

RESOLUTION NUMBER R- 305369

DATE OF FINAL PASSAGE NOV 04 2009

A RESOLUTION AUTHORIZING THE PLANS AND SPECIFICATIONS AND TAKING RELATED ACTIONS IN CONNECTION WITH THE SAN DIEGO NEW MAIN LIBRARY.

BE IT RESOLVED, that the Mayor or his representative is authorized to apply to the Redevelopment Agency of the City of San Diego [Agency] and to take all necessary actions to secure funding for an amount not to exceed \$570,000 in Agency contributions to the City of San Diego for the purpose of funding the San Diego New Main Library [Project] contract amendments and Project related costs.

BE IT FURTHER RESOLVED, that the Chief Financial Officer is authorized to accept up to \$570,000, from Agency if the contribution funding is secured.

BE IT FURTHER RESOLVED, that the Chief Financial Officer is authorized to establish a special interest-bearing fund TE2004A ("Centre City Contribution to CIP").

BE IT FURTHER RESOLVED, that an increase of up to \$570,000 in the Fiscal Year 2010 Capital Improvements Program Budget is approved in CIP S-00799 (legacy CIP 35-082.0), San Diego Main Library.

BE IT FURTHER RESOLVED, that the Chief Financial Officer as delegated to Financial Management is authorized to appropriate and the City Comptroller to expend up to \$570,000 from CIP S-00799, San Diego Main Library, for the purpose of executing the amendments to the agreements with Turner Construction, WRISC, Inc., Steinmann Facilities Development Consultants, and the Joint Venture of Rob Wellington Quigley Architects Inc. and Tucker Sadler Noble Castro Architects Inc. and project related costs, contingent upon the City Comptroller

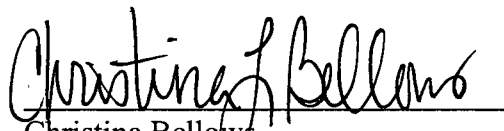
certifying funds are, or will be available in the City Treasury, and the approval of the amendments by the City Council and the Mayor.

BE IT FURTHER RESOLVED, that the plans and specifications for the construction of the New Main Library, as advertised for bids by Turner Construction, and on file in the office with the City Clerk as Document No. RR- 305369, are approved.

BE IT FURTHER RESOLVED, that the memorandum from Darren Greenhalgh to the City Council dated October 21, 2009, and all the proposals outlined in that memorandum, shall be incorporated into the Project to the extent feasible. A copy of the memorandum is attached to this resolution as Attachment A.

BE IT FURTHER RESOLVED, that the Chief Financial Officer is authorized to transfer excess budgeted funds, if any, to the appropriate reserves on advice of the administering department.

APPROVED: JAN I. GOLDSMITH, City Attorney

By 
Christina Bellows
Deputy City Attorney

TB:sc
10/15/09
10/28/09 REV.
Or.Dept:E&CP
R-2010-283

I hereby certify that the foregoing Resolution was passed by the Council of the City of San Diego, at this meeting of ~~OCT 27 2009~~.

ELIZABETH S. MALAND
City Clerk

By *Sara Richardson*
Deputy City Clerk

Approved: 11-4-09
(date)

JSL
JERRY SANDERS, Mayor

Vetoed: _____
(date)

JERRY SANDERS, Mayor

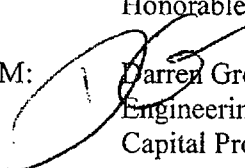


THE CITY OF SAN DIEGO

M E M O R A N D U M

DATE: October 21, 2009

TO: Honorable Council President and Council Members

FROM:  Darren Greenhalgh, Deputy Director of Architectural Engineering and Parks Division, Engineering and Capital Projects Department, via Patti Boekamp, Engineering and Capital Projects Director

SUBJECT: Follow-up Answers to Questions from October 14, 2009 Rules Committee Meeting Re: New Main Library

At the October 14, 2009 meeting of the City Council's Rules, Open Government, and Intergovernmental Relations Committee, staff was requested to respond to questions related to the energy efficiency of the project design and equal opportunity contracting for the subject project construction.

Specifically, the project was unanimously approved with the amendment that a solar alternative be added to the construction bid package. Photovoltaic cells will be included in the construction documents as an additive alternate, allowing the city to obtain an itemized bid for the inclusion of solar panels to consider when the decision point for authorizing construction comes before City Council for approval. The project is designed to obtain a LEED Silver Certification. The attached information sheet, San Diego's New Main Library, A Model of Energy Efficiency, highlights the project's energy efficiency features and design.

Several Council Members requested additional information on the Equal Opportunity Contracting (EOC) under the Construction Manager at Risk (Turner Construction) contract for the project. Specific EOC recommendations from Council Member Young included:

1. Inclusion of a 3rd party outreach consultant
2. Use an alternative project delivery system
3. Provide local preference for contractors
4. Include an apprenticeship/mentoring program that encourages opportunities throughout the contract
5. Develop contract sizes such that smaller contractors can participate

All of these elements are incorporated into the project. Turner Construction will include a third party consultant during the construction phase to administer the mentoring program. The proposed contract

R- 305369

amendment with Turner Construction for the bidding phase of the Main Library was established based on the use of the extensive outreach program currently underway for the Green Build Project at Lindbergh Airport. This program has extensive third party outreach already built into it. The Construction Manager at Risk contract form is an alternative delivery system that will allow Turner Construction to select subcontractors on the basis of best value. Use of a local preference is currently under discussion as to the best means of implementation, and will be incorporated into the selection process. The use of an apprenticeship program is mandated under the prevailing wages provisions of this contract; such a program requires mentors as a necessary part of the program. The sizing of contracts to allow smaller contractors to participate has always been a part of Turner Construction's proposal for the Main Library. The City is currently drafting the Construction Manager at Risk Contract to be used for the project. Please see the attached letter that describes how Turner Construction will address each of these issues. Each of these elements will be incorporated into the final contract that will be brought before Council with the guaranteed maximum price in the spring. In addition, the City of San Diego's Equal Opportunity Program will provide contracting oversight and monitoring for the bidding phase and construction if the project proceeds.

Attachments: San Diego's New Main Library, A Model of Energy Efficiency
Turner Construction Company's San Diego New Main Library
Outreach Components - Addendum

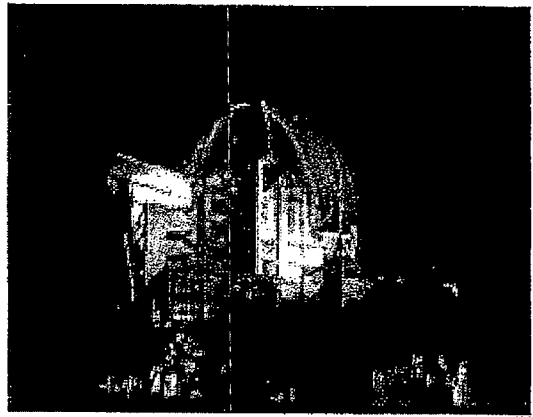
cc: Honorable Mayor and Members of the City Council
Jay Goldstone, Chief Operating Officer
David Jarrell, Deputy Chief Operating Officer, Public Works
Deborah Barrow, Director, Library Department
Debra Fischle-Faulk, Director, Citywide Business and Grants Administration Department
Darren Greenhalgh, Deputy Director, Engineering & Capital Projects

R- 305369

San Diego's New Main Library

A Model of Energy Efficiency

The energy efficient design and technological advances allow the City to pursue a LEED Silver status for this project, making the Main Library extremely efficient and a model public building.



The sunlight collecting photovoltaic systems on the dome and louvers will help provide electricity to light the building at night.

Prominent Use of the Latest Solar Technologies

- Photovoltaic cells will be included in the design as an Additive Alternative. These cells help convert solar energy into electricity that can be used to power the library. The library's iconic dome is designed to seamlessly integrate the photovoltaics. It is estimated the photovoltaic system on the dome and louvers (vertical window slats angled to admit light and air and direct sunlight) on the building's south and east sides could produce an estimated 4.1 million kilowatt-hours over a 25-year period. Photovoltaic cells would generate 10 percent of the building's overall energy needs. This renewable energy would eliminate 4 million pounds of greenhouse gas emissions during that same period. Over the 25-year lifespan of the system, the estimated energy savings would total approximately \$528,000 (in 2009 dollars).
- The new Main Library is being designed by the joint venture team of Rob Wellington Quigley, FAIA and Tucker Sadler Architects. An initial design and feasibility study of the Building Integrated Photovoltaic System was developed by Kyocera Solar, Inc. in 2005. Envision Solar conducted an updated analysis of the photovoltaic system in 2009 in conjunction with the Library Foundation's submission of a concept proposal for Energy Efficient Community Block Grant (EECBG) funding. While solar projects were not among the approved EECBG concepts, the Library and Foundation continue to seek private and public funding for the energy efficiency features of the library.

Energy- and Water-Efficiency Measures

- Other state-of-the-art energy efficiency components of the building include a computerized SMART energy meter that turns off lights when there is sufficient natural light. Design of energy efficient, well focused interior and exterior lighting provides extensive use of day lighting and reduces nighttime light pollution. Long-life florescent bulbs that last for 35,000 hours, occupancy and daylight sensors, and task lighting also contribute to the efficiency of this green building. Combined energy efficient systems generate approximately 15 percent of the total energy needs for the building.
- The facility will use 20 percent less water than required by the 1992 Energy Policy Act and will include waterless and low-flow plumbing fixtures.
- Energy-saving features include energy efficiency variable drive mechanical components, direct digital controls and energy monitoring systems, shading devices on sun-exposed facades, reflective roofing materials, high performance glazing and some natural ventilation.

(over)

R- 305369

- Computers throughout the library will have low energy consumption and space-saving LED flat panel monitors. Desktop computers will be small or ultra small form factor to further reduce energy costs.
- A Measurement and Verification Plan will ensure efficient energy efficiency is maintained over time.

Responsible Construction

- Judicious landscape and exterior surfacing design reduces the cooling load on the new Main Library and neighboring buildings. A drip irrigation system and drought-tolerant and indigenous plants also reduce water needs.
- Low-VOC emitting materials and finishes and products made from recycled materials mean less energy is used in the extraction and processing of raw materials needed for this building.
- Use of local materials – 20 percent locally manufactured and 50 percent locally harvested.
- At least 50 percent of wood building components will meet Forest Stewardship Council standards for socially and environmentally responsible products.
- Carbon monoxide monitoring will be provided in the subterranean parking garage. Carbon dioxide monitoring will provide feedback on space ventilation performance to allow for operational adjustments. Indoor chemical and pollution monitoring will be provided in all the print areas. The mechanical system provides for increased ventilation through increased air changes.



820 E Street • San Diego, CA 92101 • 619-238-6638 • www.supportmylibrary.org

10-21-05

R- 305369



Turner Construction Company
9330 Scranton Road, Suite 300
San Diego, CA 92121
858.320.4040 phone
858.558.4408 fax
www.turnerconstruction.com
License #: 210639

SAN DIEGO NEW MAIN LIBRARY

Outreach Components - Addendum

Turner Construction fully understands the importance of the Outreach component as it relates to the New Main Library construction and its bid package awards, mentor protégé opportunities and stimulation of the local economy. These outreach components have previously been discussed with the City of San Diego with the submission of our current proposal and was one of the reasons Turner was originally selected for this project. The proposed amendment for the bidding phase of the Main Library was established based on a plan to combine with and use the Green Build Project at the Airport Expansion extensive outreach program as further discussed on the attached. By incorporating all of the effort already underway at the Green Build Project at the Airport Expansion, the Main Library project benefits from an extensive outreach program designed to fully engage the entire County's contracting community. The program does include third party outreach, a local preference and many other aspects targeted at increasing inclusion. In order to maintain our commitment to inclusion and to address the five concerns recently voiced by City Council, Turner, in partnership with the City of San Diego, has developed the following strategies which address those concerns:

- **Third Party Outreach Consultant** – We believe that the City of San Diego and Turner have developed a program that has fully engaged and benefited from third party outreach. The bidding phase will incorporate all the benefits of the Airport Expansion Outreach efforts which incorporates third party outreach and the final construction contract will include a third party consultant to run the mentor program discussed below. While a third party consultant is not a part of the current proposed amendment, Turner could easily add that component to the bidding phase. If additional third party outreach is to be used to enhance the program anticipated during the bidding phase, Turner Construction recommends an additional \$100,000 be added to the contract for incorporation of that additional effort. It is important that this consultant have distinct deliverables and that their efforts target specific areas of outreach in the community that enhances the program already in place and achieves the best opportunity for success. This means an intense effort, prior and through the bidding period to attract those businesses targeted to have a part in the construction – local, small, MBE/WBE, DVBE subcontractors and vendors that have not already been reached. We would then propose an RFQ process, based upon certain guidelines, to create an interview process and make a selection for the team, approved by the City of San Diego and Turner.
- **Use of Alternative Delivery Systems – Best Value** – The CM @ Risk delivery method will allow for prequalification of subcontractors and vendors based upon “best value”. This will mean that price will not be the sole factor in the selection of the subcontractor. Other factors such as locality, experience, MBE/WBE, DVBE status, litigation/claims history, manpower, good faith efforts, mentorship, etc. can all be identified as elements important to the selection process, as long as they are clearly outlined and identified during the bidding phase. This means that the low bidder may not always be the subcontractor or vendor selected.
- **Local Preference for Contracts** – The Green Build Project at the Airport Expansion is currently looking at putting in a “Carbon Footprint” element in the selection process so as to identify those contractors who are local and therefore create the least affect to the local environment because of their proximity to the project site. Turner Construction anticipates incorporating this into the Best Value selection process if allowed by the City. If the City adopts other guidelines for a local preference before January of 2010 those guidelines will be incorporated into the Best Value criteria used by Turner Construction.

Turner

- **Apprenticeship / Mentoring Program for Opportunities Throughout the Project –**
This has two important elements to the Library project. This includes individual workmen as well as providing mentorship opportunities for businesses. The City and Turner Construction would have requirements for individuals who have completed a State approved apprenticeship program to participate. This would include those managed by the BCA, AGC, ABC and others.

A mentor program will be established with third party consultant participation for those businesses which we see opportunities as MBE's, WBE's, and DVBE's to work with larger subcontractors, and with Turner, to become a mentee and have the opportunity to learn and understand the Public Contract environment and develop the necessary tools to grow and be successful, long after the Main Library has been completed. We would have this as an additional opportunity to support the "Best Value" selection process in determining the successful subcontractors and vendors for the project.

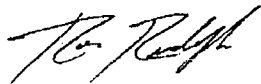
- **Contract Sizing and Packaging –** Contract Sizing has always been a part of Turner's Outreach plans. We understand the importance of providing opportunities for small, emerging businesses on large scale projects such as the New Main Library. This is the language in our original Outreach Proposal to the City and it still remains in place:
 - "It is absolutely imperative that outreach and training is provided to the subcontractors during the pre-construction period to prepare them for the upcoming bid packages. In addition, a contract sizing and packaging plan must be developed to offer the greatest opportunities available. Turner developed an award-winning program for the Convention Center Expansion Project that we would like to enhance and implement for the Main Library Project."

In addition Turner Construction's Guaranteed Maximum Price for the Main Library will include an insurance program that will be highly beneficial to small businesses and contractors. CCIP (Contractors Controlled Insurance Program) is the same as OCIP (Owner Controlled Insurance Program) with the obvious exception that the contractor provides and manages the insurance requirements for the project versus the Owner or client managing the program. In either case, staff from either side needs to be dedicated to managing and monitoring the risks and claims. The major advantage for having this type of insurance program is that it is a "wrap-up" of all contractors, vendors, and optionally designers under one policy that typically reduces the overall risk to the project as well as usually reducing the cost of insurance to the project. Turner Construction's insurance is typically more economical than what most owners can obtain due to the volume of our work across the United States and relationship to the insurance companies. With a wrap-up insurance policy, every subcontractor is covered, regardless of their past history and usually at a lower rate, especially for smaller contractors, than they can get on their own.

Subguard is much the same model, except it covers the performance and payment bond requirements. All contractors, regardless of their size, get coverage, usually at a reduced rate. It is also an advantage to the Owner as it reduces the overall cost of performance bonds to the project, which the City requires.

We hope that this will answer any concerns that City Council may have and we will be pleased to discuss any further issues as they may arise.

TURNER CONSTRUCTION COMPANY



Ron Rudolph
Vice President | Operations Manager

INTRODUCTION

The Terminal Development Program (TDP) will provide opportunities for local businesses to participate in the expansion of a world class facility having significant economic impact to our community. In light of recent economic news forecasting dismal outlooks for the business and construction industries, the TDP will create a welcome opportunity for local and disadvantaged businesses to participate and support their own success as well as contribute to the success of the San Diego Regional Airport Authority.

The Turner Partnership Team is committed to promote economic advancement of small, minority, women, disadvantaged, disabled veterans, and the physically challenged as individuals and as business owners. We support the Engaged Business Development model as a holistic approach designed to balance the Airport Authority's economic, operational, environmental, and social interests in providing world-class customer service. The Turner Partnership specific, voluntary, results oriented contracting strategies ensure participation by historically underutilized business enterprises (HUBE's) and minority and women trade workers in the design and construction process. The Outreach Program will establish the Turner Partnership's commitment by enabling increased diversity in public works, professional services contracting, and goods and services set forth in the TDP.

We are excited to be working with the San Diego County Regional Airport Authority to develop a Program that will provide and assist with the design and development of a proven, post disparity, results oriented, and statistically sound equal opportunity contracting program.

The Turner Partnership has a proven track record unmatched by any other construction team with unqualified success, both nationally and locally. We especially pride ourselves for the successful partnerships we have developed locally with other notable agencies such as the City of San Diego, Centre City Development Corporation, Port of San Diego and others.

Although the SDIA guidelines for Engaged Business Development stated it was not the draft or model defining the Outreach Program, the Turner Partnership is proposing that we use it as our basis of discussion as it is apparent that the Authority has spent significant resources outlining the issues of concern and importance to them. It would then be appropriate to address each of these and build upon them as we go forward.

MISSION STATEMENT

The Airport Authority and Turner Partnership are committed to provide opportunities to the diverse, local businesses reflective of the communities for which it serves. The Terminal Development Program, a Project designed to provide World-Class customer service should provide a World-Class environment of opportunities and support that will allow local and disadvantaged business equitable business opportunities to achieve economic success.

San Diego Regional Airport Authority
Team

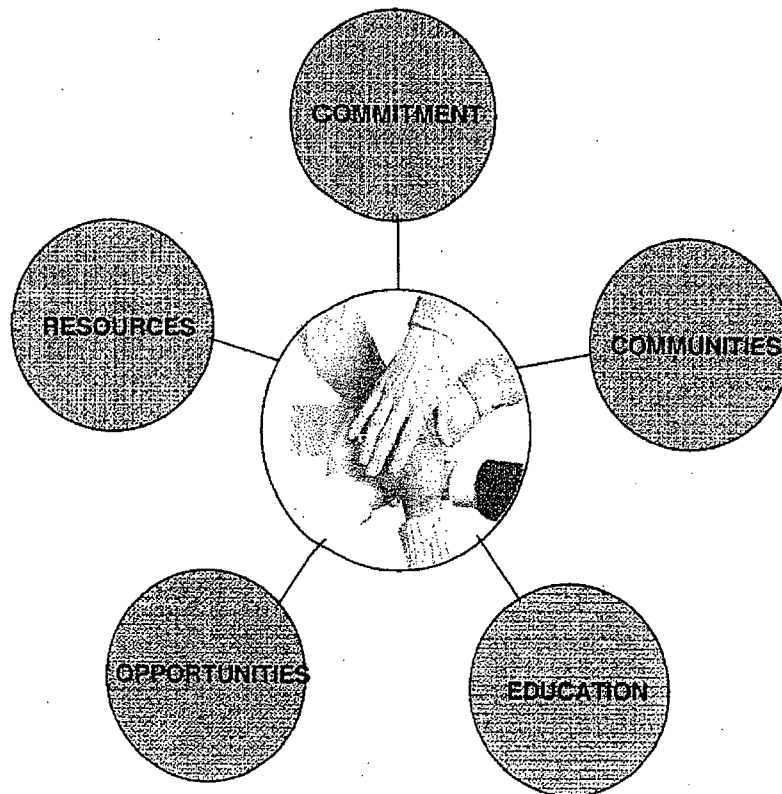
Turner Partnership

ACTION PLAN

Engaged Business Development is a sustainable business development model that will ensure the advancement of a diverse pool of contractors, consultants, vendors and service providers. The Engaged Business Development model is a holistic approach designed to balance the Airport Authority's economic, operational, environmental, and social interests in providing world-class customer service. The Turner Partnership is committed to collaborate with the Airport Authority to compliment this world-class customer service with an Outreach Model consistent with the purpose of this inclusionary business plan.

The Engaged Business Development Model was created by the Airport Authority's Small Business Development Department as the first step in the Airport Authority's commitment to enable increased diversity in public works, professional services contracting, and goods and services. The Turner Partnership's previous local and national outreach efforts will provide meaningful tools and lessons learned in establishing tried and proven outreach methods that are successful and measurable.

The five elements that comprise the Engaged Business Development Model are Commitment, Communities, Education, Opportunities, and Resources. All five elements combined will lead to a sustainable approach that can achieve diversity in a race/gender neutral environment.



COMMITMENT

The TDP Team has been assembled with the purpose of expanding the terminal and support facilities at San Diego International Airport (SDIA). The Team consists of the Design-Build Contractors for Contracts 1 & 2, their subcontractors and subconsultants, the Airport Authority, DMJM Program Management Team (Authority Staff resource extension), and key community leadership. A commitment to this Model must be present throughout the entire team and evident in the team's leadership. Commitment by everyone involved is imperative to the team achieving its objective of increased diversity.

As noted in our original proposal, the Turner Partnership is unrivaled and unmatched for their development and commitment of outreach programs throughout the country, but most importantly and notable, within our County of San Diego and the Southwest. We are proud to say that commitment to outreach and diversity is not just a mandatory standard to be followed; it is a culture within our organizations that is unmatched in the way we do business.

The following is a list of potential approaches to developing a commitment to business diversity in the TDP:

- Set "SMART" (specific, measurable, achievable, realistic, time-conscious) objectives to be met throughout the life of the TDP. Achieve consensus by key participants when establishing the objectives.
- Designate key representatives to oversee the responsibilities of their team's activities toward meeting the small and local business participation objectives. There will be a representative from each Design-Build Contractor and each major subconsultant / subcontractor. These representatives will be accountable for the progress of their team in meeting the established objectives.

The Turner Partnership will lead this effort having a representative from each of the Partnership members heading a Council for the oversight and monitoring of the goals and objectives for the entire TDP Team.

- Identify two targets for achievement; the first being the minimum acceptable level of participation, the second being an ambitious goal. The ambitious goal should be focused on at all times which means the minimum level of participation will take care of itself.

The Turner Partnership is committed to achieving the highest level of participation as possible. Turner Construction, the primary partner within the partnership, has always had a corporate goal and commitment to achieve 20% participation across the nation. This of course is always affected by the demographics and availability of underutilized businesses within the area. We will be working with the Airport Authority to reach an acceptable level of expectation using a combination of the Airport Demographic Model (see Attachment A as an example), the latest Cal Trans Study, as well as the most recent study done by the City of San Diego.

This will allow us to target reasonable expectations relative to the available resources within San Diego County. We will want to work closely with the Airport Authority to identify percentages that are higher than any like project, previously constructed in the County of San Diego. This will result in a successful project that will set the standard for any future projects in the region.

- Sub-contractors should be made aware of objectives and be encouraged to provide input and effort into what they can contribute to the team's goals.

All subcontractor bid packages will include the TDP Outreach Program and there will be mandatory pre-bid meetings where it will be presented with vigor and commitment to promote our expectations.

- All members of the team must be engaged in its commitment toward the inclusion of small businesses and make efforts in the areas they control toward achieving the objective.
- Retain an independent third-party outreach consultant who will work closely with Authority staff and report directly to key program leadership.

The Turner Partnership will want to work closely with the Airport Authority to select a Third Party Consultant acceptable to the complete partnership of the TDP team. It is understood that this consultant should not represent one specific entity, but provide leadership and experience in providing outreach efforts that are required by the TDP Outreach Program and preferably have that experience within the local market. The Turner Partnership would like to offer possible candidates soon and jointly select that person or business that best matches our expectations and goals.

COMMUNITIES

A community is a body of persons sharing common characteristics or interests and perceived or perceiving itself as distinct in some respect from the larger society within which it exists. In a diverse culture, there will be multiple communities. A community

may be defined by geographic boundaries, economic status, gender or ethnicity, military service, business size, etc. Outreach efforts must cross boundaries to make contact with as many communities as possible. The individual unique characteristics of individual communities should be assessed and taken into consideration when designing the outreach strategy. If the effort is targeted to only a few communities, many opportunities for increased diversity will be missed. It is important to consistently monitor the communities' involvement and revise the outreach team's approach, if necessary, to assure a balanced effort.

The following is a list of potential ways to engage communities:

- Identify the various communities within the region and determine the strengths and unique qualities of each; keep these in mind when communicating with the groups.
- *Coordinate an Advisory Committee to provide input to the TDP Team. Advisory committee to include members of the minority trade associations and community entities including the Women Construction Owners & Executives, Black Contractors Association, Latino Builders Industry Association, Asian Business Association, Indian Human Resource Center, Disabled Veteran Association, and others. By working collectively, the partners are able to tap into each other's resources and together create a successful program that will overcome obstacles and achieve the desired program goals. This commitment and positive working partnership can carry through to working relationships with subcontractors, unions and other agencies.*
- Identify key leadership for each community association or advocacy group and engage them into the TDP process.
- *Discuss workforce and apprentice opportunities to make contact with the appropriate companies and agencies. These topics can foster many relationships to support efforts and opportunities with contractors and individuals interested in being part of the Project.*
- Identify opportunities for improvement, if any, and respond with educational programs or other tools designed specifically to foster the growth of the community in that area.
- As early as possible, engage the communities by holding open forums, workshops, or other events. Use these meetings as a way to validate or adjust the previously determined strengths and qualities of the groups. The sessions should begin a two-way dialogue between the TDP team and the communities.
- *Coordinate contracting mixers where both Advantaged and Disadvantaged contractors, subcontractors, suppliers and vendors come together to reinforce relationships and build new ones for the future.*
- Identify the most beneficial information and present it in a way that benefits all groups interested in participating in the TDP.
- Know your audience and keep the outreach efforts engaging, informative, and most importantly, relevant to the specific community.
- *Attend and disseminate information regarding this project to local minority and women trade organizations at their meetings, conferences, and procurement fairs*

including the Black Contractors Association, Women Construction Owners & Executives, Disabled Veterans Association, Latino Builders Industry Association, Asian Business Association, Cal-Trans Contracting Connections, Small Business Association Conference, and Women's Business Conference.

- Maintain true partnerships with the various communities. Let them know they are also responsible for the success of the outreach effort and hold them accountable to doing their part by promoting available opportunities and providing timely feedback throughout the project.
- *Include in all advertisements, notices, and invitation to bids for available contracts the voluntary Minimum Participation Levels for construction, and the required documentation of good faith efforts if the Minimum Participation Levels are not met.*
- *Identify DBE firms to participate in each phase of the design-build process by obtaining the "referral resource listing" of business assistance organizations from the City and County of San Diego, obtaining a list of firms that have done business with the San Diego County Regional Airport Authority in the past, contacting local and southern California referral, assistance, and minority trade organizations for DBE firm names and reviewing on-line the Cal-Trans electronic database.*

EDUCATION

Small businesses often have the technical skills required by their trade but have minimal experience in dealing with the intricacies of working for a public agency. An education component can narrow the knowledge gap and provide information that is normally gained through experience and exposure to larger projects. By narrowing the knowledge gap, we will enable a business to deliver successful, quality projects.

The following is a list of educational activities that may increase the number of qualified firms in the target group:

- Provide formal mentoring and training of the contractors/subcontractors in the management, administration, and performance of work.
- *Provide one-on-one technical assistance to DBE firms, including assistance in the areas of interpretation of general and special provisions of the contract, setting up logs and files, scheduling, material procurement, planning, etc.*
- *Assist DBE firms with obtaining formal certifications.*
- *Continue the partnership with the Airport Authority to provide additional 7 week, 14 session construction management and general business training courses for Disadvantaged Business firms. One session to be held in the Spring and one session to be held in the Fall. The courses will be offered to all Disadvantaged firms in the San Diego area. The course will cover all aspects of construction management including estimating, purchasing, cost controls, site supervision, project close-out, finance, insurance requirements, etc. All courses will be taught by Turner Partnership leaders in conjunction with leaders of the local business community and the Airport Authority.*
- Make pre-existing resources and customized programs specific to the TDP available online.
- Identify and establish mentor/protégé opportunities, especially in specific skill areas.
- Provide ongoing coaching by monitoring progress and providing immediate feedback. Honest feedback should reinforce positive performance and correct deficiencies. Feedback should be given both ways to ensure the communication remains open.
- Debriefing sessions with all subcontractors should be held at key milestone dates and at the conclusion of the contract.

OPPORTUNITIES

The TDP has the potential to provide numerous opportunities to small businesses. The Design-Build team will be challenged to optimize available opportunities without jeopardizing the quality and success of the overall Program. The greater the number of opportunities that are available, the greater the chance for success in increased participation by local and small businesses.

The following is a list of ideas on how to enhance opportunities for small businesses:

- Un-bundle components whenever possible to create variety in package size.
- Develop a TDP outreach database in conjunction with the Airport Authority and the TDP-2 team that identifies and classifies underutilized firms according to their current size (as based on yearly volume). This information will then be analyzed by our Third Party Outreach Consultant to create specific work packages for the bidding of firms with annual volume appropriate to the work scope.
- *A "Contract Sizing and Packaging Plan" will be completed during the design phase. This plan will identify the methodology used in assessing the capabilities of interested DBEs, reviewing project elements, and matching project elements with competent and competitive DBEs. Contract sizing and packaging has been used as a strategy to create and/or enhance opportunities for DBE's participation on construction projects. On a project of this magnitude, DBE firms capable of bidding and performing multi-million dollar subcontracts are limited. Therefore, the breaking down of work into contract dollar sizes more consistent with the capability of DBE firms is necessary. Furthermore, firms are often unable to meet the bonding and financing requirements for multi-million dollar subcontracts. Our efforts shall be focused on awarding contracts to DBE firms as primary subcontractors and suppliers, and encouraging lower tier DBE's participation with non-DBE subcontractors. Our efforts would maximize the participation of competent, capable, and competitive DBE's. Documentation of efforts and results of the Contract Sizing and Packaging Plan will be submitted to the team monthly.*
- Utilize all tiers for subcontracting; this includes holding first-tier subs responsible for engaging other tiers and making opportunities available to them.
- Broaden views of opportunities to include contracting, design elements, professional services, suppliers, vendors, and specialty services (e.g., catering, printing, videography, etc.).
- Provide opportunities for employees of a DBE firm to shadow a Turner employee for a period of time on a part-time basis to learn how a project is managed from a general contractor perspective.
- Designate certain contracts for prequalified firms within a designated size standard and limit participation by larger firms. *Hold pre-bid conferences for all bidders to discuss scope, constructability, specifications, and availability of sub-tier HUBE firms.*
- *Directly solicit DBE subcontractors, suppliers, and truckers for available contracts. All mail solicitations to be followed with phone contact. Turner will work closely with the San Diego County Regional Airport Authority Staff to ensure the mailing list for the solicitations is targeted to parties with genuine interest in participating in the TDP.*
- Place drawings and specifications for review by DBE firms at key locations agreed upon by the team.
- Advertise in local and Southern California HUBE focus papers and construction trade papers for participation in training courses and for available contracts.

- *Include in all solicitation and advertisements for available contracts language making bidders aware of Turner's and the San Diego County Regional Airport Authority's commitment to non-discrimination and equal employment opportunity.*
- *Provide DBE's with referrals to business assistance organizations such as the Minority Business Development Center of San Diego, SCORE, Small Business Administration, EDD, etc. Information from these business assistance organizations will be obtained to determine services they can provide; and these services will be matched with the needs of DBE firms.*

Opportunities also extend to the workforce individuals and the following is a list of potential means to ensure equal opportunity for skilled and non-skilled workers.

- *All solicitations, advertisements and subcontracts, issued by Turner Construction Company include provisions that are binding upon each contractor and subcontractor to ensure non-discrimination and equal employment opportunity.*
- *Establish a Construction Trades EEO Council/Task Force to research apprenticeship programs and their ability to meet the needs to existing construction projects administered by the City of San Diego.*
- *Require an Equal Opportunity Statement from each subcontractor on the project outlining the steps they will take to demonstrate compliance with an EEO ordinance, and include provisions in subcontracts to ensure non-discrimination and equal employment opportunity.*
- *Project recruitment can be conducted at various trade events, community centers, high school career days, college career days, technical schools, pre-apprenticeship classes, city festivals, and locations where youth and young adults frequent.*
- *Send written notification to minority trade organizations and community entities about training courses and when soliciting for available contracts.*
- *Have an on-site job office for walk-in applicants, and administer a Centralized Employment Referral Service Center (CERSC) targeting minority and women tradespersons seeking employment on the project. Monitor applicant flow and status. A comprehensive Terminal Development Program Application Form will be developed, and logs will be kept of applications completed by tradespersons seeking employment, with ongoing follow up regarding their employment status.*
- *Monitor applicants' skills and experience. Information regarding applicants' years of experience in the industry, trade, prior jobs, apprenticeship program enrollment status/history, etc., from the Application Form will be reviewed to determine if pre-apprenticeship programs and/or increased minority/women enrollment in existing apprenticeship programs would be beneficial.*

RESOURCES

By nature there is a gap between an established, experienced large firm and a local small business. Only time and experience will narrow this gap. However, resources can be used to help a small business accelerate their rate of growth and competitiveness with other, more experienced, firms. Resources can also provide needed support to a small business in achieving its goal of expansion and long term success.

Some resources that can be implemented or utilized during the TDP are as follows:

- Outline the full process for the TDP from beginning to end. This transparent approach will help a small business monitor the progress of the TDP and anticipate upcoming opportunities for their business.
- Prepare marketing materials that describe activities of the program that may benefit a small business. *Prepare outreach Advertisements, pre-qualification questionnaires, evaluation sheets, bid forms, bid spread and purchasing schedule.*
- *Publish a quarterly "How to do Business on this Project" newsletter and distribute to HUBE's and local minority trade organizations and community entities. The brochure will provide timely information about training courses, procurement and project schedules, contracting opportunities, etc.*
- Implement an early screening and evaluation process to identify strengths and opportunities for development of interested firms. Follow up with resources designed specifically to capitalize on strengths and increase knowledge in needed areas, if any.
- Add a pre-qualification process; include an option for "conditional prequalification" with a prescribed remedy.
- Bonding assistance through the Authority's Bonding and Contract Financing Assistance Program or utilization of a similar program.
- *In conjunction with the Authority's Bonding Assistance Program, provide DBE's with referrals to local sureties, and offer training in preparing the necessary documentation that sureties and financial institutions require. Through contact with the Surety Association of San Diego, we would identify sureties that are interested in working with DBE's in obtaining the required insurance and bonding for this project. At least one construction management training course will be devoted to the issues of insurance and bonding, and preparing necessary documentation.*
- Accessibility to information on insurance requirements that are not covered by Authority's program.
- Interim financing programs that would allow small businesses to obtain reasonable financing earmarked for TDP can model the Authority's Bonding and Contract Financing Program.
- *Include prompt pay clauses in contracts with HUBE firms.*
- Establish a Mentor/Protégé Program for select projects of the TDP in which local industry lacks experience or resources.

- *Develop a "Mentor-Protégé Plan" which outlines specific efforts to be taken to encourage and develop Mentor-Protégé relationships and Joint Ventures between primary subcontractors and DBE firms to facilitate their participation on this project. Particular effort will be placed on encouraging attachments between out-of-town non-DBE firms, and local DBE firms.*
- Provide a regularly scheduled progress report on contract achievement.
- *A contractor recognition program would be developed in order for the Team to convey thanks to those contractors on this Project who had shown their support of our Outreach Program by contracting with HUBE firms and/or employing underutilized and female tradespersons from within the Community. As a spin-off of this Program, an Outstanding Performance by a HUBE Contractor program could be developed in order to take notice of the overall job performance by a HUBE contractor; i.e., a firm that "goes the extra mile".*

With the San Diego County Regional Airport Authority playing an active role in the development and implementation of this TDP Outreach and Equal Opportunity Plan, we are confident that the Terminal Development Program project will provide opportunities for the economic advancement of businesses and employees who have historically not had access to this type of development project.

The Turner Partnership Team