



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. 4**  
FINAL

JUNE 2014

This page left blank intentionally.

# 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, 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 2014 is \$75,575.

---

**ABBREVIATIONS**

---

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
MPP	Micro-Projects Program
NAWIC	National Association of Women in Construction
NECA	National Electrical Contractors Association
PAC	Public Agency Consortium
PPT	PowerPoint Presentation
Prop. S/Z	Propositions S and Z
PSA	Project Stabilization Agreement
SBE	Small Business Enterprise
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**

*Program Objectives*..... 7

*Program Goals*..... 7

*Messages*..... 8

*Stakeholders* ..... 8

*Local Market Assessment* ..... 9

**Program Elements ..... 13**

**1. Resource center..... 13**

**2. Database..... 13**

**3. Email Blast/Bid Notification ..... 13**

**4. Online Resources ..... 13**

        A. Business Outreach WebPage ..... 14

        B. LinkedIn ..... 14

        C. Twitter ..... 15

**5. Traditional Advertising ..... 15**

        A. Contractor News and Views ..... 15

        B. San Diego Monitor News..... 15

        C. Other Media..... 16

**6. Outreach and Engagement Events..... 16**

        A. Speakers Bureau ..... 16

        B. Monthly Business Meetings..... 16

C. Large-scale outreach Events.....	16
<b>7. Outreach Areas of Special Focus .....</b>	<b>19</b>
A. Women-Owned Businesses.....	19
B. African-American-Owned Businesses.....	19
<b>8. Outreach Ad Hoc Committee .....</b>	<b>20</b>
<b>9. District Outreach Task Force .....</b>	<b>20</b>
<b>10. Project Stabilization Agreement Support.....</b>	<b>21</b>
A. PSA Trainings.....	21
B. Union Outreach .....	21
<b>11. Reporting.....</b>	<b>21</b>
A. Current Data.....	22
B. Annual Contractor Survey.....	22
<b>Engagement Collateral.....</b>	<b>23</b>
<b>1. Presentations .....</b>	<b>23</b>
<b>2. Quarterly Newsletter.....</b>	<b>23</b>
<b>3. Traveling Exhibit.....</b>	<b>23</b>
<b>4. Award Submittals .....</b>	<b>23</b>
<b>5. Plan Update.....</b>	<b>23</b>
<b>Lessons Learned .....</b>	<b>24</b>
<b>1. Changes to Program.....</b>	<b>24</b>
<b>2. Added to Program .....</b>	<b>24</b>
<b>3. Deleted from Program.....</b>	<b>24</b>
<b>Metrics .....</b>	<b>25</b>
<b>1. Prop. S/Z Project-Level Tracking .....</b>	<b>25</b>
<b>2. Prop. S/Z Program-Level tracking .....</b>	<b>25</b>
<b>Schedule.....</b>	<b>26</b>
<b>1. Specific Tasks.....</b>	<b>26</b>

**2. Regular Activities**.....26

**Appendix A – Key Stakeholder List**.....27

*Non-governmental Organizations, Faith-based & Community Organizations*.....27

*Contractor Associations & Labor Groups*.....27

*Business/Emerging Business Organizations*.....27

*Key Bidding Prime Contractors*.....28

*PSA Signatories*.....29

*Internship, Pre-apprenticeship, Apprenticeship & Work Training Programs*.....29

*High Schools & Adult Education Centers*.....30

**Appendix B – Demographic Assessment**.....31

**Appendix C – 2013 Annual Contractor Survey Questions**.....33

**Appendix D – Business Outreach and Engagement Budget Detail**.....37

**TABLES**

Table 1 – 2014 San Diego Construction Market EBE Capacity..... 9

Table 2 – U.S. Census Bureau’s 2011 County Business Patterns (CBP) Report..... 10

Table 3 – U.S. Census Bureau’s 2007 Survey of Business Owners ..... 10

Table 4 – Caltrans Office of Business and Economic Opportunity, Certification Unit..... 10

Table 5 – U.S. Census Bureau, American Community Survey (ACS), Equal Employment Opportunity Special Tabulation 2006-2010 (5-year ACS data) San Diego County ..... 10

Table 6 – EEO Tabulation of Employees by Race and Ethnicity for Construction Industry, American Community Survey, Five Year Average 2006 – 2010..... 11

Table 7 – EEO Tabulation of Employees by Race and Ethnicity for Construction Industry, American Community Survey, Five Year Average 2006 – 2010..... 11

Table 8 – 2014 EBE Outreach Goals ..... 12

Table 9 – Annual Outreach Events ..... 18

Table 10 – Program EBE Participation .....22

---

## 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 School District, the broader district overall and San Diego County. The primary objective of the Business Outreach and Engagement Program is to target and 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.

### 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 and engage with those who are traditionally underrepresented, Emerging Business Enterprises (EBEs) and related stakeholders who have not yet been involved 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.

### 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 37 percent EBE participation on all construction projects.
2. Achieve a minimum of 4.5 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.

## **MESSAGES**

Targeted messaging is 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 programmatic participation goal of 37 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.

## **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, minorities and other traditionally underrepresented contractors and business owners

This engagement program will require a concerted 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 those being specifically 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.

**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.

The internally-conducted annual market capacity assessment provides data that informed goal setting and tactics development for this 2014 Plan. The 2014 market capacity assessment is presented below.

**Table 1 – 2014 San Diego Construction Market EBE Capacity**

<b>Business Classification</b>	<b>San Diego County*</b>	<b>Certified Businesses**</b>	<b>Estimated Capacity</b>
<b>Total Number of San Diego County Construction Businesses (large and small)</b>	6,121		
Disabled Veteran-Owned Business Enterprise (DVBE)		109	1.78%
Minority-Owned Business Enterprise (MBE)		101	1.65%
Women-Owned Business Enterprise (WBE)		28	0.46%
Small Business Enterprise (SBE)		836	13.66%
* San Diego County Census Data, <a href="http://censtats.census.gov/">http://censtats.census.gov/</a> ** CA Dept. General Services, <a href="http://www.pd.dgs.ca.gov/smbus/default.htm">http://www.pd.dgs.ca.gov/smbus/default.htm</a> and Caltrans Office of Business & Economic Opportunity, <a href="http://www.dot.ca.gov/hq/bep/find_certified.htm">http://www.dot.ca.gov/hq/bep/find_certified.htm</a> As of February 20, 2014			

In June 2013, a formal demographic assessment was commissioned from third-party, non-profit organization San Diego Contracting Opportunities Center to examine census data and drill deeper into the demographics of local construction industry business ownership and workers, specifically for women and minorities. The tables and figures below provide a broad summary of the report, *Demographic Analysis of the Ownership and Workforce of Construction Firms in San Diego County*, is presented below. The full report is included as Appendix B to this Plan.

**Table 2 – U.S. Census Bureau’s 2011 County Business Patterns (CBP) Report:**

<i>Most San Diego construction firms are Small Business Enterprises</i>	
Most San Diego construction companies are specialty contractors	
Total construction services establishments	6,121
Total construction services establishments w/ 1-4 paid employees	4,008

**Table 3 – U.S. Census Bureau’s 2007 Survey of Business Owners (SBO):**

<i>Makeup of San Diego construction firms</i>	
African-American-Owned	1.5%
Woman-Owned	18%
Minority-Owned	24%

**Table 4 – Caltrans Office of Business and Economic Opportunity, Certification Unit:**

<i>There are only 123 Caltrans-certified Disadvantaged Business Enterprise (DBE) construction companies in San Diego</i>	
African-American-Owned	18
Woman-Owned	28

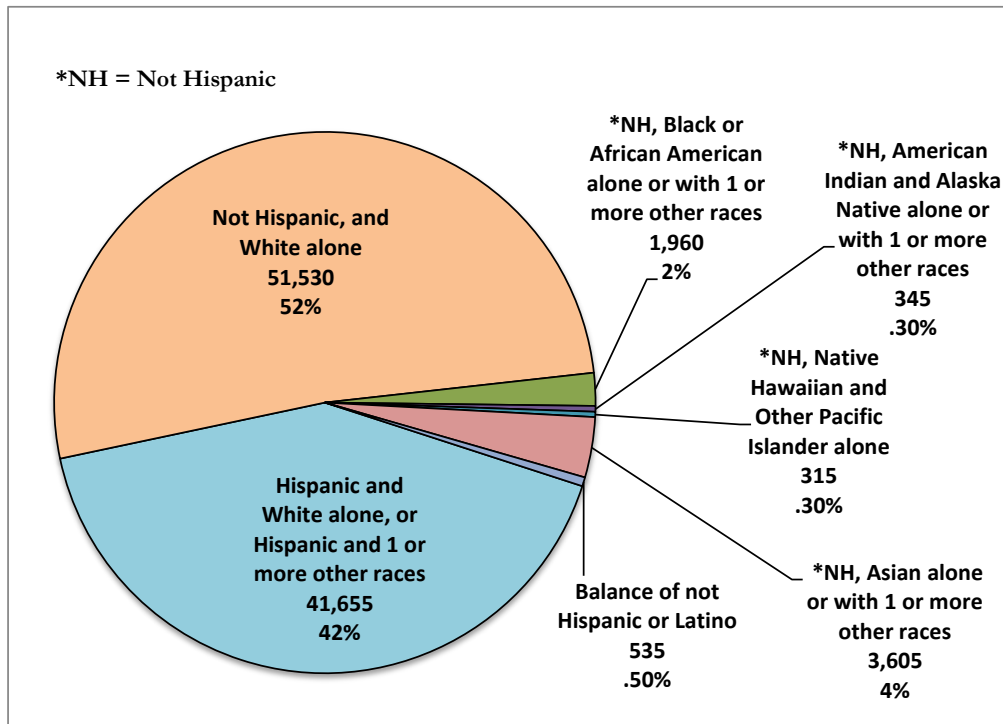
**Table 5 – U.S. Census Bureau, American Community Survey (ACS), Equal Employment Opportunity Special Tabulation (EEO) 2006-2010 (5-year ACS data) San Diego County:**

The *Demographic Analysis* included an examination of local construction worker demographics for the reason that growth in the number of firms owned by women and minorities will be somewhat tied to workforce participation because prior experience as an employee in an industry is an important success factor in launching a new company.

<i>Construction employees in San Diego</i>	
African-American	2%
Woman	11%
Hispanic	42%

African-American (A-A) participation in San Diego Unified’s construction program can be expected to reflect local demographic statistics. With only 1.5 percent African American-Owned construction firms and 2 percent A-A construction employees in San Diego County, outreach efforts to business owners should be supplemented by the construction industry’s targeted focus on A-A construction worker and student-level engagement (outside the scope of this business outreach program). Figures 8 and 9 below are excerpted from the Appendix B *Demographic Analysis*.

**Figure 6 – EEO Tabulation of Employees by Race and Ethnicity for Construction Industry, American Community Survey, Five Year Average 2006 - 2010**



**Figure 7 – EEO Tabulation of Employees by Race and Ethnicity for Construction Industry, American Community Survey, Five Year Average 2006 - 2010**

EEO Tabulation of Employees by Race and Ethnicity for Construction Industry, American Community Survey, Five Year Average 2006 - 2010								
	TOTAL, all ehtnicities and races	HISPANIC and white alone, or HISPANIC and 1 or more other races	NOT HISPANIC					Balance of not Hispanic or Latino
			White alone	Black or African American alone or with 1 or more other races	American Indian and Alaska Native alone or with 1 or more other races	Native Hawaiian and Other Pacific Islander alone	Asian alone or with 1 or more other races	
Total	99,945	41,655	51,530	1,960	345	315	3,605	535
Percent	99.98%	41.68%	51.60%	2.00%	0.30%	0.30%	3.60%	0.50%

The market assessment, *Demographic Analysis* and the previous year’s EBE participation achievements, provided the data that helped to establish achievable goals for 2014. This year, the programmatic EBE goal is 37 percent, 3 percent less than that for 2013. The economy is slowly recovering and new construction businesses have backfilled losses from past years. As a result, San Diego Unified has seen increased participation by DVBEs and MBEs; the new goals reflect this.

Table 8 presents the 2014 goals by EBE category. San Diego Unified reports all EBE certification categories held by each contractor and the data for each stands alone. Therefore, the sum of the EBE Business Classifications is not additive.

**Table 8 – 2014 EBE Outreach Goals**

<b>EBE Business Classification</b>	<b>EBE Participation Goals</b>
<b>2014 EBE Participation Goals</b>	<b>37%</b>
Disabled Veteran-Owned Business Enterprise (DVBE)	4.5%
Minority-Owned Business Enterprise (MBE)	10.0%
Women-Owned Business Enterprise (WBE)	2.0%
Small Business Enterprise (SBE)	25%

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

---

## 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 that meets San Diego Unified’s annual EBE participation goals. The budget for this effort is \$75,575 (detail provided in Appendix 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 of which 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 with customized listings of EBE subcontractors eager to work on district projects. As an added benefit, contractors can use the database, via the outreach team, 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.). Furthermore, 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 more than 2,000 businesses in the database. The business outreach team uses the database for a variety of purposes, including mailing bid notices and other information, and providing 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. EMAIL BLAST/BID NOTIFICATION

Specialized bid notifications for all advertised construction bids are emailed en masse (e-blast) 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 and information on how to obtain plans and points of contact. These notices provide more tailored information than that of the legal notices placed in the San Diego *Daily Transcript* by the district’s Strategic Sourcing and Contracts Department. 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.

## A. BUSINESS OUTREACH WEBPAGE

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

- *Prequalification* provides information for contractors to understand new legislation (AB 1565) that signed into law (CAPCC Section 20111.6) requiring general contracts and certain subcontractors to be prequalified before they may bid on projects over \$1 million. Provides a link to the online prequalification portal and a list of prequalified contractors.
- *Bids Proposals and Contracts* includes a link to DemandStar, the district's free procurement site, a link to the online prequalification portal and a list of prequalified contractors, an overview of the DVBE participation requirement and link to the DVBE Tip Sheet, and contact information for the Construction Contracts and Outreach departments.
- *Prop S & Z Ads, Site Walk & Low Bidder Info* provides valuable information for marketing and strategic bidding. This page lists 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. It's the perfect place for contractors to conduct market research and prebid due diligence. Also provides a link to the online prequalification portal and a list of prequalified contractors.
- *Business Outreach* provides an overview of the business outreach program; information about Prequalification, the DVBE requirement and small and emerging business self-certification; instructions on how to sign up for the outreach database; and a link to DemandStar. The web address is <http://sandi.net/page/934>. *Business Outreach* offers a subpage—a library of past *Business Outreach Newsletters*.
- *Contracting Information* features a link to DemandStar and information about Prequalification, the DVBE requirement, pre- and post-award contracts, the construction bid process, plan rooms, and contacts for the Construction Contracts and Professional Services contracting and procurement staff.

## B. LINKEDIN

LinkedIn's mission is to "connect the world's professionals to make them 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. More than 2,900 "connections" follow these posts (<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. New contacts are added to the LinkedIn account following each outreach event. 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 live tweets from site walks and outreach events to encourage participation. Twitter continues to slowly gain popularity among the construction community, and "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 is circulated to more than 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 2013-14, three types of advertising are being used: 1) CNV ads announcing general outreach opportunities (speakers bureau, meet and greets, Prequalification, 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 lead 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 for 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, Prequalification, and PSA workshops). The 2012 Construction Expo was advertised in this publication.

In addition to the weekly advertisements, the *Monitor* holds an annual Holiday & Business Bazaar for local businesses to show and sell their goods and services; and holds a regular 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 key demographic.



**C. OTHER MEDIA**

The In addition to the main media listed above, San Diego Unified utilizes several other outlets sporadically for special projects and events. They are listed here with information about media type, audience, frequency and purpose.

<i>Media/Organization</i>	<i>Type</i>	<i>Audience</i>	<i>Use</i>
DiversityComm, Inc.	Quarterly print media (4 different mags.)	Veteran, minority, women, African-American businesses	Supplemental advertising and special outreach
Elite SDVOB Network	Monthly e-Newsletter Website	Veteran businesses	Daily: notices, bids and announcements
DVBE Alliance	Weekly e-Newsletter	Veteran businesses	Weekly bids and as-needed notices
San Diego Daily Transcript	Daily print media Website	Contractors, suppliers, A&E	Print/web: Construction Week and special notices
Voice and Viewpoint	Weekly print media	Regional African-American community	As-needed supplemental and special outreach

**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 a number of topics, including voter-approved bond measures, the construction bid process, upcoming opportunities (bond and non-bond projects, and professional services), the PSA and networking. These engagements include participation in standing meetings; breakfast, lunch and dinner events; specially scheduled meetings and workshops, conferences and expos, expert panel participation, etc. Speaking functions also allow the business outreach team to answer any pertinent questions that attendees may have. Relevant collateral materials are developed and distributed 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). An important role of the business outreach team is to continually 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 ranges from simple attendance to regular updates, formal presentations, and special speaker appearances. Relevant collateral materials are developed and distributed 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, such as procurement, trade and job fairs, matchmaking sessions, business roundtables, and panels. Additional venues include community events such as street, health and multicultural fairs, and major events hosted by key stakeholders. Generally, these events require staffing 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 14 San Diego regional public agencies and 2 contracting centers focused on increasing bidding opportunities on public agency contracts for small businesses. The district is involved with the PAC at the strategic and planning levels, as well as attending all outreach events. The district's business outreach coordinator is the current PAC president. Websites containing information about the PAC are as follows:

- <http://www.sdcwa.org/opps/scoop-PAC.phtml>
- [http://www.dot.ca.gov/dist11/small\\_business.htm](http://www.dot.ca.gov/dist11/small_business.htm)
- [http://www.dot.ca.gov/dist11/small\\_business/PACflowchart1.pdf](http://www.dot.ca.gov/dist11/small_business/PACflowchart1.pdf)

The district participates in PAC events to engage with small business contractors, consultants and vendors, and encourage self-certification/applying to the business outreach database. Contractors are 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 denoting PAC events is provided in Table 9 below.

**Table 9 – Annual Outreach Events**

<b>Annual Event</b>	<b>Sponsor Organization/Agency</b>	<b>PAC Event</b>
Annual Conference	National Association of Minority Contractors	
Annual Networking Outreach Event	San Diego Community College District	
Annual Procurement & Resource Fair	Caltrans	X
Blue Book Building and Construction Network's Annual GC Showcase	The Blue Book	
Business Matchmaking Event	Elite SDVOB Network	
Business Summit	San Diego North Economic Development Council (SDNEDC)	
Category Sourcing Exchanges	Council for Supplier Diversity (CSD)	
Construction Expo	San Diego Unified School District	X
CSD Annual Event	Council for Supplier Diversity (CSD)	
Doing Business with UCSD & Public Agency Partners	University of California, San Diego	X
GC Showcase	American Subcontractors Association	
Gold Coast	US Navy	X
Keeping The Promise	California DVBE Alliance	
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	SDCWA & North County SBDC	X
Turning Contacts Into Contracts Procurement Conference	Elite SDVOB Network	
WIC Week	National Association of Women in Construction (NAWIC)	

**b. Construction Expo**

A construction expo is held on an annual basis at San Diego Unified'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. and offering informative materials and tailored resources. Prime contractors provide information about upcoming opportunities and encourage applying to their prequalification registries. Unions provide information about apprenticeship programs, membership and labor availability. Business organizations bring information about the various

resources they offer small and emerging businesses. In 2013, the expo provided a venue for making connections among general contractors and must-needed DVBEs.

The effort to host this event requires extensive coordination with booth sponsors, stakeholder participants and other FPC staff. Announcements are distributed via 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.

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

## **7. OUTREACH AREAS OF SPECIAL FOCUS**

### **A. WOMEN-OWNED BUSINESSES**

Entering 2013, the annual market assessment estimated Women-Owned Business Enterprise (WBE) capacity in San Diego County was 0.40%. Based on the 2012 participation of 2.1%, the WBE participation goal for 2013 was optimistically set at 3%. 2013 began slowly and fluctuated below 0.50% through the first and second quarters, finally rising to 1.5% in September and closing out 2013 at 1.54%. While lower than the 2013 goals, 2013 WBE participation was 1.14% above market capacity.

District outreach efforts to WBEs were boosted during the first quarter of 2013 when it was clear the estimated capacity was a better reflection of the market than the established goals. Efforts included increased participation in Women's Construction Coalition (WCC), reaching out to PAC member agencies to share their WBEs, contacting WBEs personally, specialized advertisements and newsletter articles encouraging WBE participation.

It is clear that this emphasis on WBEs will need to continue in 2014, if only to capture emerging WBEs in the region. It is also evident that until the economy fully stabilizes, goals need to be set closer to the availability of WBEs in the San Diego market.

### **B. AFRICAN-AMERICAN-OWNED BUSINESSES**

African-American (A-A) participation is included in San Diego Unified's Minority-Owned Business Enterprise (MBE) category. However, A-A participation is difficult to track for a number of reasons.

In 1996, Prop. 209 (also known as the California Civil Rights Initiative) was passed, prohibiting state government institutions from considering race, sex or ethnicity, specifically in the areas of public employment, public contracting or public education. The elimination of the California's MBE minority certification, which had identified race and ethnicity, greatly reduced the ability to confirm A-A ownership, or that of any other race within the MBE category.

The federal Disadvantaged Business Enterprise (DBE) certification which also includes race, gender and disadvantaged status is extremely time consuming to prepare and difficult to obtain. As a result, very few minority business owners go to the trouble to become DBE certified. Furthermore, because a DBE must be 1) a small business, 2) owned and controlled by a socially disadvantaged individual, and 3) owned and controlled by an *economically* disadvantaged individual, the certification does not capture all minority/A-A business owners.

Additionally, of the agencies and organizations with which San Diego Unified reciprocates business ownership certifications, not all ask or track race and ethnicity. Many, including San Diego Unified, also distribute questionnaires on the topic, but, because they are voluntary, responses are not complete or reliable.

The discussion of parity is ongoing. At face value, there are relatively few A-A workers on San Diego Unified construction sites. The question that persists at ICOC meetings relates to whether or not this is reflective of the local community and its interest in the construction industry or a lack of engagement. To gain a deeper understanding of this dynamic, a demographic assessment was conducted in June 2013 (see Section 5 above and Appendix B below). In summary, both, local A-A construction companies (1.5%) and construction workers (2%) are the local minority. In addition, the 2012 A-A outreach program *Ambition!* Series was given outreach priority and received little interest.

Increased outreach efforts to A-A contractors continued throughout 2013, including deeper engagement with A-A contractors during and following site walks and outreach/procurement events, renewed contact with previous A-A bidders, special one-on-one meetings and reaching out to PAC member agencies to share their MBEs. An emphasis on A-A MBEs will continue in 2014.

## 8. OUTREACH AD HOC COMMITTEE

The ICOC's Construction Subcommittee formed an Outreach Ad Hoc Committee in Fall 2013 to better focus on issues related to business and PSA outreach. As committee efforts pertain to the business outreach program, members assist with assessing and shaping its outreach and engagement efforts; identifying small, emerging and historically disadvantaged construction businesses and connecting them with the outreach team; reporting back to the community at large; and reviewing this plan annually. Their efforts are also directed toward the historically disadvantaged individuals, worker engagement, and identifying ways to improve the pipeline from awareness of the construction industry and available construction-related educational opportunities, to working on district bond and non-bond funded construction projects.

Six meetings have been held since October 2013. One of the key issues addressed related to identifying the challenges EBEs face and the barriers that exist to public works contracting, including San Diego Unified. As a result, three of the meetings included feedback from small, local minority business owners. Input received during these discussions further supported the outreach team's previous reports about the following:

- **Bonding** is difficult to obtain for a number of reasons, including past credit, years of ownership, and relevant experience.
- Lack of **set-aside contracts** specifically for EBEs, such as sheltered market or tiered bid method, like those offered by other public agencies.
- **Threshold limits** in the Micro-Projects Program (MPP) do not offer enough opportunities to go around (\$14,999 per contractor, per year).
- Difficult to compete in a **low bid** environment.
- Very large and **bundled projects** with little opportunity for new and/or small companies to be given consideration.

## 9. 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. At meetings, reports provided overviews about the efforts and results

of the business outreach program (including reviewing this plan annually), the PSA program and the Office of College, Career & Technical Education. Meetings provided opportunity for stakeholder input on areas for district improvement and feedback from respective constituencies. The task force became a network of organizations focused on identifying historically disadvantaged individuals and small, emerging and disadvantaged businesses in the construction industry, including those owned by service-disabled veterans, women and minorities. Task force members work with these groups to connect them with educational, training, contracting and employment opportunities created by the district's bond and non-bond funded projects that could lead to work. The task force was not a policy- or decision-making body.

Initially, the task force met bimonthly, then quarterly. Ultimately, as the network developed and natural relations and communication was established, it became necessary to meet only annually, with a report of outreach achievements emailed to members biannually. After discussing the newly formed ICOC Outreach Ad Hoc Committee at the April 2014 meeting, the task force made the decision to disband with the agreement to continue the feedback loop that was established and continues among member organizations of providing input on the district's outreach program, and identifying and referring EBEs for engagement in the district construction projects.

## **10. 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. PSA TRAININGS**

The PSA administrator has been hosting a quarterly PSA training class to teach contractors how to work effectively and successfully under the agreement throughout 2013. For 2014, large classes will be offered only as appropriate. Moving forward, one-on-one trainings will continue to be offered upon request. Trainings provide a detailed understanding of the PSA and the tools to assist in bidding and performing PSA projects. The sessions include an overview of the scope of the agreement; contractor, union and district roles and responsibilities, and grievance/jurisdictional dispute procedures. Core collateral materials include 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.

The business outreach team will continue to support the PSA team and track and engage trainees in the overarching outreach program. Session announcements will be made in the form of advertisements in the CNV and *Monitor*, blasted emails, faxes, and via coordination with key stakeholders.

### **B. UNION OUTREACH**

Outreach to local unions is conducted on a variety of levels. In addition to PSA workshop collaboration, pre-construction site walks and pre-job conferences, the business outreach team strives to understand union functions more clearly to better inform 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. These collaborate efforts will be continued.

## **11. 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. They are discussed in detail at the Outreach Ad Hoc Committee, a subcommittee to the ICOC construction subcommittee. 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 emailed
- ads placed
- reports issued (including backup data)
- newsletters published
- annual Business Outreach and Engagement Plan update

**A. CURRENT DATA**

EBE participation percentages (based on dollars awarded) each year from 2009 to 2013 are presented in Table 10 below.

**Table 10 – Program EBE Participation**

<b>Business Classification</b>	<b>EBE Awarded 2009</b>	<b>EBE Awarded 2010</b>	<b>EBE Awarded 2011</b>	<b>EBE Awarded 2012</b>	<b>EBE Awarded 2013</b>
DVBE*	3.3%	3.8%	4.3%	5.4%	6.84%
MBE	1.3%	5.8%	4.3%	10.6%	11.96%
WBE	1.6%	2.3%	3.7%	2.1%	1.54%
SBE	29.6%	28.2%	39%	20.6%	33.55%
<b>Total EBE Awards</b>	<b>35.8%</b>	<b>40.1%</b>	<b>51.3%</b>	<b>38.7%</b>	<b>36.95%**</b>
* In May 2010, San Diego Unified passed a resolution requiring 3% DVBE participation on all construction contracts					
** Beginning in 2013, each EBE certification was tracked (vs. priority-tracking). Therefore, the total EBE award may differ from the sum of the EBE categories					

**B. ANNUAL CONTRACTOR SURVEY**

Each year, a contractor survey 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. In 2012, a mandatory survey form was included in the PSA paperwork that was to be filled out and submitted by all prime and subcontractors prior to beginning each PSA project; this replaced the online survey tool launched in 2011. While the 2011 online survey was considered unacceptable with an 88 percent response rate, the “mandatory” hardcopy survey was far less successful with only 28 percent response rate. As a result, the online tool is being relaunched in 2014 (for contractors working in 2013). A list of the questions is provided as Appendix C.

Survey findings offer another method for gauging contractor recruitment efforts and to steer program improvement. Survey results will continue to 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.

### PRESENTATIONS

A generic PowerPoint presentation 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.

### 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 mailing lists of other 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. Special features such as bond sales and funding, DVBE requirements, surety bonding, contracting resources and procurement news make the newsletter an important part of the outreach program.

### 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.

### 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 D). In May 2014, the outreach team received the following awards:

- Small Business Administration (SBA) Small Business Award for Veteran Small Business Champion of the Year
- Disabled Veteran Business (DVB) Alliance Keeping the Promise Special Recognition Award for Best DVBE Program in the State

### 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 Business Outreach and Engagement Plan Update No. 4 includes three changed, one new and one deleted item based on lessons learned over the course of the last year. Each, described in detail in the above plan, is listed below.

### 1. CHANGES TO PROGRAM

- **Outreach Goals** – EBE outreach goals for 2014 have been reduced to 37 percent based on the 2013 EBE participation achieved, the *Demographic Analysis of the Ownership and Workforce of Construction Firms in San Diego County* report and the 2014 San Diego Construction Market Assessment.
- **PSA Trainings** – The quarterly PSA training class program was closed. One-on-one trainings will continue upon request.
- **Annual Contractor Survey** – Response to the 2012 hardcopy format contractor survey was less successful than the initial online survey conducted in 2011. As a result, the online format is being relaunched and will be conducted annual via SurveyMonkey.

### 2. ADDED TO PROGRAM

- **Outreach Ad Hoc Committee** – The ICOC Construction Subcommittee created a sub-subcommittee to review business and PSA outreach activities and results in more detail than is occurring at the Subcommittee level. It will also review the annual Business Outreach and Engagement Plan Updates and other appropriate reports as needed. The Outreach team supports each meeting.

### 3. DELETED FROM PROGRAM

- ***Ambition!Series*** – Based on the low response to this program and the *Demographic Analysis of the Ownership and Workforce of Construction Firms in San Diego County*, the *Ambition!Series* will not be continued in 2014.

---

## 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 informs lessons learned in this section.

---

## SCHEDULE

---

This section presents a timeline of the engagement activities and tools described in this plan. 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

March	Conduct 2014 Contractor Survey
July	Hold Fourth Annual San Diego Unified Construction Expo
October	Begin Annual Demographic Analysis of Construction Firms Ownership in San Diego County
	Conduct Annual Market Assessment
	Begin Business Outreach and Engagement Plan Update No. 5

### 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	Full ICOC Reporting
Quarterly	<i>Business Outreach Newsletter</i>
Annually	Construction Expo
Annually in Q-1	Contractor Survey
Annually in Q-1	Finalize Business Outreach and Engagement Plan Update No. 4
Annually in Q-1	Outreach Task Force Meeting
Annually in Q-3	Annual Demographic Analysis of Construction Firms Ownership in San Diego County
Annually in Q-3	Outreach Task Force Update Email
Annually in Q-3	Conduct Annual Market Assessment
Annually in Q-3	Business Outreach and Engagement Plan Update No. 5
As requested	PSA Contractor Orientation Workshops
As requested	Speakers Bureau Appearances
As requested	ICOC Construction Subcommittee Outreach Ad Hoc Committee Reporting
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.
- MAAC Project
- Rotary Club of Southeast San Diego
- 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
- Associated Subcontractor's Alliance (ASA), San Diego Chapter [formerly American Subcontractors Association]
- 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 (CMAA), San Diego Chapter
- 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

- Black Contractors Association
- California Disabled Veteran Business Enterprise Alliance (DVBE)
- Central San Diego Black Chamber of Commerce
- Council for Supplier Diversity [formerly San Diego Minority Supplier Development Council (MSDC)]
- Elite Service-Disabled Veteran-Owned Business (SDVOB) Network
- Grand Canyon MSDC [new local regional chapter]
- 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 North Economic Development Council
- San Diego Supplier Development Council
- San Diego Surety Association
- Small Business Development Centers (SBDCs)
- SCORE San Diego Chapter
- Society of Hispanic Professional Engineers
- U.S. Department of Commerce, Minority Business Development
- U.S. Hispanic Contractors and Professionals Association
- Women’s Construction Coalition

#### KEY BIDDING PRIME CONTRACTORS

1. Soltek Pacific Construction Co
2. Straight Line General Contractors, Inc.
3. Triton Structural Concrete, Inc.
4. M.A. Stevens Construction, Inc.
5. TB Penick & Sons, Inc.
6. USS Cal Builders, Inc.
7. Cox Construction
8. PCL Construction Services, Inc.
9. Adams Mallory Construction Co, Inc.
10. SD Crane Builders, 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 & Terrazzo Local 18
- Tradeshow & Sign Crafts Local 831
- United Association of Landscape and Irrigation Local 345
- 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 (Camp NAWIC, [formerly 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, Earn and Learn Committee)
- 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 School of Engineering, Innovation and Design (EID)
- 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 – DEMOGRAPHIC ASSESSMENT**

---

This page left blank intentionally.



**Demographic Analysis of the Ownership and  
Workforce of Construction Firms in San Diego County  
June 2013**

**Prepared for  
Business Outreach Program  
San Diego County Unified School District  
Facilities Planning & Construction  
4860 Ruffner Street, Annex Room 9  
San Diego, CA 92111-1522  
[www.sandi.net/page/934](http://www.sandi.net/page/934)**



**Prepared by  
San Diego Contracting Opportunities Center  
4007 Camino del Rio South, Suite 210, San Diego, CA 92108  
[www.ptac-sandiego.org](http://www.ptac-sandiego.org)**



# Table of Contents

<b>I.</b>	<b>Introduction</b> .....	3
<b>II.</b>	<b>Executive Summary</b> .....	4
	About the Data Sources .....	4
	FIGURE 1. Data Sources Used in This Report .....	5
	Key Findings .....	6
	FIGURE 2: Summary of Estimates of Construction Industry Capacity in San Diego County.....	7
<b>III.</b>	<b>Owners of Construction Firms Located in San Diego County</b> .....	8
	1. DATA SOURCE: U.S. Bureau of the Census, Table: CB1100A13 - 2011 County Business Patterns: Geography Area Series: County Business Patterns by Employment Size Class	
	FIGURE 3. Number of Construction Industry Establishments with Paid Employees, By Size, Located In San Diego County .....	9
	2. DATA SOURCES: U.S. Census Bureau, 2011 Nonemployer Statistics (NS): San Diego County, and 2011 County Business Patterns (CBP)	
	FIGURE 4. Comparison of Construction Firms With and Without Paid Employees, by NAICS Subsector .....	10
	FIGURE 5. Detail of Comparison of Firms With and Without Paid Employees in 2011, by NAICS Subsector .....	11
	3. DATA SOURCE: U.S. Bureau of the Census Data Set: 2007 Survey of Business Owners (SBO), Table: SB0700CSA01. Statistics for All U.S. Firms by Industry, Gender, Ethnicity, and Race for the U.S., States, Metro Areas, Counties, and Places: 2007	
	FIGURE 6. Owners of Construction Firms in San Diego County, by Race, Ethnicity, and Gender .....	13
	4. DATA SOURCE: CALTRANS Office of Business and Economic Opportunity, Certification Unit	

FIGURE 7. Disadvantaged Business Enterprises Located in San Diego County and Providing Construction Services ..... 15

**IV. Construction Employees In San Diego County**

- 5. DATA SOURCE: U.S. Census Bureau, American Community Survey, EEO Special Tabulation 2006-2010 (5-year ACS data) San Diego County U.S. Census Bureau, American Community Survey, Table: 10w: A. Detailed Census Occupation by Industry (Construction 23), Sex, and Race/Ethnicity for Worksite Geography

FIGURE 8. EEO Tabulation of Employees by Race and Ethnicity for Construction Industry ..... 17

FIGURE 9. EEO Tabulation of Employees by Race and Ethnicity for Construction Industry, American Community Survey, Five Year Average 2006 - 2010 ..... 17

FIGURE 10. EEO Tabulation of Employees by Race, Ethnicity and Gender for Construction Industry, American Community Survey, Five Year Average 2006 – 2010 ..... 18

**V. Bibliography..... 19**

## I. Introduction

This report is prepared for the San Diego Unified School District (SDUSD), Facilities Planning and Construction (FPC) Department, for its Business Outreach Program, in support of its goals to increase participation of Emerging Business Enterprises (EBEs), especially Woman-owned and African American-owned firms, in SDUSD's construction projects. For 2013, SDUSD encourages forty percent EBE participation on each project.

SDUSD uses the umbrella term, EBEs, to include Woman-owned, Minority-owned, Disabled Veteran-owned, and Small Business Enterprises. This "Demographic Analysis of the Ownership and Workforce of Construction Firms in San Diego County" provides an independent demographic assessment of the race, ethnicity, and gender of construction firm owners and employees in San Diego County.

Appreciation is expressed to Karen A. Linehan, Outreach Program Manager, for initiating the development of this report, in support of SDUSD's continuing commitment to increase opportunities for EBE participation in SDUSD projects.

## II. Executive Summary

### About the Data Sources

To generate a comprehensive picture of the ownership and workforce of construction firms in San Diego County, it was necessary to extract data from five different sources, which are summarized on the next page, in FIGURE 1, “Data Sources Used in the Report.” Although sample size and methodologies vary substantially among these data sources, these data represent the best available and most current information on business ownership and workforce, with estimates of numbers by race, ethnicity, and gender for San Diego County.

It is important to note that because each data source and data set uses a variety of different methods and timeframes to collect, analyze, and generate reports, each table and chart in this report “stands alone.” Also, numbers within some data sets are not precisely additive because the U.S. Census Bureau will suppress some data, and use various statistical techniques to protect the identity of individuals and firms. Since the U.S. Census Bureau’s more detailed data, regarding race, ethnicity, and gender of owners, is derived from survey samples and estimates of each population, rather than a census, there are margins of error and non-sampling errors as well. More detail about the methodologies used to generate each of these data sets can be found in the “Methodologies” links provided in the Bibliography for this report.

Only publicly available data is used in this report. Most of this data is extracted from data sets provided at the website of the U.S. Census Bureau. This includes the San Diego County Business Patterns report, the San Diego County Nonemployer Statistics report (which incorporates data provided by the Internal Revenue Service), the Survey of Small Business Owners (part of the U.S. Census Bureau’s five year Economic Survey), and a new Equal Employment Opportunity Tabulation. The numbers and types of certified Disadvantaged Business Enterprises is drawn from the California Department of Transportation (CALTRANS) website.

Only the most currently available data is used in this report. The 2007 Survey of Business Owners (SBO), conducted in 2007, but just published in 2012, is the first-ever and only publication by the U.S. Census Bureau to offer a detailed breakdown of business ownership at the county level, by race, ethnicity, and gender, and by industry NAICS codes. The delay in releasing this dataset was due to the enormous complexity of developing, for the first time, “Public Use Microdata Sets” for all levels of geography, down to and including the county level. In late 2015, the U.S. Census Bureau will publish results of the 2012 Survey of Business Owners.

The most current data sources for this report are the 2012 San Diego County Business Patterns, and the 2011 San Diego County Nonemployer Statistics reports, both of which were just released on May 30, 2013.

**FIGURE 1**

<b>Data Sources Used in This Report</b>	
<b>1. Data Source:</b> U.S. Bureau of the Census, Table: CB1100A13 - 2011 County Business Patterns: Geography Area Series: San Diego County Business Patterns by Employment Size Class	
Relevance:	The County Business Patterns (CBP) report is the Census Bureau's most complete, current, and consistent data for business establishments with paid employees. Each establishment represents a single business location. The CBP report summarizes the number of businesses by NAICS code subsector and by size, as classified by number of employees. The CBP shows that the great majority of construction firms in San Diego County are very small, 65% have fewer than 4 employees.
Publication Schedule:	Published annually, 18 months after the reference year. Most recent publication: May 30, 2013. Next release: May 30, 2014.
<b>2. Data Source:</b> U.S. Census Bureau, 2011 Nonemployer Statistics (NS)	
Relevance:	This report completes the profile of construction firms located in San Diego County, using data from the Internal Revenue Service to describe the number and type (by NAICS code subsector) of construction firms that do not have paid employees.
Publication Schedule:	Published annually. Most recent publication: May 30, 2013. Next release: May 30, 2014.
<b>3. Data Source:</b> U.S. Bureau of the Census Data Set: 2007 Survey of Business Owners (SBO), Table: SB0700CSA01. Statistics for All U.S. Firms by Industry, Gender, Ethnicity, and Race for the U.S., States, Metro Areas, Counties, and Places: 2007	
Relevance:	The Survey of Business Owners (SBO) is part of the Census Bureau's Economic Census, and the 2007 SBO is the first-ever report published by the U.S. Census that provides detailed information at the county level on race, ethnicity, and gender of the 51% ownership of firms by NAICS. It includes firms with and without paid employees, that earned a minimum of \$1,000 in gross revenues in 2007. The data is presented as "estimates" rather than a "census" because it includes results of a survey mailed to a random sample of firms, in addition to data collected by the Census Bureau.
Publication Schedule:	Data is collected every five years for years ending in "2" and "7". Most recent publication: May 30, 2013. Next release: in phases, June - December 2015.
<b>4. Data Source:</b> CALTRANS Office of Business and Economic Opportunity, Certification Unit	
Relevance:	The CALTRANS database provides a listing of Disadvantaged Business Enterprises that have been certified as financially and socially disadvantaged, and therefore eligible to be counted toward CALTRAN's contracting goal of 13.25% for DBEs. For this program, African American, Asian, Pacific Islander, Native American, Hispanic and Women-owned firms are presumed to be socially disadvantaged.
Publication Schedule:	Updated continuously
<b>5. Data Source:</b> Census Table EEO 10w A. Detailed Census Occupation by Industry (Agriculture, Forestry, Fishing, and Hunting 11, Mining 21, Construction 23), Sex, and Race/Ethnicity for Worksite Geography, Total Population, Universe: Civilians employed at work 16 years and over	
Relevance:	This data shows the participation by race and ethnicity, of paid employees working for construction firms in San Diego County. This data is a custom data tabulation designed to measure the effects of and compliance with Equal Employment Opportunity laws. The growth in the number of firms owned by women and minorities will be somewhat tied to workforce participation, because prior experience as an employee is an important success factor in launching a new company.
Publication Schedule:	This report was published for the first time on December 12, 2012, and there are no plans at this time, for this custom tabulation to be repeated.

## Key Findings

First, a caveat, applicable to every socio-economic category of Emerging Business Enterprise (EBE), is that many do not have the financial and bonding capacity, past performance record, and/or the desire to pursue work with public agencies such as the San Diego Unified School District.

It appears, nonetheless, that the San Diego Unified School District has strong rationale for seeking to increase the participation of Emerging Business Enterprises, including African-American and Woman-owned firms, in SDUSD projects.

The vast majority of construction companies are small firms. According to the U.S. Census Bureau's 2011 County Business Patterns report, which includes only establishments with paid employees, there was a total of 6,121 establishments located within, and providing construction services within San Diego County. Of this group, 90% (5,496) had 19 or fewer paid employees and 65% (4,008) had four or fewer paid employees. Although many such firms may not be interested, or if interested, may not yet be ready to pursue public projects, this represents a large pool from which to attract and develop new EBE contractors for SDUSD projects.

Another source, the U.S. Census Bureau's 2007 Survey of Business Owners (SBO), which includes businesses with and without paid employees, found 24,110 construction firms located in San Diego, of which a large majority, 67% (16,266), had no employees. The 2007 SBO also found that 24% (5,798) were minority-owned (by race and/or Hispanic ethnicity), 1.5% (360) were African-American-owned, and 18% (4,412), woman-owned. That a firm has no paid employees is not necessarily a disqualifier for performing on projects. Many successful construction firms, large and small, operate with a fluctuating workforce of independent contractors and subcontractors.

The California Department of Transportation (CALTRANS) maintains a database of certified Disadvantaged Business Enterprises (DBEs). Eligibility for this certification requires that 51% of a firm is owned and controlled by one of more socially disadvantaged individuals, defined as minority (by race or Hispanic ethnicity) and/or female.

Only 123 DBEs are listed in the CALTRANS database as currently located and providing construction services within San Diego County. Of this 123, 15% (18) are African American-owned, and 23% (28), female-owned. Although the number of firms is small, relative to the population of firms that could be certified, DBE certified firms may be regarded as highly interested and motivated to seek government contracts, given that the application for certification involves a considerable amount of preparation and documentation. Many qualified and eligible firms do not pursue the DBE certification because, in addition to extensive paperwork, CALTRANS requires a site visit and in depth interview with every applicant.

The demographic composition of the construction industry workforce is also of interest, because a natural prerequisite for owning a construction firm is to have had some work experience in construction services. The U.S. Census Bureau's "Equal Employment Opportunity Tabulation" (EEO Tabulation), drawn from five years' of American Community Survey data for San Diego County, analyzed data for a total of 99,945 construction industry employees, and found nearly half, 48% (48,415) of these employees to be of Hispanic ethnicity, or of a Minority race, of which 2% (1,960)



were African American. For the total of all construction industry employees, 11% (10,910) were female.

FIGURE 2, “Summary of Estimates of Construction Industry Capacity in San Diego County,” summarizes the best available, most current information on business ownership and workforce, with estimates of numbers and percentages, by race, ethnicity, and gender.

**FIGURE 2**

<b>SUMMARY OF ESTIMATES OF CONSTRUCTION INDUSTRY CAPACITY IN SAN DIEGO COUNTY</b>						
<b>Data Source</b>	<b>Estimated Capacity, Number of Firms</b>				<b>Number of Employees</b>	
	<b>Estimated Capacity, Number of Firms</b>	<b>% of Data Set</b>	<b>% of African-American Data Set</b>	<b>% of Female Data Set</b>	<b>Employed in Construction Industry</b>	<b>% of Data Set</b>
<b>1. County Business Patterns, Construction Services Establishments with Paid Employees, 2011</b>						
Total Construction Services Establishments	6,121	100%				
1 - 4 paid employees	4,008	65%				
1 - 19 paid employees (includes 1 - 4 paid employees)	5,496	90%				
Specialty Trade Contractors	3,799	62%				
<b>2. Nonemployer Statistics 2011</b>						
Nonemployer Construction Firms	17,159	100%				
Specialty Trade Contractors	11,789	69%				
<b>3. Survey of Business Owners, 2007</b>						
Total Number of Business Owners	24,110	100%				
With paid employees	7,844	33%				
Without paid employees	16,266	67%				
Total Sample Classifiable by race, ethnicity and gender	23,525	98%				
Minority (by race and/or ethnicity)	5,798	24%				
Hispanic of any race	4,543	19%				
African American			360	1.5%		
Female					4,412	18%
<b>4. CALTRANS DBEs, May 2013</b>						
Minority and/or Female-owned Firms	123	100%				
African-American			18	15%		
Female					28	23%
<b>5. EEO Special Tabulation of Employees by Race, Ethnicity, and Gender, 2006 - 2010 Annual Community Survey</b>						
Total employees tabulated					99,945	100%
Minority Race and/or Hispanic					41,655	42%
Black or African-American, Not Hispanic					1,960	2%
Female					10,910	11%

### III. Owners of Construction Firms Located in San Diego County

This section provides more detail on each of the data sources and findings relating to the characteristics of the ownership of construction firms, as summarized in FIGURE 2, “Summary of Estimates of Construction Industry Capacity in San Diego County.”

#### 1. DATA SOURCE: U.S. Bureau of the Census, Table: CB1100A13 - 2011 County Business Patterns: Geography Area Series: County Business Patterns by Employment Size Class

The U.S. Census Bureau’s 2011 County Business Patterns (CBP) report is the most complete, current, and consistent data source for business establishments with paid employees. An establishment is defined as a single physical location where business transactions take place and for which payroll and employment records are kept. Groups of one or more establishments under common ownership or control are defined as firms. A single-unit firm owns or operates only one establishment.

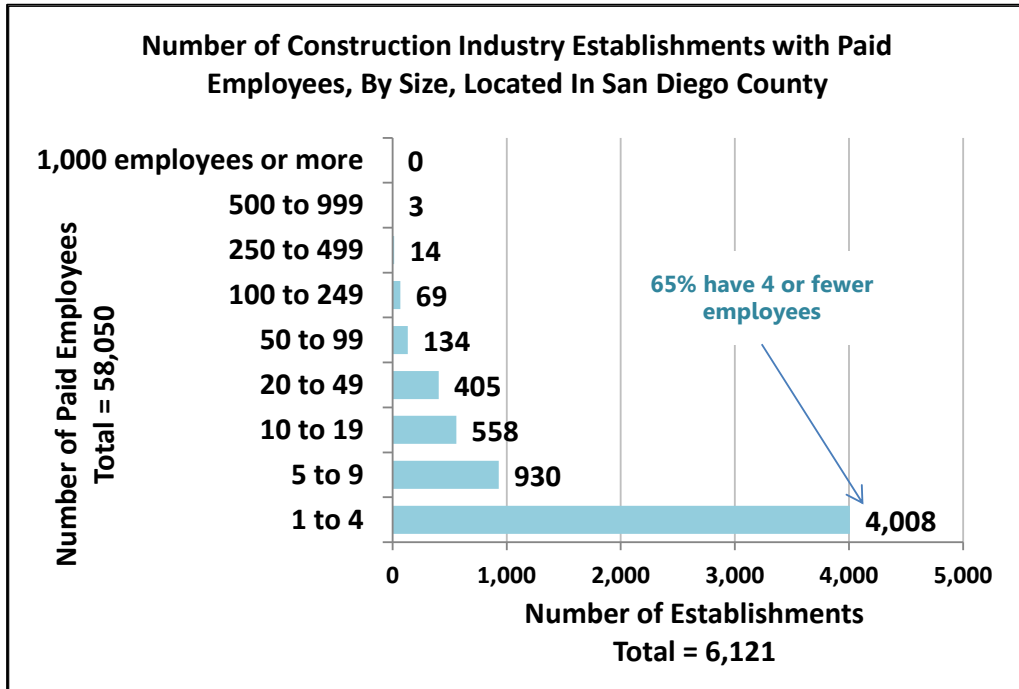
The CBP report summarizes the number of businesses by size, as classified by number of employees, and by each of the three NAICS code subsectors for construction:

- 236 - Construction of Buildings
- 237 - Heavy and Civil Engineering Construction
- 238 - Specialty Trade Contractors

According to the U.S. Census Bureau’s 2011 County Business Patterns report for San Diego County, there was a total of 6,121 establishments located and providing construction services within San Diego County. Of this group, 90% (5,496) had 19 or fewer paid employees and 65% (4,008) had four or fewer paid employees. This represents a potentially large pool from which to attract and develop EBE contractors for SDUSD projects; however, many of these firms are small and may not be ready to work on public works projects.

FIGURE 3 presents the distribution by employment class size, of all construction industry establishments with paid employees, as reported by the U.S. Census Bureau’s 2011 County Business Patterns, for San Diego County.

**FIGURE 3**



**NOTES: FIGURE 3**

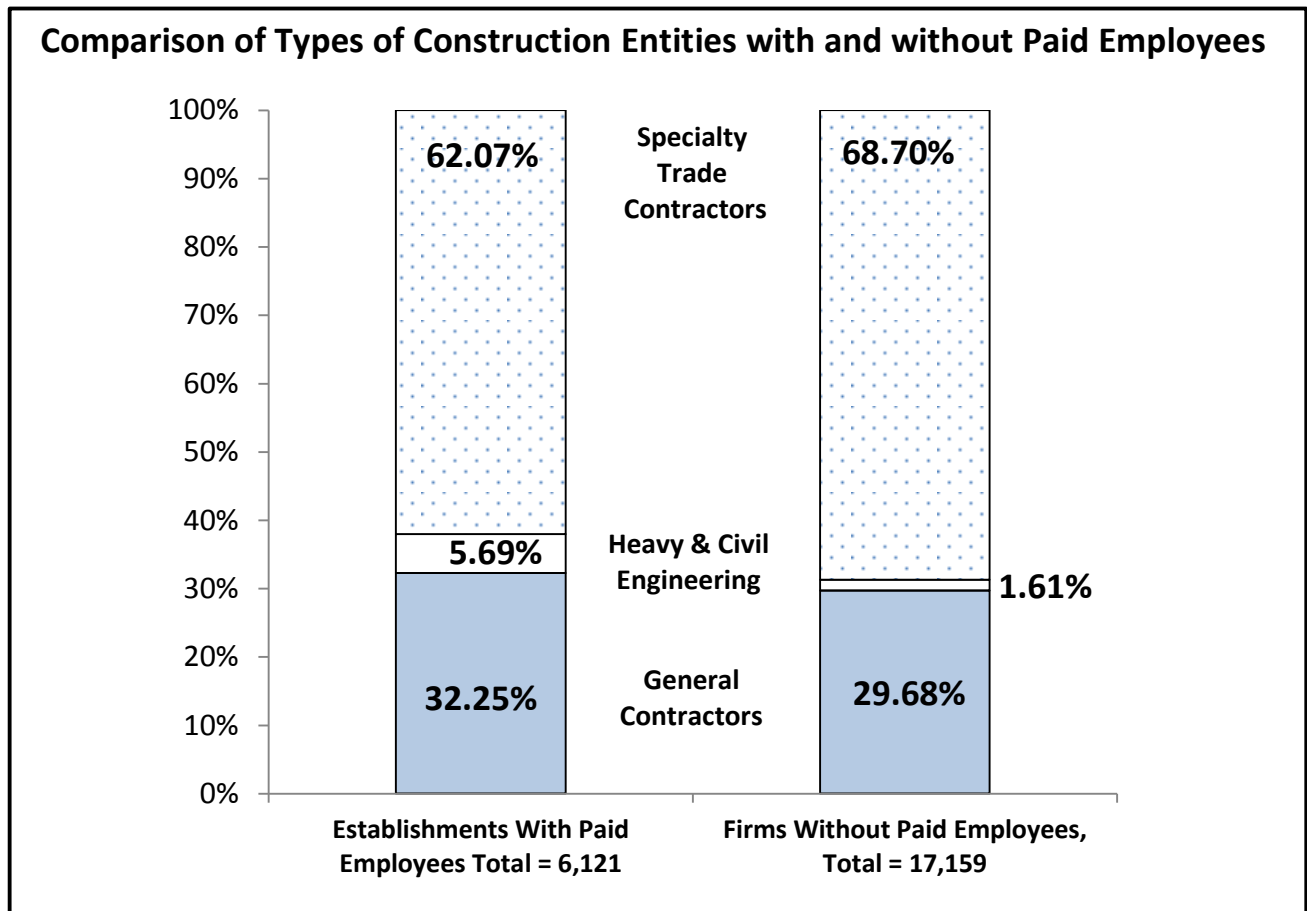
- Data set includes paid employees for pay period including March 12, 2011.
- The U.S. Census Bureau’s County Business Patterns data includes only those businesses with paid employees; it excludes businesses operating without an Employer Identification Number (EIN), and businesses with an EIN but without employees.
- The U.S. Census Bureau defines an “establishment” as a single physical location where business transactions take place and for which payroll and employment records are kept. Groups of one or more establishments under common ownership or control are firms. A single-unit firm owns or operates only one establishment.

**2. DATA SOURCES: U.S. Census Bureau, 2011 Nonemployer Statistics (NS): San Diego County, and 2011 County Business Patterns (CBP)**

FIGURES 4 and 5 combine data from two independent data sources: (1) U.S. Census Bureau, Table: CB1100A13 – 2011 San Diego County Business Patterns (CBP): Geography Area Series: County Business Patterns by Employment Size Class, with (2) U.S. Census Bureau, Data Set: Economic Planning and Coordination Division, TABLE: 2011 Nonemployer Statistics (NS): San Diego County. For more information about County Business Patterns (CBP) data, please see NOTES: FIGURE 3.

Overall, the distribution by NAICS code subsector, for entities with and without paid employees, is very similar; the majority are specialty trade contractors (NAICS subsector 238), and about one-third, general contractors (NAICS subsector 236). A very small percentage perform heavy and civil engineering construction (NAICS subsector 237), less than 6% of establishments with paid employees and less than 2% of entities with no paid employees.

**FIGURE 4**



**FIGURE 5**

<b>Detail of Comparison of Firms With and Without Paid Employees in 2011, by NAICS Subsector</b>						
2012 NAICS Code 23 - Construction	Total Establishments/ Firms With and Without Paid Employees		Number of Establishments with Paid Employees <sup>(1)</sup>		Number of Nonemployer Firms <sup>(2)</sup>	
		% of Total		% of Total <sup>(1)</sup>		% of Total <sup>(2)</sup>
<b>Total</b>	<b>23,280</b>	<b>100%</b>	<b>6,121</b>	<b>100.00%</b>	<b>17,159</b>	<b>100%</b>
<b>236 - Construction of buildings</b>	<b>7,067</b>	<b>30.36%</b>	<b>1,974</b>	<b>32.25%</b>	<b>5,093</b>	<b>29.68%</b>
<b>237 - Heavy and civil engineering construction</b>	<b>625</b>	<b>2.68%</b>	<b>348</b>	<b>5.69%</b>	<b>277</b>	<b>1.61%</b>
<b>238 - Specialty trade contractors</b>	<b>15,588</b>	<b>66.96%</b>	<b>3,799</b>	<b>62.07%</b>	<b>11,789</b>	<b>68.70%</b>

**Data sources: (1) County Business Patterns (CBP), (2) Nonemployer Statistics (NS)**

**NOTES: FIGURES 4 and 5**

- Regarding the Nonemployer Statistics (NS) Data: The universe of nonemployer firms is created annually in conjunction with identifying the U.S. Census Bureau’s employer business universe. The source of this data is primarily from the annual or quarterly business income tax returns filed with the Internal Revenue Service and maintained in the U.S. Census Bureau’s Business Register.
- Most NS geography codes are derived from the business owner’s mailing address identified from administrative records. Because the owner’s mailing address may not be the same as the physical location of the business, the resulting geography codes do not always represent where business is actually conducted, but this represents the best information available regarding the location of the business.
- Currently, the U.S. Census Bureau does not have a reliable method to identify the universe of firms that lease all of their employees. The Nonemployer Statistics report uses detailed processing and editing of the data to eliminate likely employers based on the size of receipts for a given industry.
- For the County Business Patterns data, the U.S. Census Bureau defines an “establishment” as a single physical location where business transactions take place and for which payroll and employment records are kept. Groups of one or more establishments under common ownership or control are firms. A single-unit firm owns or operates only one establishment.

**3. DATA SOURCE U.S. Bureau of the Census Data Set: 2007 Survey of Business Owners (SBO), Table: SB0700CSA01. Statistics for All U.S. Firms by Industry, Gender, Ethnicity, and Race for the U.S., States, Metro Areas, Counties, and Places: 2007**

The 2007 Survey of Business Owners (SBO), conducted in 2007, and published in 2012, is the first-ever and only publication by the U.S. Census Bureau to offer a detailed breakdown of business ownership at the county level, by race, ethnicity, and gender, and by industry NAICS codes. The delay in releasing this dataset was due to the enormous complexity of developing, for the first time, “Public Use Microdata Sets” for all levels of geography down to and including the county level.

The U.S. Census Bureau’s 2007 Survey of Business Owners includes businesses with and without paid employees. Of the total of 24,110 construction firms located in San Diego, the majority, 67% (16,266), had no employees. That a firm has no paid employees is not necessarily a disqualifier for performing on public projects. Many successful construction firms, large and small, operate with independent contractors and subcontractors.

In this data set, ethnicity is defined as either Hispanic or Non-Hispanic, and the category “Minority” encompasses minority races and/or Hispanic ethnicity. The U.S. Census Bureau’s 2007 Survey of Business Owners found that for all types of firms (with and without employees), 24% (5,798) were minority-owned (by race and/or Hispanic ethnicity), 1.5% (360) were African American-owned, and 18% (4,412), woman-owned.

**FIGURE 6**

<b>Owners of Construction Firms in San Diego County, by Race, Ethnicity and Gender</b>						
<b>Demographic Category</b>	<b>All Firms</b>		<b>Firms with Paid Employees</b>		<b>Firms without Paid Employees</b>	
	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>	<b>Count</b>	<b>%</b>
<b>All Firms</b>	<b>24,110</b>	<b>100%</b>	<b>7,844</b>	<b>32.53%</b>	<b>16,266</b>	<b>67%</b>
All firms classifiable by gender, ethnicity, & race	23,525	97.57%	7,306	93.14%	16,219	99.71%
Not classifiable	585	2.43%	539	6.87%	S	S
<b>Ownership By Race</b>						
White	21,623	89.68%	6,983	89.02%	14,640	90.00%
Black or African American	360	1.49%	<b>27*</b>	0.34%	333	2.05%
American Indian & Alaska Native	448	1.86%	8	0.10%	439	2.70%
Some other race	<b>1,094*</b>	<b>4.54%*</b>	<b>288*</b>	<b>3.67%*</b>	<b>807*</b>	<b>4.96%*</b>
<b>Ownership By Minority Status</b>						
Minority	5,798	24.05%	1,169	14.90%	4,630	28.46%
Equally minority/ nonminority	810	3.36%	310	3.95%	501	3.08%
Nonminority	16,916	70.16%	5,828	74.30%	11,088	68.17%
<b>Ownership By Ethnicity</b>						
Hispanic	4,543	18.84%	966	12.32%	3,577	21.99%
Equally Hispanic /non-Hispanic	558	2.31%	203	2.59%	355	0.26%
Non-Hispanic	18,424	76.42%	6136	78.23%	12,288	0.07%
<b>Ownership By Gender</b>						
Female-owned	1,777	7.37%	637	8.12%	1,140	7.01%
Male-owned	17,336	71.90%	5,039	64.24%	12,297	75.60%
Equally male-/female-owned	4,412	18.30%	1630	20.78%	2,782	17.10%

**NOTES: FIGURE 6**

- “Ownership” always refers to individual/s holding at least 51% of ownership shares.
- S = Data withheld because estimate did not meet publication standards.
- Numbers in this format: **boldface\***, with an asterisk, represent data that were withheld by the U.S. Census Bureaus, but were derived via subtraction from the total, for purposes of this report.
- Detail may not add to total due to rounding or because an Hispanic firm may be of any race. Moreover, each owner had the option of selecting more than one race and therefore is included in each race selected. Firms with more than one domestic establishment are counted in each geographic area and industry in which they operate, but only once in the U.S. and state totals for all sectors.
- Race, ethnicity and gender designations refer to the characteristics of owner/s possessing at least a 51% or more share of the total business ownership.

#### **4. DATA SOURCE: CALTRANS Office of Business and Economic Opportunity, Certification Unit**

The California Department of Transportation (CALTRANS) maintains a database of certified Disadvantaged Business Enterprises (DBEs). Eligibility for this certification requires that 51% of a firm is owned and controlled by one of more socially disadvantaged individuals, defined as minority (by race or Hispanic ethnicity) and/or female. These business owners must not have a personal net worth of more than \$1.32 million (excluding equity in home, business and most typical types of retirement accounts) and company revenues exceeding \$22.41 million (as a three year average). Although the number of firms is small, relative to the population of firms that could be certified, DBE certified firms may be regarded as highly interested and motivated to seek government contracts, given that the application for certification involves a considerable amount of preparation and documentation. CALTRANS conducts a rigorous review prior to certification, including a site visit and personal interview with every applicant.

A search of this database finds that there are only 123 DBEs listed as currently located and providing construction services within San Diego County. On the next page, FIGURE 7, “Disadvantaged Business Enterprises Located in San Diego County and providing Construction Services,” shows that of the total of 123 DBEs located in and providing construction services in San Diego, 15% (18) qualify as Black-owned, 23% (28), female-owned, and nearly half Hispanic-owned. The 28 female-owned firms include 22 that are Caucasian, and 6 that are classified as other races or Hispanic.



**FIGURE 7**

<b>Disadvantaged Business Enterprises Located in San Diego County and Providing Construction Services</b>				
<b>Demographic Category</b>	<b>Race or</b>			
	<b>Total</b>	<b>Ethnicity</b>	<b>Gender</b>	<b>% of Total</b>
<b>Total DBEs by Gender</b>	<b>123</b>			<b>100.00%</b>
Female owned			28	22.76%
Male owned			95	77.24%
<b>Total DBEs by Race or Ethnicity</b>	<b>123</b>			<b>100.00%</b>
Black		18		14.63%
Asian Pacific Islander		10		8.13%
Asian Subcontinent		6		4.88%
Native American		7		5.69%
Caucasian		22		17.89%
Hispanic		60		48.78%

**NOTES: FIGURE 7**

- CALTRANS requires that DBEs select a primary category of race or ethnicity (Hispanic), a DBE owner cannot choose both.
- Of the 28 firms that are woman-owned, 22 are Caucasian and 6 are classified as some other race, or Hispanic.

## IV. Construction Employees in San Diego County

### 5. DATA SOURCE: U.S. Census Bureau, American Community Survey (ACS), Equal Employment Opportunity Special Tabulation 2006-2010 (5-year ACS data) San Diego County

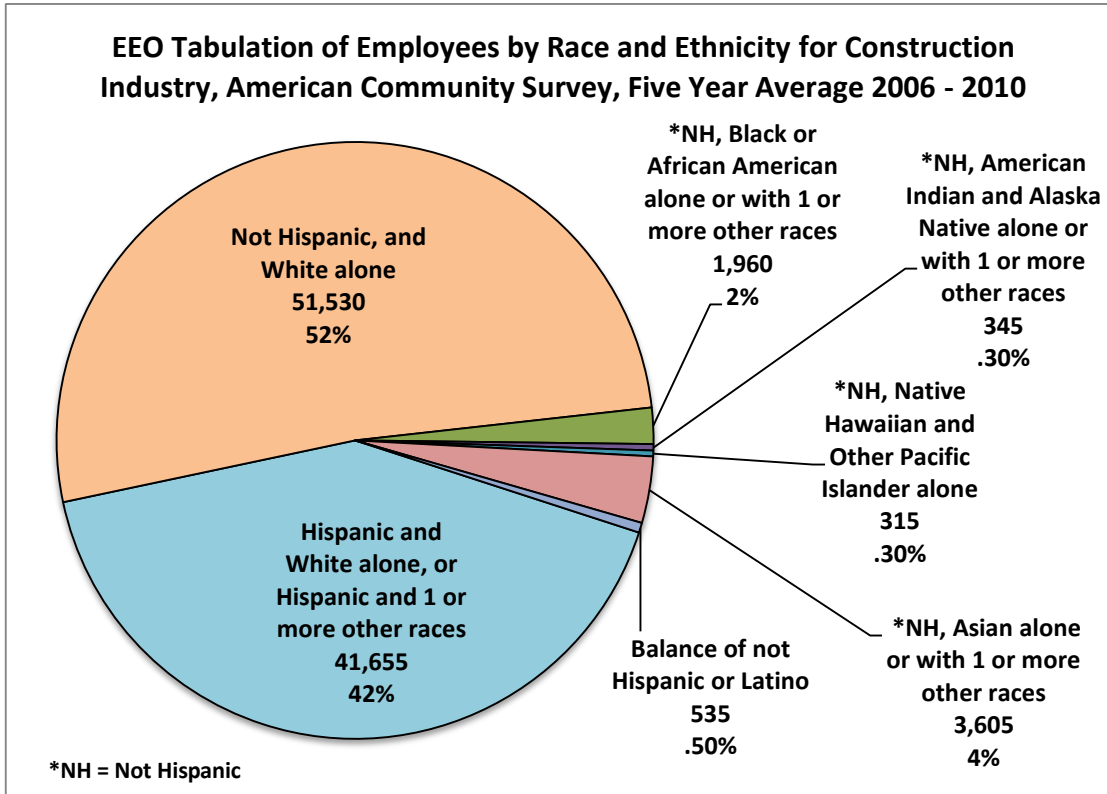
The U.S. Census Bureau's "Equal Employment Opportunity Tabulation" (EEO Tabulation) is a custom data set designed to measure the effects of and compliance with Equal Employment Opportunity laws. The EEO Tabulation is sponsored by four Federal agencies consisting of the Equal Employment Opportunity Commission, the Employment Litigation Section of the Civil Rights Division at the Department of Justice, the Office of Federal Contract Compliance Programs at the Department of Labor, and the Office of Personnel Management. This data is the only Census product that offers detailed break-downs at the County level, for employees by industry, and by ethnicity, race and sex.

The demographic composition of the construction industry workforce is of interest because a natural prerequisite for owning a construction firm is to have some work experience in construction services. Data for figures 8 and 9 have been extracted from the U.S. Census Bureau's EEO Tabulation, which provides information about 99,945 employees working in construction in San Diego County.

In the EEO Tabulation, each and every individual is categorized three ways: by gender, by ethnicity (Hispanic or Not Hispanic), and by race. The race categories used in the EEO tabulation are: White, Black or African-American, American Indian and Alaska Native, Native Hawaiian or Other Pacific Islander, Asian, and "other" races. In addition, the EEO program allows individuals to choose a single race, or two or more races.

As shown in Figures 8 and 9 on the following page, 52% (51,530) were reported to be Not Hispanic and White alone (Caucasian); and 42% (41,655) were Hispanic and White alone, or Hispanic and one or more other races. Non-Hispanic Black or African-Americans accounted for 2% (1,960) of San Diego County's total construction workforce, and all other races, Not Hispanic, nearly 5% (4,800).

**FIGURE 8**



**FIGURE 9**

EEO Tabulation of Employees by Race and Ethnicity for Construction Industry, American Community Survey, Five Year Average 2006 - 2010								
	TOTAL, all ethnicities and races	HISPANIC and white alone, or HISPANIC and 1 or more other races	NOT HISPANIC					
			White alone	Black or African American alone or with 1 or more other races	American Indian and Alaska Native alone or with 1 or more other races	Native Hawaiian and Other Pacific Islander alone	Asian alone or with 1 or more other races	Balance of not Hispanic or Latino
<b>Total</b>	99,945	41,655	51,530	1,960	345	315	3,605	535
Percent	99.98%	41.68%	51.60%	2.00%	0.30%	0.30%	3.60%	0.50%

**NOTES: FIGURES 8, 9 and 10**

- In the EEO Tabulation, each and every individual is categorized three ways: by gender, by ethnicity (Hispanic or Not Hispanic), and by race. The race categories used in the EEO tabulation are: White, Black or African-American, American Indian and Alaska Native, Native Hawaiian and Other Pacific Islander, Asian, and "other" races. In addition, for the race category, the EEO program allows individuals to choose a single race, or two or more races.

FIGURE 10, “EEO Tabulation of Employees by Race, Ethnicity and Gender for Construction Industry, 5-year American Community Survey Data, 2006 – 2010,” expands upon FIGURE 9, by showing workforce participation by gender as well as ethnicity and race. Female employees were 11% (10,910) of the total construction workforce.

**FIGURE 10**

<b>EEO Tabulation of Employees by Race, Ethnicity and Gender for Construction Industry, American Community Survey, Five Year Average 2006 - 2010</b>								
	TOTAL, all ethnicities and races	HISPANIC and white alone, or HISPANIC and 1 or more other races	NOT HISPANIC					
			White alone	Black or African American with 1 or more other races	American Indian and Alaska Native with 1 or more other races	Native Hawaiian and Other Pacific Islander alone	Asian alone or with 1 or more other races	Balance of not Hispanic or Latino
<b>Total</b>	99,945	41,655	51,530	1,960	345	315	3,605	535
Percent	99.98%	41.68%	51.60%	2.00%	0.30%	0.30%	3.60%	0.50%
<b>Male</b>	89,045	39,495	44,035	1,820	275	295	2,660	465
% of Total	89.20%	39.50%	44.10%	1.80%	0.30%	0.30%	2.70%	0.50%
<b>Female</b>	10,910	2,160	7,490	140	75	25	950	70
% of Total	11.00%	2.20%	7.50%	0.10%	0.10%	0.00%	1.00%	0.10%

**NOTES: FIGURES 8, 9 and 10**

- Data is derived from Census Table EEO 10w A. Detailed Census Occupation by Industry (Agriculture, Forestry, Fishing, and Hunting 11, Mining 21, Construction 23), Sex, and Race/Ethnicity for Worksite Geography, Total Population, Universe: Civilians employed at work, 16 years old and over.
- Subtotals do not add to 100% due to rounding and techniques such as data suppression and data swapping, that are used to avoid disclosing information about individual respondents. Data in this special tabulation are estimates provided by the U.S. Census Bureau, based on the Annual Community Survey, which includes 60 months of sample data from a questionnaire similar to and replacing what was formerly known as the Population Census “Long Form.”
- The U.S. Census recognizes two categories of ethnicity: Hispanic or Latino, and Not Hispanic or Latino. Respondents to U.S. Census Bureau surveys also are required to report a race or combination of races in addition to ethnicity. The Equal Employment Opportunity Special Tabulation does not use the term “Minority,” but the U.S. Census Bureau does use this term in other data sets, to encompass individuals of races other than Caucasian, and Hispanic or Latino of any race, including Caucasian.

## V. Bibliography

### 1. DATA SOURCE: U.S. Bureau of the Census, Table: CB1100A13 - 2011 County Business Patterns: Geography Area Series: County Business Patterns by Employment Size Class

For a complete listing of NAICS codes by industry, see the U.S. Small Business Administration's Table of Small Business Size Standards Matched to North American Industry Classification System Codes: [http://www.sba.gov/sites/default/files/files/size\\_table\\_07222013.pdf](http://www.sba.gov/sites/default/files/files/size_table_07222013.pdf)

For explanation of the U.S. Census Bureau's definition of establishments vs. firms, see: <http://www.healthypeople.gov/2020/data/datasource.aspx?id=36>

For information on confidentiality protection, Noise infusion, data perturbation, sampling error, nonsampling error, and definitions, see Survey Methodology: <http://www.census.gov/econ/cbp/methodology.htm>

Release of data for the 2011 County Business Patterns was completed May 16, 2013. The report for FIGURE 4 was accessed May 27, 2013 at: <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

### 2. DATA SOURCE: U.S. Census Bureau, 2011 Nonemployer Statistics (NS): San Diego County

For information on confidentiality protection, sampling error, nonsampling error, and definitions, see Survey Methodology: <http://www.census.gov/econ/nonemployer/methodology.htm>

Nonemployer Statistics data were released May 30, 2013, and accessed May 31, 2013 at: <http://www.census.gov/econ/nonemployer/index.html>

### 3. DATA SOURCE U.S. Bureau of the Census Data Set: 2007 Survey of Business Owners (SBO), Table: SB0700CSA01. Statistics for All U.S. Firms by Industry, Gender, Ethnicity, and Race for the U.S., States, Metro Areas, Counties, and Places: 2007

For information on confidentiality protection, sampling error, nonsampling error, and definitions, see Survey Methodology: <http://www.census.gov/econ/sbo/methodology.html>

Release of data for the U.S. Census Bureau's 2007 Survey of Business Owners (SBO) was completed in December of 2012. Data for this report was accessed May 30, 2013 at: <http://www.census.gov/econ/sbo/index.html>.

Release of data for the 2012 SBO is tentatively scheduled to occur in phases from June –December of 2015.

**4. DATA SOURCE: CALTRANS Office of Business and Economic Opportunity, Certification Unit**

DBE data is updated continuously. Data for this report was accessed May 14, 2013 at [http://www.dot.ca.gov/hq/bep/find\\_certified.htm](http://www.dot.ca.gov/hq/bep/find_certified.htm)

**5. DATA SOURCE: U.S. Census Bureau, American Community Survey, EEO Special Tabulation 2006-2010 (5-year ACS data) San Diego County U.S. Census Bureau, American Community Survey, Table: 10w: A. Detailed Census Occupation by Industry (Construction 23), Sex, and Race/Ethnicity for Worksite Geography**

For information about Survey Methodology, please see: [www.census.gov/people/eetabulation/about/faq5\\_year.html#17](http://www.census.gov/people/eetabulation/about/faq5_year.html#17), and <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

This data was fully released as of December 13, 2012. Currently, there are no plans to repeat this EEO Special Tabulation.

Data was accessed May 23, 2013 at: <http://factfinder2.census.gov/faces/nav/jsf/pages/index.xhtml>

---

## APPENDIX C – 2013 ANNUAL CONTRACTOR SURVEY QUESTIONS

---

San Diego Unified School District is collecting year end data about the types of contractors working on our construction projects. This survey is being conducted as part of the business outreach program as both a gauge for improving our efforts and to provide a report to our ICOC.

If you have completed this survey in past years, thank you for your help—we gratefully request that you complete it again now.

This is an annual survey and you are being asked to complete this survey because your company was awarded a construction contract with San Diego Unified in 2013. “Awarded a contract” means that your company completed, is currently working on, or will begin working on a project that was awarded by San Diego Unified’s board of education between January and December 2013. Your company may be a prime contractor or a subcontractor.

Please take a moment to answer the following questions about your company. The information you provide will be held in the strictest of confidence. While the statistical data will be provided in public forums, it will not reveal individual- or company-specific information. This survey will take less than five (5) minutes to complete.

PLEASE NOTE—once a page in the survey is submitted, you will NOT be able to go back and change responses.

### **Business Size and Ownership**

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.
- I prefer not to respond to this survey

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

- 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. [send to question No. 4]
- 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.
- 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. [send to question No. 5]
- “Disadvantaged Minority” groups include Black American, Hispanic American, Native American, American Aleut, American Eskimo, Asian-Pacific American, Subcontinent Asian-American, Asian Indian, Asian Pacific and Native Hawaiian.

### **Disabled Veteran Businesses**

3. My company (check all that apply):

- is a DVBE, currently certified by the State of California
- is a 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 Businesses**

4. My company is owned and operated by a member of the following group (select the one group under which your DBE/MBE certification is held or with which your company's majority owner is most aligned):
- Black American
  - Hispanic American
  - Native American
  - American Aleut
  - American Eskimo
  - Asian-Pacific American
  - Subcontinent Asian-American
  - Asian Indian
  - Asian Pacific
  - Native Hawaiian
  - Other (please specify)

### **Certifications**

The certifications listed below pertain to the State of California Department of General Services, California Unified Certification Program (via Caltrans) and other state, city, county or Local Agency Certification programs.

If your company has federal certifications (e.g., SDVOSB, 8a, etc.) please check the equivalent certification below and make a note in Other.

5. Please check all valid certifications below that your company currently holds or held at the time of contract award (select all that apply).
- 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):

**Bidding Zone**

6. I am comfortable bidding on projects valued at (select highest):

- Up to \$15,000
- Up to \$20,000
- Up to \$50,000
- Up to \$150,000
- Up to \$250,000
- Up to \$500,000
- Up to \$1,000,000
- Up to \$3,000,000
- Up to \$5,000,000
- Up to \$10,000,000
- \$10,000,000 and above
- None
- Other; please state.

**Bonding Capacity**

7. My bonding capacity is (select highest):

- None
- License bond only
- \$12,500
- \$50,000
- \$200,000
- \$500,000
- \$1,000,000
- \$3,000,000
- \$5,000,000
- \$10,000,000
- More than \$10,000,000
- More than \$25,000,000
- Bond provided by general contractor or partner

**Contractor information**

8. Are you a general contractor on this project(s)?

- Yes
- No
- I worked more than one project and my company was both a sub and a general this year

9. If your firm is a sub, please tell us your tier (list all if you were on more than one project this year)

- 1st
- 2nd
- 3rd
- DVBE supplier, manufacturer or equipment provider
- Other

10. If your firm is a sub, please name the general contractor you are working with (list all if you were on more than one project this year)

**Company Location**

11. 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 [skip]

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

- outside San Diego County
- outside California

**Business Outreach**

13. Are you currently in San Diego Unified’s business outreach program database?

- Yes [skip to end]
- No [skip to next page]

**Business Outreach Database**

If you would like to be included in the outreach database, copy and paste the following URL into your web browser: <http://tinyurl.com/sdusd-certform>. Please fill out the form and email, mail or fax it per the instructions on the form.

**End**

Thank you for participating in this important survey. Results will be available from the Business Outreach team in the near future upon request.

Staff contact and other information about the business outreach program can be found here: <http://www.sandi.net/page/934>.

**APPENDIX D – BUSINESS OUTREACH AND ENGAGEMENT BUDGET DETAIL**

<b>Item</b>	<b>Cost</b>	<b>Quantity</b>	<b>Total</b>
<b>Business meetings: sponsorship/ table costs</b>		<b>71</b>	<b>\$1,000</b>
American Indian Chamber of Commerce	\$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
National Association of Women in Construction (NAWIC)	\$45	8	\$360
Public Agency Consortium	\$0	6	\$0
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)	\$0	6	\$0
<b>Business Outreach Newsletter</b>		<b>4</b>	<b>\$8,800</b>
Layout: 8.5 x 11 8-page printed newsletter	\$1,400	4	\$5,600
Printing	\$800	4	\$3,200
<b>Outreach Events: Sponsorship/exhibit costs</b>		<b>29</b>	<b>\$10,600</b>
Associated Subcontractors Alliance (ASA) GC Showcase	\$500	1	\$500
Blue Book Building and Construction Network's Annual GC Showcase	\$0	1	\$0
California DVBE Alliance Annual Expo: Keep The Promise	\$0	1	\$0
California DVBE Alliance Quarterly Regional Event	\$1,000	1	\$1,000
Caltrans Annual Procurement & Resource Fair	\$750	1	\$750
CMAA Owners' Night	\$0	1	\$0
Council for Supplier Diversity (CSD) Annual Event	\$1,600	1	\$1,600
CSD Category Sourcing Exchange	\$500	2	\$1,000
Doing Business with UCSD & Public Agency Partners	\$0	1	\$0
Elite SDVOB Network Business Matchmaking Event	\$1,000	1	\$1,000
Elite SDVOB Turning Contacts Into Contracts Procurement Conference	\$250	1	\$250
Gold Coast Annual Navy Procurement Event	\$0	1	\$0
National Association of Minority Contractors Conference	\$500	1	\$500
NAWIC Women In Construction (WIC) Week	\$0	1	\$0
North County SDBDC Meet the Buyers Matchmaking for Businesses	\$250	2	\$500

Continued...

<b>Item</b>	<b>Cost</b>	<b>Quantity</b>	<b>Total</b>
<b>Outreach Events: Sponsorship/exhibit costs, <i>continued...</i></b>			
PAC Night at Turner School of Construction	\$0	2	\$0
San Diego Community College District Annual Networking Outreach Event	\$0	1	\$0
SDSDC Operation Opportunity	\$500	1	\$500
SDNEDC Business Summit	\$500	1	\$500
WCC Contracting Opportunity Event	\$250	4	\$1,000
WCC Networking & Mixer Event	\$500	2	\$1,000
<b>Construction Expo</b>		<b>1</b>	<b>\$12,400</b>
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
<b>Media</b>		<b>25</b>	<b>\$31,600</b>
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
<b>Annual Demographic Assessment</b>		<b>1</b>	<b>\$7,425</b>
SDCOC/Southwestern College	\$7,425	1	\$7,425
<b>Award Submittals</b>		<b>5</b>	<b>\$1,750</b>
Submittal Fees	\$350	5	\$1,750
<b>Traveling Exhibit Update</b>		<b>1</b>	<b>\$2,000</b>
Layout	\$1,200	1	\$1,200
Production	\$800	1	\$800
<b>GRAND TOTAL</b>			<b>\$75,575</b>



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