



SAN DIEGO UNIFIED SCHOOL DISTRICT
FACILITIES PLANNING & CONSTRUCTION
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BUSINESS OUTREACH AND ENGAGEMENT PLAN

FOR PROJECTS THAT REPAIR, RENOVATE
AND REVITALIZE OUR SCHOOLS

FINAL

DECEMBER 2009

BUSINESS OUTREACH AND ENGAGEMENT PLAN

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EXECUTIVE SUMMARY

This Business Outreach and Engagement Plan provides a guide for the Facilities Planning and Construction Engagement Team as it conducts ongoing outreach and engagement among individuals, businesses and organizations within specific target communities of the San Diego Unified School District (SDUSD), as well as to the broader district as appropriate. It also provides a means for outlining for the superintendant, board of education, Independent Citizens Oversight Committee, stakeholders, general public and others the stakeholder engagement efforts being planned as part of the Proposition S Capital Improvement Bond Program.

The primary objective of this plan is to focus outreach and engagement efforts in a targeted manner so that a diverse workforce is offered to the district, to provide job opportunities for communities in which the work is being conducted and to engage local small businesses in SDUSD bid opportunities. Two engagement program “tracks” are described. Track One involves maintaining the existing Business Outreach Program through ongoing communication and engagement with current stakeholders. Track Two is a continuation of the first track, expanding outreach efforts and identifying and engaging specifically targeted stakeholders. The tracks are designed to support and share efforts to maximize efficiency and achieve engagement program goals. 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 as part of each track. Generally, groups such as economic, faith- and community-based, cultural, political, health, labor and construction organizations are the audience for this plan. The budget for this effort in 2010 is \$86,349.

ABBREVIATIONS

DBE	Disadvantaged Business Enterprise
DVBE	Disabled Veteran Business Enterprise
EBE	Emerging Business Enterprise
FAQs	Frequently Asked Questions
ICOC	Independent Citizens Oversight Committee
MBE	Minority Business Enterprise
NGO	Non-governmental organization
PAC	Public Agency Consortium
PPT	PowerPoint presentation
PSA	Project Stabilization Agreement
SBE	Small Business Enterprise
SDUSD	San Diego Unified School District
WBE	Women Business Enterprise

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BUSINESS OUTREACH AND ENGAGEMENT PROGRAM

OBJECTIVES

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

1. enhance and broaden existing efforts to reach out to stakeholders who have not yet been engaged and those who are traditionally underrepresented;
2. maintain and expand the current Business Outreach Program through ongoing communication and engagement with current stakeholders; and
3. assist the Project Stabilization Agreement (PSA) Administrator in meeting San Diego Unified School District's (SDUSD's) local workforce employment goals: 100% from within the County, 70% from within the school district and 35% from target zip codes.

GOALS

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

1. Identify and engage Emerging Business Enterprise (EBE) contractors, vendors and suppliers and connect them with SDUSD's current prime and subcontractors to ensure they have the opportunity to compete for Proposition S projects.

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 (DVBE), and/or Small Business Enterprise (SBE).

2. Identify reputable, certified and state of California- and union-approved construction and construction-related internship, work training, pre-apprenticeship and apprentice programs.
3. Identify, within SDUSD's target areas, trained and untrained people, including women, minority, disabled veteran and underrepresented persons with an interest in working in the construction industry (target stakeholders) and connect them with work training and apprenticeship programs that will enable them ultimately to work on Proposition S projects.
4. In an effort to provide a pool of local labor to work on Proposition S projects, connect target stakeholders with SDUSD's prime and subcontractors.
5. Measure and report the effectiveness of the workforce development program.

MESSAGES

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

1. Proposition S provides funds to repair, renovate and revitalize local schools.

2. Proposition S brings bond dollars to local communities.
3. SDUSD's goal is to ensure Proposition S funds positively impact local communities.
4. Proposition S funds local projects and provides local jobs.

STAKEHOLDERS

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

- Business associations
- Construction associations
- Bonding companies
- Unions and labor organizations
- Cultural and faith-based organizations
- Elected officials
- Emerging Business Enterprise (EBE) contractors
- High schools and adult education centers
- Local internship, pre-apprenticeship, apprenticeship and work training programs
- Neighborhood and community groups
- Non-governmental organizations (NGOs)
- SDUSD's prime and subcontractors
- Women, disabled veterans, minorities and other traditionally underrepresented persons

This engagement program will require effort from a number of fronts for it to be successful in reaching the greatest number of stakeholders. This will include engaging with governmental, community and 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 Proposition S projects.

The need for a multilingual program will likely be necessary in order to engage traditionally underrepresented stakeholders and those not previously engaged in SDUSD construction projects. Translation and interpretation resources will be assessed and implemented throughout this program as needed to maximize engagement of target stakeholders. The specific communication tools, activities and collateral materials that make up the Business Outreach and Engagement Program are described in the sections below.

ENGAGEMENT PROGRAM: TRACK ONE

Track One involves maintaining the existing Business Outreach Program through ongoing communication and engagement with current stakeholders. This consists of the following activities and methods.

1. DATABASE

The business outreach database consists of contractors that have expressed interest in doing business with SDUSD. The database includes updated contractor business information such as license number, scope of work/trades, public agency certification, addresses, and phone and fax numbers are included. This information is largely obtained from SDUSD Self-Certification Applications (see Appendix A). Currently, there are over 1,900 businesses in the database.

2. FAX BLAST/BID NOTIFICATION

Specialized bid notifications of all advertised construction bids are blast-faxed and emailed to relevant firms in the small business outreach database as well as to San Diego area chambers of commerce, construction organizations and other associations. Notifications include identified trades of work, site visit information, bid due dates, information on how to obtain plans, points of contact and other more tailored information than that of legal notices (see sample notice in Appendix B). This effort is designed to better convey project needs to target recipients in a more reader friendly manner. All inquiries are tracked and answered as appropriate.

3. QUARTERLY NEWSLETTER

On a quarterly basis, the *Business Outreach Newsletter* is issued via the business database, San Diego area chambers of commerce, construction and contractor organizations, and to public agencies through the Public Agency Consortium (PAC). The newsletter is designed to keep contractors and subcontractors informed of current developments in SDUSD and will provide general information to promote doing business with SDUSD. Regular columns such as "A Message from the Executive Director," "Business Outreach Program—What's New" and "SDUSD Scheduled Bids & Contracting Info." Special features about such topics as Proposition S, events (i.e., Subs for Subs, Paths to Partnership, etc.), 21st Century (i-21) Interactive Classrooms, and multi-prime contract projects make the newsletter an important part of the engagement program.

4. OUTREACH AND ENGAGEMENT EVENTS

SDUSD is a member of San Diego County's PAC, a partnership organization of 12 San Diego regional public agencies focused on increasing bidding opportunities and the likelihood of success of small businesses on public agency contracts (see <http://www.sandiego.gov/eoc/boc/pac/index.shtml> and <http://www.ccdc.com/index.cfm/fuseaction/pacdirectory.home>). SDUSD has participated in various PAC small business outreach events such as Paths to Partnership and Subs for Subs. In participating at these events, SDUSD engages with small business contractors, encourages them to self certify and get on the business database. Contractors are also provided important bidding information at these events such as:

- Plan rooms list
- SDUSD contact information
- Current *Business Outreach Newsletter*

- Bidding process information
- General construction bidding facts
- A list of upcoming SDUSD bids (both Proposition S and non-Proposition S projects, and construction and professional services)

SDUSD staff will continue to participate in these and other high-profile small and EBE business events, such as local small business roundtables hosted by local organizations and elected officials. In an effort to make a bigger impact, participation will be increased to include sponsorship, advertising (as available) and involving the PSA Team and other Proposition S staff.

5. EBE POINT OF CONTACT

EBE subcontractors seeking to do business with SDUSD often call with inquiries and requests for information such as bidding results, how to network with SDUSD staff, where to find advertised contracting opportunities and who can assist with bonding and licensing compliance. The Business Outreach Coordinator serves as the initial point of contact for these contractor concerns by directing inquiries to the appropriate SDUSD staff or providing the information they need.

6. REPORTING

The Proposition S Program has a strategic goal of reaching 35-40% EBE participation. EBE and small business contract award data is reported to the Board of Education quarterly and the Independent Citizens Oversight Committee (ICOC) and its subcommittees monthly. Raw award information is provided by SDUSD's Strategic Sourcing and Contracts Department on a regular basis. Subcontractor participation in awarded contracts is calculated and EBE status is confirmed, then tallied by category (DBE, MBE, WBE, DVBE and SBE) and presented in a report (see Appendix D).

Track Two will be a continuation of Track One, expanding outreach efforts and identifying and engaging specifically targeted stakeholders. ***Both tracks will support and share efforts to maximize efficiency and achieve engagement program goals.*** As such, the efforts above will continue and be integrated with those activities and methods described below.

ENGAGEMENT PROGRAM: TRACK TWO

Track Two involves special focus on reaching out to SDUSD's target areas (see Figure 1 below) and engaging untapped small local and emerging businesses, groups, and individuals, such as trained/untrained women, disabled veteran, minority, traditionally underrepresented stakeholders who have not yet been identified or reached through the current Business Outreach Program. The target areas are designed to ensure the local workforce pool is made up 100% from within San Diego County, 70% from within the school district and 35% from target zip codes. The target zip codes are listed in Table 2 below.

Table 2 – PSA Target Zip Codes

92102	92105	92113	92115	92117
92104	92111	92114	92116	92139

Track Two also involves an intensive capacity building component that will identify and connect target stakeholders with local training programs to provide the instruction and experience to work on Proposition S construction projects.

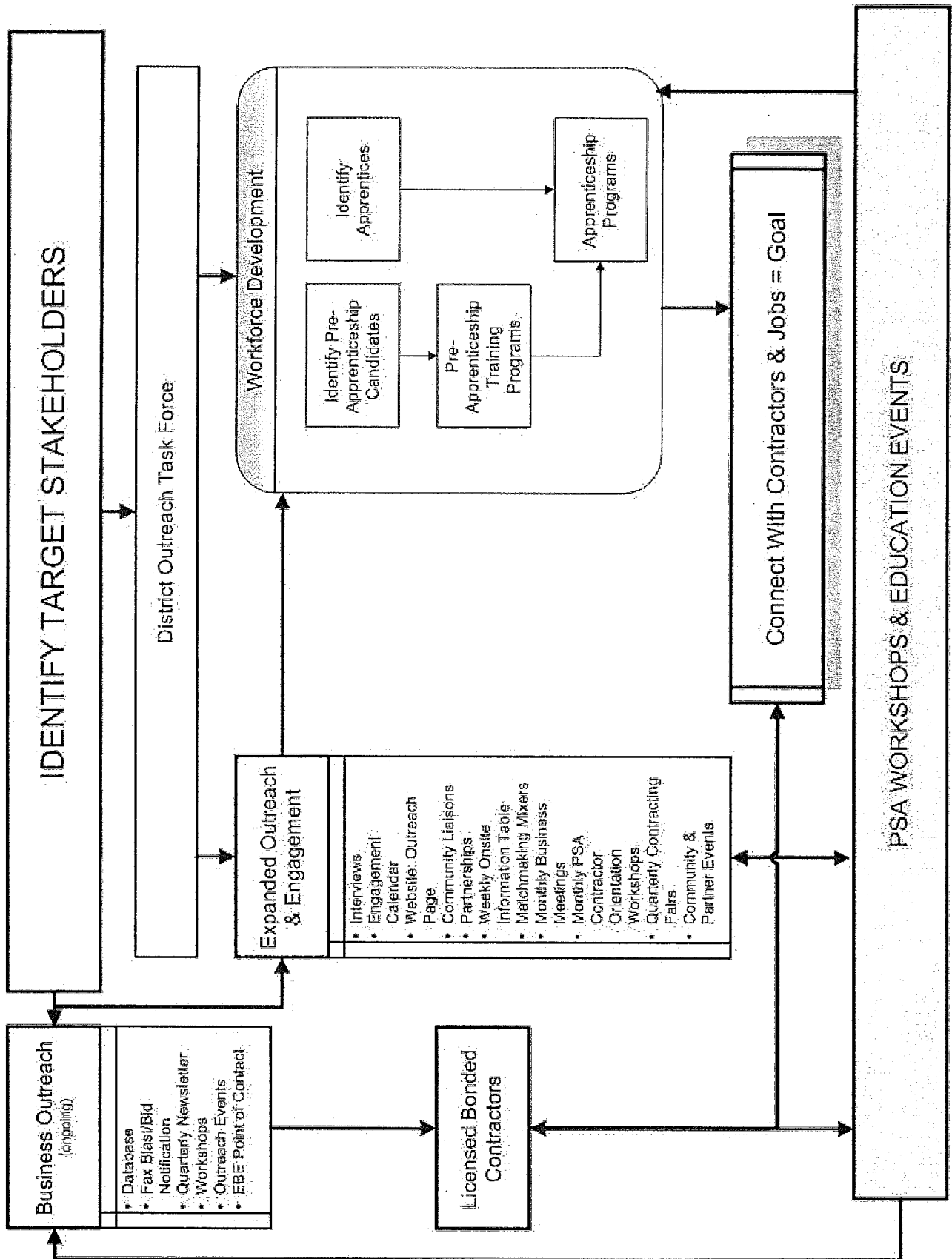
I. PROJECT STABILIZATION AGREEMENT

On July 28, 2009, the SDUSD Board of Education adopted the PSA to establish a common set of work rules and goals that apply to Proposition S projects with a value of \$1 million or more. The PSA was entered into by SDUSD and local construction unions and is intended to accomplish the following:

- Identify and promote the interest and involvement of District residents and small business enterprises in the Proposition S construction program.
- Ensure projects within the scope of the PSA will be completed free of lockouts, strikes, slowdowns, interruptions or disruptions.

This plan will serve as an integral part of SDUSD's programmatic resources to achieve the participation goals called for in the PSA. Outreach and engagement activities serve as the critical link between the PSA goals and real jobs by connecting stakeholders to employment and training opportunities that lead to working in the construction trades. The Engagement Program and its interface with the PSA Program is described visually in Figure 2 below.

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ENGAGEMENT ACTIVITIES

Track Two consists of the following methods, tools, activities and collateral materials.

1. INTERVIEWS

Stakeholder interviews will be conducted with key individuals and organizational representatives to identify target stakeholders, other key stakeholder organizations and government and community work training programs. A standard set of questions will be developed and asked of all interviewees. At a minimum, interviews will be attempted with the following entities.

1. American Subcontractors Association, San Diego Chapter
2. Asian Business Association of San Diego
3. Association of General Contractors, San Diego Chapter, Inc.
4. Barrio Station
5. Black Contractors Association
6. California Disabled Veteran Business Enterprise Alliance, San Diego County Chapter
7. Caltrans District 11 Outreach Coordinator
8. Center on Policy Initiatives (CPI)
9. City of San Diego Purchasing Director
10. Helmets to Hardhats
11. Latino Builders Industry Association
12. MAAC Project
13. National Association of Women in Construction (San Diego Chapter #21)
14. Port of San Diego Purchasing Director
15. San Diego & Imperial Counties Labor Council
16. San Diego Chamber of Commerce
17. San Diego County Building and Construction Trades Council
18. San Diego County Hispanic Chamber of Commerce
19. San Diego County Interdenominational Ministerial Alliance
20. San Diego Workforce Partnership
21. San Diego Community College District
22. Union contractor associations
23. Urban League of San Diego County
24. Workforce Investment Board (WIB)

2. ENGAGEMENT CALENDAR

An engagement calendar will be developed and made available on the Proposition S Business Outreach website (discussed below) as a reference tool for stakeholders, the public and SDUSD staff. Calendared

events will include a variety of relevant offerings from the private and public sector as well as those hosted by the Engagement and PSA teams. The calendar will provide full detail for all events logged and be updated often.

3. BUSINESS OUTREACH WEBPAGE

SDUSD recently launched a new website, including a page for Facilities Planning and Construction. There are two sections that have been established to assist businesses/vendors in doing business with SDUSD. Those sections are “Business Opportunities” and “Business Outreach.” The “Business Opportunities” section features information about pre- and post-award contracts, the construction bid process, plan room information, professional services contracting and procurement. “Business Outreach” is a subsection of “Business Opportunities.” It provides an overview of the business outreach program, information about the business database, a calendar of events and information on PSA Workshops. The finalized Business Outreach and Engagement Plan will be posted on the site, with the database application, self-certification form and other pertinent documents. The sections will be updated and expanded throughout the program.

4. DISTRICT PROPOSITION S OUTREACH TASK FORCE

A task force will be established with the goal of identifying historically disadvantaged businesses and individuals in construction and connecting them with contracting and employment opportunities created by Proposition S. The task force will comprise community representatives and individuals and/or representatives from traditionally underrepresented segments of the community or representative organizations.

A task force is a group of people temporarily assigned to work together on a single defined task or activity. Therefore, the task force will meet during the first three months of the finalized Community and Business Engagement Plan’s launch to assist with the completion of the stakeholder list and an update of the business database, identify community liaison candidates (see No. 5 below) and support initial outreach and engagement efforts. The task force will meet quarterly to assess program progress, redirect efforts as needed and contribute additional outreach and engagement support. The task force will also reconvene each year to review the plan update (or any interim updates that may be developed).

In March 2009, Board of Education Vice President Richard Barrera sent out a letter to solicit key stakeholder organizations’ participation in a task force that will serve to advise SDUSD staff on outreach and engagement. Some interest was received but not pursued to completion. This effort will be relaunched and include an extensive recruitment process. This group will be managed similar to the ICOC and its subcommittees, although tasks largely will consist of pooling members’ resources and contacts.

5. COMMUNITY LIAISONS

Community liaisons will be selected from the target communities or representative cultural organizations to conduct in-community grassroots outreach and engagement as an extension of staff. The main goals of the liaison will be to 1) develop the pool of target stakeholders, and 2) be present as an accessible local contact with answers, resources and the ability to respond in a timely fashion. Community Liaisons will also be responsible for identifying new community partners and appropriate in-community engagement opportunities, such as community events, meetings, fairs, etc., and coordinating and supporting the SDUSD staff with events in their respective communities and others, as appropriate.

Community liaisons will also be required to report monthly and contact, track and provide metrics for all events, groups and individuals reached as part of their efforts. These efforts will be an important

element in illustrating engagement effort successes and will be included in the overarching program metrics.

6. PARTNERSHIPS

Partnerships will be developed with unions and key contractors and organizations for the purpose of enhancing the engagement program on many levels. Partnerships will be important in providing resources to target stakeholders and alternate methods of outreach and engagement. Partners will need to agree to a level of effort, and may include financial as well as labor-based and in-kind support, as well as language interpretation, education, comprehension assistance and community liaison support. Partners will be expected to participate in events detailed in this section, and to conduct events on their own (which SDUSD will support as requested). They may also be requested to provide such things as collateral materials, refreshments, venues and volunteer staff time. Partners will be asked to report monthly and contact, track and provide metrics for all events, groups and individuals reached as part of their efforts. These will be an important element in illustrating engagement effort successes and will be included in the overarching program metrics.

Partnering with SDUSD will equally benefit partners in such things as meeting their PSA outreach goals; potentially providing a bigger pool of labor, staff and interns from which to draw; qualifying for tax deductions; providing a start in developing internship or mentor/protégé programs, etc.

7. WEEKLY ONSITE INFORMATION TABLE

SDUSD staff will set up an information table each week at select sites with ongoing and proposed construction. The purpose of this activity will be to inform and recruit small business owners and potential construction workers and apprentices. Staff support may include onsite construction managers, PSA or FPC staff or consultants, to be determined per site and event. Small business owners will be fed into the existing EBE process and potential workers will be tracked and engaged in mixers, workshops and trainings as opportunities arise, and referred to appropriate community partners for training and/or employment. A schedule will be developed based on the FPC Project Management Report and included in the Engagement Calendar. Announcements will be made in the form of local advertisements, fliers, mailers and other methods as appropriate per site and via coordination with the school site. Relevant collateral materials will be provided.

8. MATCHMAKING MIXERS

“Matchmaking” mixers will be held monthly to connect stakeholders with existing SDUSD contractors for the purpose of making potential contracting “matches.” Participation by community partners, contractors and other organizations will be key to the success of this effort. Therefore, it will be important to get firm commitments in advance regarding roles and levels of involvement from each participating organization; purpose and goals will be set well in advance during collaborative planning. Depending on partner commitment factors, mixers will be held at restaurants, corporate/organizational headquarters or other venues. Per policy, SDUSD may not provide food/drinks at its events. However, because refreshments will be a major draw to these mixers, partners will be asked for full sponsorship (venue, refreshments, premiums, etc.).

Scheduling will be highly important in order to prepare for and announce mixers and to book venues in advance. This effort will entail coordination with the PSA Team and will likely involve participation of other Proposition S staff. Announcements will be made in the form of local advertisements, fliers, mailers and other methods as appropriate and via coordination with community partners. Relevant collateral materials will be provided.

9. MONTHLY BUSINESS MEETINGS

SDUSD staff will regularly participate in monthly meetings of relevant organizations and groups, namely those on the key stakeholder list (Appendix E). The purpose of attending regularly scheduled meetings is to provide detailed information pertaining to Proposition S bid process and PSA, and training, networking and bidding opportunities. Participation level will be based on need and request, and range from attendance, to regular updates, to formal presentations, to guest speaker appearances; relevant collateral materials will be provided at each meeting. All meetings will be included in the Engagement Calendar. This effort will entail coordination with the PSA team and will likely involve participation of other Proposition S staff.

10. MONTHLY PSA CONTRACTOR ORIENTATION WORKSHOPS

The PSA Administrator has hosted monthly two-hour Contractor Orientation workshops to prepare the San Diego construction community to comply with the PSA. These workshops explained the details of the PSA and how it will affect bidding and day-to-day operations on Proposition S projects, and to answer questions. For convenience, workshops are offered twice daily (mid-day and evening) at two different locations on the third Tuesday each month. Workshops will continue to be held monthly until such time as it becomes unnecessary to do so. Likely evolutions of future workshops are *PSA 101* and *How to Bid SDUSD Projects*. Contractor Orientation workshops are excellent events and the Engagement Team provides support at each event and posts them on the Engagement Calendar.

Information from each attendee is collected in an effort to identify and track target stakeholders and engage them in the overarching program. Workshop announcements are made in the form of local advertisements, in-community fliers and postings, emails, blast faxes, personal mailers and phone calls, and via coordination with key stakeholders. Core collateral materials include a PowerPoint presentation (PPT) and full copy of the final signed PSA.

11. QUARTERLY CONTRACTING FAIRS

Contracting fairs will be held at various locations within target zip codes and communities on a quarterly basis. The goal of these fairs is to reach out at a basic grassroots level to stakeholders who have not yet been engaged and who are traditionally underrepresented and engage them in an informative discussion of opportunities available within the construction community in general and on Proposition S projects specifically. Each fair will be held in an open house format; feature many booths sponsored by community partners, contractors (prime and sub), unions, key stakeholders, Proposition S staff, including the PSA Administrator; and offer informative materials and tailored resources. For example prime contractors might bring human resources staff and encourage applying for employment on the spot. Unions might provide information about apprenticeship programs, union applications and the ready-to-work list. Community or labor organizations might bring information about pre-apprenticeship, GED and work training programs, etc.

The Engagement Team will work hard to involve an extensive assembly of participants from the key stakeholder groups and community partners (i.e., unions, general contractors, work training programs, SDUSD, etc.) and provide exhaustive resources for those with an interest in working in the construction industry. These events will be designed to be simple, easy to understand and motivating. It might be appropriate to offer a session with a panel of experts or several key speakers, or perhaps begin with a general presentation. They will be held in the target communities at large, widely known, easy to access venues, at times convenient to the demographics, and may include co-opted childcare and food as necessary to truly engage the target audience; appropriate interpreters will be present; transportation services and options may be considered. Partners will be called upon for in-kind and financial support.

This effort will entail extensive coordination with booth sponsors, as well as with the PSA team and other Proposition S staff. Announcements will be made in the form of local advertisements, public service announcements, local cable, in-community fliers and postings, mailers and other methods as appropriate per community and via coordination with the local schools. Relevant collateral materials will be provided, and all events will be included in the Engagement Calendar.

12. COMMUNITY AND PARTNER EVENTS

As part of the ongoing stakeholder assessment, the appropriateness of SDUSD participation in community events will be evaluated. Such events will include street, health and multicultural fairs, and other major events in target communities or hosted by key stakeholders/partners. Participation level will be scrutinized to evaluate return on investment. At times, "Go" decisions may be based solely on recommendations and advice from community members, key stakeholders or Partners. Trial and error is likely during the first year as applicability and attendance are better understood.

Participating in these types of local community events will allow SDUSD to reach out to and engage stakeholders that do not normally participate in or know about other meetings. Participation may involve such things booth fees; traveling exhibit (see below); tailored informational materials, presentations and other collateral; other Proposition S and PSA staff and Partners will be involved as appropriate. Financial frugality will be key in decision-making pertaining to this activity.

II. ENGAGEMENT COLLATERAL

In addition to the collateral materials described in Track One, which will continue, materials will be developed to support the new Track Two initiatives. Many of these are yet to be determined. However, a number of set and known materials will be needed on an ongoing basis. They are described in this section.

1. PRESENTATIONS

A generic PowerPoint (PPT) will be developed to provide an overview of the Engagement Program, including program and goals, capital improvements projects and the PSA. It will be updated as needed, at least quarterly. This presentation will be the foundation to those developed for the workshops, monthly business meetings and, if appropriate, special events. In addition to approval from Facilities Planning and Construction, this PPT will be reviewed by SDUSD's Communications Department.

2. FREQUENTLY ASKED QUESTIONS (FAQS)

An "FAQ sheet" will be developed to answer frequently asked questions about Proposition S, the PSA and the outreach program, and provide points of contact. This will be a helpful tool that will be made available at the events described above, for posting on the website and for use by SDUSD's Communications and PSA teams, Proposition S staff and Board of Education members, among others. FAQs will be updated monthly, or more often as new questions emerge, and a "last date updated" box will be included in the footer. By maintaining this collateral on the website, FAQs can be printed as needed for community events and meetings. Interested parties can easily access it as often as they wish.

3. TRAVELING EXHIBIT

A traveling exhibit will be developed for use as an information table at workshops, mixers, monthly business opportunity meetings, community events, and weekly onsite visits. This exhibit will be used to explain "our story," visually attract visitors to the table, and peak interest in working on Proposition S projects specifically and the local construction industry in general. The exhibit will consist of replaceable

components, namely photographs, maps and brief information bites; it will be updated as needed, at least quarterly.

4. BROCHURE

A brochure will be developed as a tool that will showcase the engagement program in the context of Proposition S and the PSA. The goal of this collateral will be to provide succinct information in a colorful and visually attractive format to attract interest in learning more and participation in the program. Brief, concise information about the PSA will be included to clarify misinformation and provide clear direction about complying with the process. Points of contact will be included. The brochure will be made available at all events, at the SDUSD Education Center and at locations within target communities. The brochure will be a responsible high-quality piece designed to last with basic key information. Value will be assessed and the brochure will be updated only as necessary.

5. ANNUAL REPORT

An report detailing the results of SDUSD's engagement efforts for each year will be developed and distributed annually. This report would be a resource for Board of Education members, key stakeholders/partners, target stakeholders, elected officials, other school districts and the general public. The central purpose of this report is to:

- Provide a success report for board members, elected officials and key stakeholders/partners.
- Inform stakeholders and the public about SDUSD's efforts in reaching out to and involving target stakeholder groups, including providing data illustrating accomplishments by dollar value within SDUSD, sub-district and EBE category.
- Clarify the contracting process, and provide any lessons learned for improving the process and recommendations, if any, for the following year.
- Provide names of SDUSD contacts (board and staff) and key stakeholders/partner organizations for obtaining additional information.
- Answer questions about key issues in the form of a short FAQ.

The annual report would be produced newsletter-style with an emphasis on graphics, photographs and charts, with minimal text to the extent appropriate, and fill no more than 12 panels.

6. ENGEAGEMENT PLAN UPDATE

This Community and Business Engagement Plan will be updated on an annual basis to ensure its effectiveness. Updates could include elimination or addition of some activities and/or keeping and enhancing/supplementing others. A Lessons Learned section will be added to provide context and justification for these changes. Each revision to the plan will be reviewed via a reconvening of the District Outreach Task Force.

METRICS

Evaluation of this Community and Business Engagement Program will be accomplished by looking at both the engagement process and the outcomes. The Track One outreach and engagement tracking, reporting and data compilation will continue and be reported in the current manner. To evaluate the success of Track Two and the overall program, it will be necessary to quantify results in a number of ways, including:

1. People reached
2. People who participate in engagement program activities
3. People referred to internships, pre-apprenticeship, apprenticeship and work training programs
4. People who get work as a result of this program

This will include a demographic analysis of individuals, cross referenced by district, sub-district, zip code, gender, race, income and education level. Tracking will be of the utmost importance due to the need to track *individuals*. This means staff, partners, unions and work training programs need to be informed and provided with the tools to track the detailed information needed and conduct the necessary follow-up for each person at each and every contact point (i.e., phone call, walk-in visit and event). It is important to note that this process may also verify whether or not SDUSD's (and the PSA's) goals are, in fact, achievable.

An evaluation of whether all the elements of the engagement plan were implemented and how this implementation contributed to the overarching outcome will also be assessed. To evaluate the outcome, it will be necessary to evaluate the types of stakeholder participation points utilized and their usefulness in leading to engagement in Proposition S projects or referrals to and enrollment into the various work training programs. Specific metrics and data presentation formats will be modeled after the Los Angeles Unified School District program.

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. A more detailed schedule may be developed in the first annual Community and Business Engagement Plan Update.

SPECIFIC TASKS

October 2009	Proposition S PPT
October 2009	FAQs
October 2009	Engagement Calendar
October 2009	Webpage
October 2009	Stakeholder Interviews
October 2009	PSA Contractor Orientation Workshop
November 2009	Initiate District Task Force
January 2009	Brochure
February 2010	Traveling Exhibit
February 2010	First Onsite Information Table
March 2010	Community Liaisons
March 2010	Establish Partnerships
April 2010	First Matchmaking Mixer
May 2010	First Contracting Fair
June 2010	First Annual Report
December 2010	Update Community and Business Engagement Plan

REGULAR ACTIVITIES

Ongoing	Database updates
Ongoing	Fax blast/bid notifications
Ongoing	FAQs updates
Ongoing	Engagement calendar updates
Ongoing	Webpage updates
Weekly	Onsite information tables
Monthly	Business meeting attendance/participation
Monthly	ICOC engagement reporting
Monthly	Matchmaking mixers
Monthly	PSA Contractor Orientation Workshop
Quarterly	Contracting fairs
Quarterly	BOE reporting
Quarterly	Business Outreach Newsletter
Annually	Annual Report
As Appropriate	Community and Partner Events
TBD	Outreach Task Force meetings

APPENDIX A – SDUSD SELF-CERTIFICATION APPLICATION

To: Perspective Self-Certified Businesses

If your firm is interested in doing business with the San Diego Unified School District (SDUSD) and/or would like to be included in our database of Certified/Self-Certified Businesses, please take a moment to complete the attached Business Self-Certification Form in its entirety. In addition to completing this form, we ask that you provide a copy of any official certification(s) your company may have from other agencies such as the following:

- 1 – Small Business Enterprise Certification (*SBE*) through the State of California; Department of General Services.
- 2 – Disabled Veteran Business Enterprise Certification (*DVBE*) through the State of California; Department of General Services.
- 3 – Disadvantaged Business Enterprise Certification (*DBE*) through the California Unified Certification Program.
- 4 – Women Business Enterprise Certification (*WBE*) through any State, City, County or Local Agencies Certification/Self Certification Programs.

Also, it's important to mention that if your company relocates and/or changes the contact numbers, email address or website, please contact me so that we can update your profile in our database; in turn you won't miss out on any contracting opportunities with the district.

Should you have any questions pertaining to the attached Business Self-Certification Form, please contact Alma D. Bañuelos at (858) 573-5852. You may return the application to Alma by email at abanuelos@sandi.net, by fax at (858) 637-6207, or by mail at 4860 Ruffner Street, Annex Room 9, San Diego, CA 92111-1522.

Please Note: *At this time, pre-qualification for general and prime contractors is being waived and is not required for bidding. Because pre-qualification is not required, applications for pre-qualification are not being processed. This form is ONLY for business outreach purposes.*

BUSINESS SELF-CERTIFICATION FORM

New Application Update

SECTION I

Company Name: _____

Contact Person: _____ Title: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Fax: _____ E-Mail: _____

Contractor License No.: _____ Classification: _____

Trade/Specialties/Scope of Work:

Please mark this box if your firm is interested in receiving all Construction Bid Advertisements

Year Business Started: _____ Number of Employees: _____

Job Size Capacity (check all that apply):

Small (\$1 to \$1Mil.) Medium (\$1Mil to \$4 Mil.) Large (\$4Mil & up)

SECTION II

Completion Required to Facilitate Certification

1. Business Size:

- Large Business
- Small Business (**Independently owned and operated, not dominant in your field of operation, less than one hundred (100) employees, and gross sales less than \$10 million a year**)

2. Business Owner(s) (check all that apply):

- Disabled Veteran (**A business whose daily operations are managed and controlled by one or more disabled veterans**)
- Male
- Woman-Owned (**51% owned by a woman who controls the day-to-day operations**)
- Small Disadvantaged Owned (**51% owned by one or more socially and economically disadvantaged individuals, whose management and daily business operations are controlled by one or more such individual**)

3. Please check below if you are currently certified with the State of California: Department of General Services, the California Unified Certification Program OR any State, City, County or Local Agency Certification program.

- I am officially certified through a Public Agency**
-
-

SECTION III

Signature: _____ Date: _____

Title: _____

APPENDIX B – SAMPLE BID NOTIFICATION



San Diego Unified School District
 PHYSICAL PLANT OPERATIONS CENTER ANNEX, ROOM 9
 4860 Ruffner Street, San Diego, CA 92111-1522

858/573-5852
 Fax: 858/637-6207

Facilities Planning & Construction

ATTENTION: CONTRACTORS

The San Diego Unified School District (SDUSD) is soliciting public bids for the following project:

Bid No.: CS-90-384-57

Bid Date: October 1, 2009

Estimated Project Cost:

\$7,000,000 to \$8,000,000

Project:

New Building Construction for
 Automotive Shop and Culinary Arts
 Programs at Morse High School

The following trades represent, but are not limited to, the subcontracting opportunities available under this project:

Site Construction

Building Demolition
 Tree Protection & Trimming
 Earthwork
 Storm Drainage
 Cement Concrete Pavement
 Landscape Irrigation Systems
 Chain Link Fences & Gates
 Landscaping

Equipment

Food Service Equipment
 Vehicle Service Equipment

Concrete

Cast-In-Place Concrete
 Concrete Floors

Metals

Structural Steel, Steel Joists & Deck
 Metal Fabrications
 Pipe & Tube Railings

Wood & Plastics

Rough, Finish & Misc. Carpentry

Finishes

Gypsum Board Assemblies
 Acoustical Panel Ceilings
 Exterior & Interior Painting

Specialties

Louvers
 Post and Panel Signs
 Fire-Protection Specialties
 Toilet & Bath Accessories

Furnishings

Fixed Audience Seating

Special Construction

Wet-Pipe Fire Sprinkler System

Mechanical

Domestic Water Piping
 Sanitary Waste & Vent Piping
 Plumbing Specialties
 Unitary Self-Contained Air-Conditioning Equipment
 Metal Ducts
 Power Ventilators
 Energy Management & Control System

Electrical

General Electrical Requirements
 Raceways & Fittings
 Wires & Cables
 Lighting Control Devices
 Overcurrent Protective Devices
 Medium Voltage-General Requirements
 Interior & Exterior Lighting
 Electrical Acceptance & Start-Up Tests

Communications

Master Clock System
 Data & Voice Communication System
 Security & Fire Alarm

Thermal & Moisture Protection

Building Insulation
 PVC Thermoplastic Membrane Roofing
 Sheet Metal Flashing & Trim
 Joint Sealants

Doors & Windows

Hollow Metal & Custom Steel Doors/Frames
 Glazing

Bid Packages and related Specifications can be obtained from Universal Reprographics for a deposit fee of \$100 per set of plans, refundable upon return and according to the conditions outlined in the bid documents. Also, it's important to mention **checks must be made payable to the San Diego Unified School District.**

Universal Reprographics

1747 Hancock Street, Ste. E, San Diego, CA 92101
 Telephone: (619) 295-7882

Mandatory Site Visit for **General Contractors** (not mandatory for Subs) took place on Thursday, September 17, 2009. Please contact Alma via email (abanuelos@sandi.net) if interested in a copy of the Site Walk Attendee List (once prepared).

Each General Contractor bidding this project must be a licensed contractor in the following classification: **B or other appropriate license(s).**

SDUSD is committed to ensuring that Small Underutilized Businesses have viable opportunities to participate in all of SDUSD's projects

APPENDIX C – BUSINESS OUTREACH NEWSLETTER



In This Issue

- Business Outreach Program
- Proposition S Update
- Paths to Partnership
- Message from the Executive Director
- Outreach Events in San Diego
- Scheduled Construction Bids

Important Web Sites

www.sandi.net
SDUSD Website

www.sandi.net/props
Proposition S Information

Contact Us

<http://www.sandi.net>
kwilliams4@sandi.net
abanuelos@sandi.net

BUSINESS OUTREACH NEWSLETTER

As this year comes to a close, San Diego Unified School District (SDUSD) looks forward to continued business developments in the new year. Continued high levels of small business participation are anticipated in our Proposition S projects as we strive for higher levels of minority, women and disabled-veteran owned business contracting and subcontracting.

In this volume, we introduce various changes in how we conduct outreach. The biggest change is that Facilities Planning & Construction is expanding the Outreach Program to include local communities and individuals in addition to business enterprises. We are gearing up for the next phase of Proposition S construction projects and corresponding networking events for small businesses interested in contracting opportunities. We hope you enjoy reading about SDUSD's new developments and find them of interest for your business!

BUSINESS OUTREACH PROGRAM - WHAT'S NEW



Karen Williams, our new Outreach Program Manager, headlines the long list of new and exciting changes within SDUSD Business Outreach Program. We hope you share in the excitement of welcoming Karen to the team and looking forward to her contributions.

As 2009 comes to an end, we are working diligently on updating our Business Outreach Database. As a part of these efforts, you may receive communication requesting confirmation and update of your company's contact, scope of work and contracting information.

We are also planning, with much anticipation, our outreach events for the upcoming year. These will include weekly onsite information tables at our construction sites to inform and recruit workers, contractors and entrepreneurs, monthly matchmaking mixers to connect subcontractors with SDUSD's existing contractors, and quarterly contracting and networking fairs to engage underrepresented stakeholders in an informative discussion of opportunities available on Proposition S projects. We also hope to partner with community organizations to engage and collaborate in additional events that connect local community members, organizations and businesses with SDUSD and Proposition S construction opportunities. These new activities are being added to our established outreach efforts, like our specialized bid notifications and newsletter, which will continue as usual.

For more information on SDUSD's Outreach Program, please call Karen Williams, at (858) 627-7232 or Alma Bañuelos, at (858) 573-5852.

Public Agency Consortium (PAC)

SDUSD is a member of PAC, which consists of 12 public entities whose main focus is to share resources and increase bidding opportunities for small businesses. Below is a list of the PAC agencies:

- Caltrans, www.dot.ca.gov
- Centre City Development Corporation (CCDC), www.ccdc.com
- City of San Diego, www.sandiego.gov
- County of San Diego, www.co.san-diego.ca.us
- San Diego Association of Governments (SANDAG), www.sandag.com
- San Diego Community Colleges, www.sdccdprops-n.com
- San Diego Contracting Opportunities Center, www.ptac-sandiego.org
- San Diego County Water Authority, www.sdcwa.org
- San Diego Housing Commission, www.sdhc.net
- San Diego Regional Airport Authority, www.san.org
- San Diego Unified School District (SDUSD), www.sandi.net
- The Unified Port of San Diego, www.portofsandiego.org

Important Contact Numbers

Construction

Contracts & Procurement

Kim Abrams
Facilities Contract Supervisor
Tel: (858) 522-5830
Fax: (858) 573-5885
Email: kabrams@sandi.net

Professional Services

Contracts & Procurement

Joanne Pilgrim
Facilities Contract Supervisor
Tel: (858) 522-5840
Fax: (858) 522-5885
Email: jpilgrim@sandi.net

Technology

Darryl LaGace
Chief Information
& Technology Officer
Tel: (619) 725-7471
Fax: (619) 725-7497
Email: dlagace@sandi.net

Project Stabilization Agreement (PSA)

George A. Harris III
PSA Administrator
Tel: (858) 637-6269
Fax: (858) 208-9509
Email: gharris@sandi.net

Outreach Program, Prop. S

Karen Williams
Program Manager
Tel: (858) 627-7232
Fax: (858) 573-5857
Email: kwilliams4@sandi.net

Business Outreach

Alma D. Bañuelos
Coordinator
Tel: (858) 573-5852
Fax: (858) 637-6207
Email: abanuelos@sandi.net

Strategic Sourcing & Contracts

Arthur S. Hanby, Jr.
Officer of Strategic Sourcing & Contracts
Tel: (858) 522-5808
Fax: (619) 542-5708
Email: ahanby@sandi.net

Facilities Communications

Cynthia Reed-Porter
Communications Supervisor
Tel: (619) 725-7252
Fax: (619) 725-7021
Email: creed-porter@sandi.net

Physical Plant Operations Reception

Liz Gazon, Receptionist
Tel: (858) 627-7171

Outreach Events in San Diego

January 11, 2010 – Introduction to Doing Business With Government Agencies. This interactive workshop will cover the first steps and strategies needed to successfully sell your products and services in the government market. Visit <http://ptac-sandiego.org/workshop.html> for general and registration information for this FREE workshop.

January 20, 2010 – Bidding Public Works Projects as a Subcontractor, if you are interested in working through the process of submitting bids that are accurate and complete, this workshop is for you! To register and get more information visit www.sdcwa.org/scooptraining.html.

February 11, 2010 – Owners' Night, Construction Management Association of America, San Diego Chapter, invites you to learn more about capital program projects and network with project owners. For more information call visit www.cmaa-sd.org.

March 23, 2010 – The 6th Annual Business Procurement Fair. This FREE event will have various Caltrans departments ready for on the spot purchasing of commodities and services. Many other public agencies will also be present with information on their procurement and contracting methods. For information, please contact Cherri Shur at (619) 688-3151 or cherri_shur@dot.ca.gov.

PROPOSITION S UPDATE - PROJECT STABILIZATION AGREEMENT

The first bid opportunity under the Project Stabilization Agreement (PSA) will be released in early 2010. All contractors and subcontractors are encouraged to review the new requirements for submittals as indicated in each project's specifications. Advertisements for PSA projects will have a heading indicating that the PSA is applicable and obligatory. The PSA applies to a project if the project is 1) Proposition S work, and 2) equal to or exceeds \$1M in value, based on the "construction cost estimate prior to the submittal of the individual project to the Division of State Architect."

To obtain the most up to date information on the PSA, you are invited to attend PSA 101 where you can learn how the PSA will impact bidding and day-to-day operations on school construction projects. Orientations are being offered twice (afternoon and evening) on the third Tuesday of each month. Below is a list of upcoming workshops:

Dates	Times	Location
January 19, 2010	1:00 - 3:00 PM & 6:00 - 8:00 PM	To Be Determined
February 16, 2010		
March 16, 2010		

If your organization is interested in having a PSA presentation delivered at your own venue or meeting, please contact Karen Williams at (858) 627-7232 or kwilliams4@sandi.net.

PATHS TO PARTNERSHIP 2009

Over 800 attendees participated in this year's Paths to Partnership Regional Forum which took place on October 20, 2009, at the new Hilton San Diego Bayfront. The event coordination and planning was led by San Diego County Water Authority, the Public Agency Consortium (PAC) and the Department of General Services. SDUSD helped with planning for the event, specifically the coordination of the first PAC Contractor and Consultant of the Year Awards. Both Karen Williams and Alma Bañuelos represented Facilities Planning & Construction for SDUSD as exhibitors, while Joanne Pilgrim and Jim Watts participated in discussion panels relevant to public agency contracting. All in all, the event was a wonderful success, connecting small businesses to the Proposition S Outreach Program. See you there next year!

A MESSAGE FROM THE EXECUTIVE DIRECTOR

Greetings San Diego Contractors, Subcontractors and Business Community,

Although the year is quickly coming to a close, District staff continues to work diligently on preparing construction bid projects for the new year. As part of these efforts we have begun to investigate the use of various procurement vehicles for the District's capital improvement bond program. In order to fully explore these and other opportunities the Strategic Sourcing team is working to expand our procurement strategy in this challenging economic environment. Our hope is to create opportunities for all contractors including woman, disadvantaged and disabled-veteran and other traditionally underrepresented and underutilized businesses.

I wish you a wonderful holiday season and great new year!

Respectfully,

Stuart B. Markey

Executive Director, SDUSD Capital Improvement Bond Program



Stuart Markey

Database - Are you on it?

SDUSD maintains a database composed of public agency-certified and self-certified small businesses interested in learning about upcoming construction contract opportunities with SDUSD. Getting on SDUSD's database provides contractors with the first opportunity of notification of district upcoming projects.

To request a copy of the Self-Certification Form, please email or call Alma at abañuelos@sandi.net or (858) 573-5852. In addition to completing this form, we ask that you provide a copy of any official certification(s) your company may have from other agencies such as the following:

- Small Business Enterprise (SBE) Certification through the California Department of General Services
- Disabled Veteran Business Enterprise (DVBE) Certification through the California Department of General Services
- Disadvantaged Business Enterprise (DBE) Certification through the California Unified Certification Program
- Women-Owned Business Enterprise (WBE) Certification through any state, city, county or local agencies certification/self certification programs

SDUSD Scheduled Bids & Contracting Info

Professional Services

Professional Services agreements typically run four to five years before SDUSD solicits new services. SDUSD is currently planning to advertise for the following services in 2010:

- Engineering: civil, electrical, geotechnical, mechanical & structural
- Real estate services (title and escrow)
- Safety monitoring services (safety and hazardous waste management during construction)
- Technology services

Construction Bids & Procurement Opportunities

SDUSD has entered into an agreement with DemandStar to announce and distribute all solicitations released by SDUSD's Strategic Sourcing and Contracts Department. By registering your business with DemandStar, you will be automatically notified of solicitations released by SDUSD. We encourage contractors, manufacturers and suppliers to contact DemandStar at www.demandstar.com or by calling (800) 711-1712. If you prefer not to register with DemandStar, you may also review bids regularly by accessing our website at www.sandi.net. Under Departments, select "Strategic Sourcing & Contracts" and click on the "Bids and Requests for Proposals" hyperlink on the left column. Continue to click on the hyperlink as it navigates to the DemandStar page listing all of the solicitations released. You may also access the page directly by typing in the URL below:

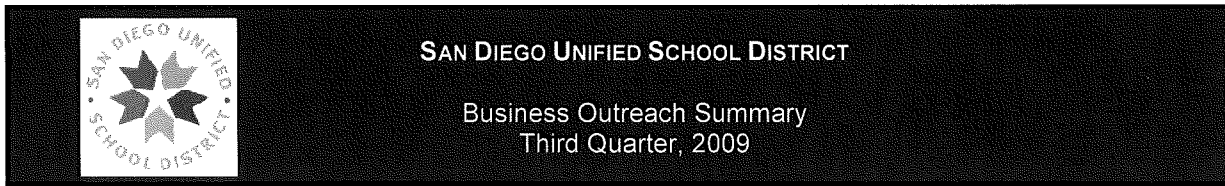
http://www.demandstar.com/supplier/bids/agency_inc/bid_list.asp?f=search&mi=676353

The following table presents a list of anticipated Proposition S construction bids for 2010*.

Bid/Contract Title	Bid Estimate/Range	Anticipated Release Date	Anticipated Bid Date
Madison High School Multi-Media Production Facility	\$2.8 to \$3.3 Million	12/08/09	01/06/10
Clairemont High School NATEF Auto Program Building	\$3.3 to \$3.8 Million	12/09/09	01/07/10
Hoover High School Green Construction Program Building	\$2.5 to \$3 Million	01/07/10	02/04/10
Point Loma High School Motion Picture Facility	\$2.8 to \$3.3 Million	01/05/10	02/01/10
Point Loma High School – Convert Wood Shop to Music Room	\$900,000 to \$950,000	01/11/10	02/08/10
Morse High School Child Development Program Building	\$2 to \$2.5 Million	02/08/10	03/08/10
Morse High School Stadium Complex Upgrade	\$5.7 to \$6.2 Million	03/03/10	03/31/10
Marshall Elementary School – Student Drop-off & DSA ADA Requirements	\$830,000 to \$880,000	06/29/10	07/29/10
Madison High School Football Field and Stadium Improvements	\$8.8 to \$9.3 Million	04/15/10	05/13/10
Scripps Ranch High School Power & Energy Program Building	\$5.7 to \$6.2 Million	04/01/10	04/29/10
ALBA at North Park Phase 2	TBD	04/15/10	05/13/10
Point Loma High School Football Stadium Restroom/Concession Stand	\$900,000 to \$950,000	05/04/10	06/01/10
Jefferson Elementary School	\$2.5 to \$3 Million	08/09/10	09/06/10
Sessions Elementary Parking Lot and Student Drop-off/Pick-up Upgrades	\$1.1 to \$1.6 Million	08/24/10	09/15/10
Mechanical Systems – Cherokee Point Elementary School and Ibarra Elementary School	\$1.2 to \$1.7 Million	TBD	TBD
Downtown School at City Library	\$15 to \$20 Million	TBD	TBD

*As of December 8, 2010. Project information subject to change.

APPENDIX D- SAMPLE BUSINESS OUTREACH REPORT



Following is a summary of 3rd Quarter 2009 Business Outreach activities, together with a forecast of scheduled events:

Emerging Business Enterprise (EBE) Awards for Proposition S Projects

EBE construction bid award for the third reporting period for 2009 is at 28.5%. Please refer to the Business Outreach Program, Proposition S, January 2009 – September 2009 table for further detail. Participation has increased from 17.3% since the Second Quarter of 2009.

For the reporting period of July to September 2009, SDUSD has made the following outreach efforts relative to Proposition S construction bid and professional services opportunities:

Quarter	Faxes	Emails	Responded to Contractor Inquiries	Total Outreach Efforts
3 rd Quarter 2009	1,236	348	12	1,596

District Outreach Events

During this reporting period SDUSD held Project Stabilization Agreement (PSA) Workshops on August 18, and September 15, 2009. The workshops, led by George Harris, PSA Administrator, are tailored to educate contractors on how the PSA will impact bidding and day-to-day operations on school construction projects. Karen Williams, Outreach Program Manager, and Alma Banuelos, Business Outreach Coordinator assisted with planning, announcing and executing of the workshops; Cynthia Reed Porter, Communications Supervisor, assisted with advertising. To date, approximately 80 supplier and contractor representatives of various scopes of work, including general contractors and small emerging businesses, have attended. Attending district staff includes Stu Markey, Kim Abrams and Linda Hippe.

Participation in Other Public Agency Business Outreach Events & Meetings

SDUSD Business Outreach Program staff attended the following events:

- Public Agency Consortium (PAC) bimonthly meetings
- 51st District Congressional Small Business Advisory Committee Roundtable
- San Diego Urban Economic Corporation Small Business Roundtable
- 4th Annual Electrical Industry Barbeque & Open House
- Urban League of San Diego County Monthly Community Business Breakfast
- United Association Veterans in Piping (VIP) Training Tour

SDUSD Business Outreach Database

The District received 18 new Self-Certification forms for the reported quarter. Additionally, updates have been made to the SDUSD database bringing the total number of firms to 1,936. These firms receive ongoing project information relative to upcoming construction bids and site walks.

Business Outreach Newsletter

Volume 7 of the Business Outreach Newsletter was publicly distributed during the month of July 2009. The next edition release is planned for late October 2009.

Outreach Forecast

SDUSD has planned to attend the following Outreach events and/or meetings:

- Paths to Partnership Regional Forum, October 20, 2009



SAN DIEGO UNIFIED SCHOOL DISTRICT
FACILITIES PLANNING & CONSTRUCTION
BUSINESS OUTREACH PROGRAM

PROPOSITION S

JANUARY 2009 - SEPTEMBER 2009

TOTAL Dollars Awarded to EBE Contractors to Date:	\$12,613,677
TOTAL Dollars Awarded to ALL Contractors to Date:	\$44,250,158
% of Dollars Awarded to EBE FIRMS	28.5%
DBE	0.3%
WBE	0.2%
DVBE	7.8%
SBE	20.2%
% of Dollars Awarded to NON-EBE FIRMS	68.0%
% of Dollars Awarded to UNIDENTIFIED FIRMS	3.5%

*The reported values only include Proposition S Construction contract awards. Additionally, values do not include \$11,929,462 i-21 award for professional services.

APPENDIX E KEY STAKEHOLDER LIST

SCHOOL BOARD MEMBERS

- John de Beck
- John Lee Evans
- Katherine Nakamura
- Richard Barrera
- Shelia Jackson

NGOS, FAITH-BASED & COMMUNITY ORGANIZATIONS

- ACORN
- Barrio Station
- Center for Social Advocacy
- Center on Policy Initiatives
- Cesar Chavez Service Clubs
- Chicano Federation of San Diego County, Inc.
- Coalition of Neighborhood Councils
- Empower San Diego
- Environmental Health Coalition
- Interfaith Committee for Worker Justice
- MAAC Project
- San Diego Apollo Alliance
- San Diego County Affordable Housing Coalition
- San Diego County Interdenominational Ministerial Alliance
- San Diego Organizing Project

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.

- Building Industry Association of San Diego County
- California Landscape Contractors Association, San Diego Chapter
- Construction Management Association of America, San Diego Chapter
- 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
- University Mechanical and Engineering Contractors (UMEC)

BUSINESS/EMERGING BUSINESS ORGANIZATIONS

- American Indian Chamber of Commerce
- Asian American Architects & Engineers Association
- Asian Business Association of San Diego
- Black Contractors Association
- California Disabled Veteran Business Enterprise Alliance (DVBE), San Diego County Chapter
- Latin Business Association Institute
- Latino Builders Industry Association
- National Association of Women in Construction (San Diego Chapter #21)
- San Diego Chamber of Commerce
- San Diego County Hispanic Chamber of Commerce
- San Diego County Taxpayers Association
- Service Disabled Veteran-Owned Business (SDVOB) Network Elite
- Society of Hispanic Professional Engineers
- U.S. Department of Commerce, Minority Business Development

PRIME CONTRACTORS (TOP 20)

1. Soltek Pacific
2. Erickson-Hall Construction Co.
3. Douglas E. Barnhart, Inc.
4. T.B. Penick
5. C.E. Wylie Construction Co.

6. The Augustine Company
7. Greer Construction Co.
8. Cox Construction
9. Modtech, Inc.
10. Phillips National, Inc.
11. Straight Line General Contractors
12. Echo Pacific
13. SBC (was Pacific Bell)
14. Vector Resources, Inc.
15. IBM
16. Whillock Contracting, Inc.
17. Randall Construction
18. F. H. Paschen, S.N. Nielsen, Inc.
19. PW Construction, Inc.
20. Wier Construction Corporation

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)
- Helmets to Hardhats
- Job Corps
- MAAC Project Weatherization Trainee Program
- San Diego Workforce Partnership
- San Diego and Imperial Counties Labor Council
- 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.
- Urban Corps
- Urban League of San Diego County
- Workforce Investment Board (WIB)

HIGH SCHOOLS & ADULT EDUCATION CENTERS

- Kearny High School: Stanley E. Foster Construction Tech Academy
- La Jolla High School woodshop class
- San Diego Community College District
- San Diego County Office of Education Regional Occupational Program
- San Diego Unified School District Office of College, Career & Technical Education
- Scripps Ranch High School ROP Construction Program (green technology)

APPENDIX F BUSINESS OUTREACH AND ENGAGEMENT BUDGET DETAIL

Item	Cost	Quantity	Total
Annual Report (1)		1	\$10,825
<i>Layout: up to 12-page, color</i>	\$2,400	1	\$2,400
<i>Printing (4,000)</i>	\$5,200	1	\$5,200
<i>Mailing (2,500)</i>	\$3,225	1	\$3,225
Brochure (1)		1	\$5,600
<i>Layout: 8.5 x 11 trifold</i>	\$600	1	\$600
<i>Printing (2,500 x 4 = 10,000)</i>	\$1,250	4	\$5,000
Business meeting attendance/participation (12)		12	\$760
<i>Fees (breakfast, luncheon, etc), parking, etc.</i>	\$50	12	\$600
<i>Boards (1)</i>	\$160	1	\$160
Business Outreach Newsletter (4)		4	\$10,624
<i>Layout: 8.5 x 11 8-page printed newsletter</i>	\$1,200	4	\$4,800
<i>Printing (1,000 x 4 = 4,000)</i>	\$1,300	4	\$5,200
<i>Mailing (400 x 4 = 1,600)</i>	\$156	4	\$624
Community and Partner Events (2/mo. = 24)		24	\$10,760
Sponsorship/exhibit costs:			
<i>Public Agency Consortium (PAC) Events</i>	\$600	6	\$3,600
<i>Diversity Summit</i>	\$700	1	\$700
<i>Construction Management Association of America (CMAA) Owner's Night (free)</i>	\$0	1	\$0
<i>AGC Annual Banquet</i>	\$140	1	\$140
<i>American Subcontractors Association (ASA): Building Relationships (free)</i>	\$0	1	\$0
<i>Center on Policy Initiates (CPI) Gala</i>	\$500	1	\$500
<i>Turner School of CM (free)</i>	\$0	2	\$0
<i>Women's Business Center of California (WBCC) Mega Mixer & Business Expo</i>	\$80	1	\$80
<i>Other events attendance and fees</i>	\$200	11	\$2,200
<i>Boards (4)</i>	\$160	4	\$640
<i>Mailing/fax (2,500 x 4 = 15,000)</i>	\$725	4	\$2,900
Contracting Fairs (4)		4	\$24,900
<i>Rentals</i>	\$3,000	4	\$12,000
<i>Mailing/fax (2,500 x 4 = 10,000)</i>	\$725	4	\$2,900
<i>Ads</i>	\$2,500	4	\$10,000

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Item	Cost	Quantity	Total
Matchmaking Mixers (12)		12	\$14,560
<i>Boards (1)</i>	\$160	1	\$160
<i>Ads</i>	\$1,200	12	\$14,400
Onsite information tables (weekly, up to 40)			\$8,920
<i>Banners (up to 20)</i>	\$130	20	\$2,600
<i>Boards (2)</i>	\$160	2	\$320
<i>Ads (up to 20)</i>	\$300	20	\$6,000
Traveling Exhibit (1)		1	\$2,000
<i>Layout</i>	\$1,200	1	\$1,200
<i>Production</i>	\$800	1	\$800
GRAND TOTAL			\$88,949