diego Unified Construction Expo
October 2013	Begin Business Outreach and Engagement Plan Update No. 4

2. REGULAR ACTIVITIES

Ongoing	Responding to Contractors
Ongoing	Database Updates
Ongoing	Fax Blasts/Bid Notifications
Ongoing	Webpage Updates
Ongoing	LinkedIn Postings
Ongoing	Traditional Media Advertising
Ongoing	PSA Support
Ongoing	Award Submittals
Monthly	Business Meeting Attendance/Participation
Monthly	ICOC Construction Subcommittee Reporting
Quarterly	PSA Contractor Orientation Workshops
Quarterly	Full ICOC Reporting
Quarterly	<i>Business Outreach Newsletter</i>
Annually in Q-1	Contractor Survey
Annually in Q-1	Outreach Task Force Meeting
Annually in Q-3	Outreach Task Force Update Email
Annually	SDUSD Construction Expo
As requested	Speakers Bureau Appearances
As Appropriate	Community Events

APPENDIX A – KEY STAKEHOLDER LIST

NON-GOVERNMENTAL ORGANIZATIONS, FAITH-BASED & COMMUNITY ORGANIZATIONS

- Center on Policy Initiatives
- Cesar Chavez Service Clubs
- Chicano Federation of San Diego County, Inc.
- Coalition of Neighborhood Councils
- MAAC Project
- San Diego County Affordable Housing Coalition
- San Diego County Interdenominational Ministerial Alliance
- San Diego Organizing Project
- Urban League of San Diego County

CONTRACTOR ASSOCIATIONS & LABOR GROUPS

- American Building Council (ABC)
- American Society of Heating, Refrigerating & Air Conditioning Engineers, Inc., San Diego Chapter
- American Subcontractors Association, San Diego Chapter
- Associated Builders & Contractors
- Association of General Contractors (AGC), San Diego Chapter, Inc.
- Black Contractors Association
- Building Industry Association of San Diego County
- California Landscape Contractors Association, San Diego Chapter
- Construction Management Association of America, San Diego Chapter
- Hispanic Contractors and Professionals Association
- National Electrical Contractors Association (NECA), San Diego County Chapter
- Piping Industry Progress Education & Trust Fund
- Plumbing, Heating, Cooling Contractors, San Diego Chapter

- San Diego & Imperial Counties Labor Council
- San Diego County Building & Construction Trades Council (BCTC)
- Sheet Metal & Air Conditioning Contractors' National Association of San Diego
- Southwest Carpenters Training Fund

BUSINESS/EMERGING BUSINESS ORGANIZATIONS

- American Indian Chamber of Commerce
- American Society of Professional Estimators, San Diego
- California Disabled Veteran Business Enterprise Alliance (DVBE), San Diego County Chapter
- Elite Service-Disabled Veteran-Owned Business (SDVOB) Network
- Greater San Diego Chamber of Commerce
- Independent Brokers Association West San Diego Chapter
- Latin Business Association Institute
- Latino Builders Industry Association
- National Association of Women in Construction (San Diego Chapter #21)
- San Diego Contracting Opportunities Center
- San Diego County Hispanic Chamber of Commerce
- San Diego Regional Minority Supplier Diversity Council
- San Diego Supplier Development Council
- San Diego Surety Association
- SCORE San Diego Chapter
- Society of Hispanic Professional Engineers
- U.S. Department of Commerce, Minority Business Development
- Women's Construction Coalition

TOP TEN PRIME CONTRACTORS (by most Prop. S dollars awarded)

1. Soltek Pacific Construction Co.
2. Triton Structural Concrete, Inc.

3. Suffolk-Roel
4. Byrom-Davey
5. Straight Line General Contractors, Inc.
6. Cox Construction
7. ROEL Construction Co., Inc.
8. Erickson-Hall Construction Co.
9. M.A. Stevens Construction, Inc.
10. Adams Mallory Construction Co, Inc

PSA SIGNATORIES

- Asbestos Workers' Local 5
- Boilermakers Local 92
- Bricklayer & Allied Crafts Local 4
- Cement Masons Local 500/Area 744
- Elevator Constructors Local 18
- Glaziers & Floor Coverers Local 1399
- International Association Sheet Metal Workers Local 206
- International Brotherhood of Electrical Workers Local 569
- Iron Workers Local 229
- Laborers Local 89
- Operating Engineers Local 12
- Painters & Allied Trades District Council 36
- Painters & Tapers Local 333
- Plasterers Local 200
- Road Sprinkler Fitters Local 669
- Southwest Regional Council of Carpenters, Local 1506 and 547
- Steamfitters & Pipefitters Local 250
- Teamsters Local 36

- Tile, Marble & Terrazo Local 18
- Tradeshow & Sign Crafts Local 831
- United Association of Plumbers & Pipefitters Local 230

INTERNSHIP, PRE-APPRENTICESHIP, APPRENTICESHIP & WORK TRAINING PROGRAMS

- Associated Builders Contractors (ABC; Electrical, Plumbing/Pipefitting, Sheet Metal, Electronic Systems, Technician [Low-Voltage], HVAC Service Tech [Craft Training Only]).
- Associated General Contractors (AGC; Carpenter, Cement Mason, Drywall Lather, Drywall Finisher, Heavy Equipment Operator, Painter, Laborer)
- Black Contractors Association (BCA; carpenters, drywall, lathers)
- MAAC Project (Healthy Homes Department's Weatherization Trainee Program)
- NAWIC (Magic Camp [Mentoring A Girl In Construction])
- San Diego and Imperial Counties Labor Council (Workforce Development Department's YouthBuild Program, Career & Apprenticeship Preparation Program [CAPP])
- San Diego County Building and Construction Trades Council (Allied Workers, Boilermakers, Bricklayers/Stonemasons, Carpenter, Carpenter/Acoustic Installer, Cement Mason, Drywall Finisher, Drywall Lather, Electrical, Floor Covering, Glazing, Ironworker, Laborers, Landscape and Irrigation Fitters, Millwright, Operating Engineer, Painter, Pile Driver, Plasterer, Plaster Tender, Roofing and Waterproofing, Sheet Metal, Sprinkler Fitters, Surveyor, Teamsters, Telecommunication Installer, Tile Setters)
- San Diego Job Corps (Brick Masonry, Carpentry, Cement Masonry, Electrical, Floor Covering, Painting, Plastering, Plumbing, Tile Setting, Welding)
- San Diego Workforce Partnership (One-Stop Career Centers and Workforce Investment Board [WIB])
- Urban Corps (Corps-to-Career Program)

HIGH SCHOOLS & ADULT EDUCATION CENTERS

- Clairemont High School Construction Technology and Wood Working
- Hoover High School Cabinetry and Fine Wood Working Program
- Kearny High School's Science, Connections & Technology: Introduction to Green Technology program (electrical, plumbing, solar, alternative fuel, design, construction, etc.)
- Kearny High School's Stanley E. Foster Construction Tech Academy: Engineering, General Contracting, and Machining programs
- La Jolla High School woodshop classes

- Lincoln High School Introduction to Arts, Media and Entertainment (set design and construction, including electrical and trades)
- Mann Middle School Gateway to Technology and Wood Working programs
- Marston Middle School Wood Working Program
- Project Lead the Way (architecture, civil and electronic engineering programs) at Crawford High Educational Complex, Patrick Henry, Lincoln, Madison, Mira Mesa, Mission Bay, Morse and San Diego high schools, and High Tech High
- San Diego Community College District
- San Diego County Office of Education Regional Occupational Program
- San Diego High School EC SciTech Solar Boat program
- San Diego School of Creative and Performing Arts Fabrication and Design Program
- San Diego Unified School District Office of College, Career & Technical Education
- Scripps Ranch High School woodshop classes, and Sustainable Technologies Program
- University City High School Fabrication and Design Program
- Wangenheim Middle School Wood Working Program

APPENDIX B – ANNUAL CONTRACTOR SURVEY FORM

**Business Outreach & Engagement Program
Contractor Survey – 2013**

The following survey is being conducted to better assess the makeup of SDUSD's Proposition S contractor pool. The information collected is strictly confidential and will only be used to assist SDUSD in improving the business outreach program and reaching out to and engaging with other contractors.

1. My company is (select one):

- ☐ Large Business: Over 100 employees and average annual gross receipts of over \$14 million.
- ☐ Small Business: Independently owned and operated, not dominant in your field of operation, less than 100 employees and average annual gross receipts of \$14 million or less.

2. My company is (select all that apply):

- ☐ Male-Owned: At least 51% owned by a male who controls day-to-day operations.
- ☐ Woman-Owned: At least 51% owned by a woman who controls day-to-day operations.
- ☐ Disabled Veteran-Owned: At least 51% owned by one or more disabled veterans, daily operations are managed and controlled by one or more disabled veterans. "Disabled Veteran" is defined as a veteran of U.S. military, naval, or air service with service-connected disability of at least 10% or more. *If you checked this box, please also, check all that apply:*
 - ☐ is a DVBE, currently certified by the State of California
 - ☐ is an SDVOB, currently verified by the U.S. Department of Veterans Affairs (VA)
 - ☐ has a valid Center for Veterans Enterprise (CVE) letter
 - ☐ is registered at VetBiz.gov and is on the VA's VIP (Vendor Information Page)
 - ☐ is not certified/verified
 - ☐ has a pending certification/verification
 - ☐ has a lapsed certification/verification
 - ☐ Not sure
- ☐ Minority-Owned: At least 51% owned by one or more disadvantaged minority individuals, whose management and daily business operations are controlled by one or more such individual. *If you checked this box, please also select the one group under which your DBE/MBE certification is held or with which your company's majority owner is most aligned:*

<input type="checkbox"/> Black American	<input type="checkbox"/> American Eskimo	<input type="checkbox"/> Native Hawaiian
<input type="checkbox"/> Hispanic American	<input type="checkbox"/> Asian-Pacific	<input type="checkbox"/> Subcontinent Asian-American
<input type="checkbox"/> Native American	<input type="checkbox"/> American	
<input type="checkbox"/> American Aleut	<input type="checkbox"/> Asian Indian	
	<input type="checkbox"/> Asian Pacific	

 - ☐ Other (please specify): _____

3. My company has the following certification(s); select all valid certifications that your company currently holds or held at the time of contract award. If your company has federal certifications (SDVOSB, 8a, etc.), check the equivalent and make a note in Other.

- ☐ SBE: Small Business Enterprise Certification
- ☐ DVBE: Disabled Veteran Business Enterprise
- ☐ WBE: Women Business Enterprise

- ☐ DBE: Disadvantaged Business Enterprise
- ☐ MBE: Minority Business Enterprise
- ☐ Other (please specify): _____

4. I am comfortable bidding on projects/contracts valued at (select highest):

- | | | |
|--|--|---|
| <input type="checkbox"/> Up to \$15,000 | <input type="checkbox"/> Up to \$250,000 | <input type="checkbox"/> Up to \$5,000,000 |
| <input type="checkbox"/> Up to \$20,000 | <input type="checkbox"/> Up to \$500,000 | <input type="checkbox"/> Up to \$10,000,000 |
| <input type="checkbox"/> Up to \$50,000 | <input type="checkbox"/> Up to \$1,000,000 | <input type="checkbox"/> \$10,000,000 and above |
| <input type="checkbox"/> Up to \$150,000 | <input type="checkbox"/> Up to \$3,000,000 | |

5. My company's bonding capacity is (select highest):

- | | | |
|------------------------------------|---------------------------------------|---|
| <input type="checkbox"/> \$12,500 | <input type="checkbox"/> \$1,000,000 | <input type="checkbox"/> More than \$10,000,000 |
| <input type="checkbox"/> \$50,000 | <input type="checkbox"/> \$3,000,000 | <input type="checkbox"/> More than \$25,000,000 |
| <input type="checkbox"/> \$200,000 | <input type="checkbox"/> \$5,000,000 | |
| <input type="checkbox"/> \$500,000 | <input type="checkbox"/> \$10,000,000 | |

6. My company is headquartered or has an office located (select all that apply):

- ☐ in San Diego County
- ☐ within the San Diego Unified School District
- ☐ in one of these zip codes: 92101, 92102, 92104, 92105, 92111, 92113, 92114, 92115, 92116, 92117, 92139
- ☐ None of these. *If you checked this box, please also check all that apply:*
 - ☐ outside San Diego County
 - ☐ outside California

7. ☐ I prefer not to respond to this survey

Signature: _____

Company: _____

Project Name: _____

If your firm is a sub, please name the general contractor and your tier: _____

Date: _____

APPENDIX C – BUSINESS OUTREACH AND ENGAGEMENT BUDGET DETAIL

Item	Cost	Quantity	Total
Business meetings: sponsorship/table costs		73	\$1,200
American Indian Chamber of Commerce	\$0	6	\$0
Black Contractors Association (BCA) Chat 'n Chew	\$0	6	\$0
California Disabled Veteran Business Enterprise (DVBE) Alliance	\$0	4	\$0
Central San Diego Black Chamber of Commerce	\$0	6	\$0
Elite Service Disabled Veteran Owned Business Network (Elite Network)	\$0	12	\$0
NAWIC	\$45	8	\$360
San Diego County Hispanic Chamber of Commerce	\$50	2	\$100
San Diego North Economic Development Council (SDNEDC)	\$60	6	\$360
San Diego Supplier Development Council (SDSDC)	\$60	3	\$180
US Hispanic Contractors and Professionals—San Diego	\$0	12	\$0
Women's Construction Coalition (WCC) Lunch 'n Learn w/ booth	\$100	2	\$200
WCC	\$0	6	\$0
Business Outreach Newsletter		4	\$8,800
Layout: 8.5 x 11 8-page printed newsletter	\$1,400	4	\$5,600
Printing	\$800	4	\$3,200
Outreach Events: Sponsorship/exhibit costs		26	\$8,870
Airport Business Diversity Conference	\$750	1	\$750
American Subcontractors Association (ASA) GC Showcase	\$500	1	\$500
ASA Awards Banquet	\$125	2	\$250
ASA Holiday Mixer	\$85	2	\$170
Blue Book Building and Construction Network's Annual GC Showcase	\$0	1	\$0
Caltrans Annual Procurement Fair	\$500	1	\$500
CMAA Owners' Night	\$0	1	\$0
Diversity Summit & Equal Opportunity Day Urban League of SD County	\$600	1	\$600
Doing Business with UCSD & Public Agency Partners	\$0	1	\$0
Elite SDVOB Network Business Matchmaking Event	\$1,000	1	\$1,000
Minority Supplier Development Council (MSDC) Business Opportunity Conference	\$500	1	\$500
MSDC Supplier Diversity Achievement Week	\$1,500	1	\$1,500
MSDC Supplier Diversity Series—Let's Do Business	\$600	1	\$600
National Association of Minority Contractors conference	\$500	1	\$500
NAWIC WIC Week	\$0	1	\$0
North County Business Workshop	\$0	1	\$0
Operation Opportunity	\$500	1	\$500

Continued...

Outreach Events: Sponsorship/exhibit costs, <i>continued...</i>		26	\$8,870
PAC Night at Turner School of Construction	\$0	2	\$0
Paths to Partnership	\$500	1	\$500
San Diego Community College District Annual Networking Outreach Event	\$0	1	\$0
Subs for Subs	\$500	1	\$500
WCC NECA Outreach Event	\$250	1	\$250
WCC PPCC Outreach Event	\$250	1	\$250
SDUSD Construction Expo		1	\$12,400
Advertising	\$4,000	Lump	\$4,000
Postcard/Invitation Layout and Collateral	\$3,000	Lump	\$3,000
Production	\$800	Lump	\$800
Rentals	\$4,600	Lump	\$4,600
Media		25	\$31,600
Contractor News & Views	\$1,250	12	\$15,000
Elite SDVOB Network Web-presence	\$100	1	\$100
San Diego Monitor News and Business Journal	\$1,250	12	\$15,000
Voice and Viewpoint (as needed)	As Needed		\$1,500
Annual Demographic Assessment		1	\$5,500
SDCOC/Southwestern College	\$5500	1	\$5,500
Award Submittals		5	\$1,750
Submittal Fees	\$350	5	\$1,750
Traveling Exhibit Update		1	\$2,000
Layout	\$1,200	1	\$1,200
Production	\$800	1	\$800
GRAND TOTAL			\$72,120



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