



THE CITY OF SAN DIEGO

OFFICE OF THE INDEPENDENT BUDGET ANALYST REPORT

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Disparity Study Update – Needed Actions, Resources, and Challenges for Implementing Open Recommendations

OVERVIEW

During an [informational update on the Disparity Study](#) at the July 2024 the Economic Development and Intergovernmental Relations Committee meeting, Councilmember Foster requested our Office provide an analysis of resources needed to complete remaining open recommendations. This report responds to that request.

The City of San Diego retained BBC Research and Consulting to conduct a [Disparity Study](#) in 2020 to assess whether any barriers or discrimination exist in its contracting processes or the relevant geographic market area that potentially makes it harder for minority, woman, and service-disabled veteran-owned businesses to compete for City contracts and procurements. The Disparity Study provided 15 recommendations to improve the City's Small Local Business Enterprises (SLBE) program, with the intent of increasing minority and women owned businesses participation.¹ The most recent update on implementing the recommendations showed that four have been fully implemented, one will not be implemented, six have been partially implemented, and four are planned future recommendations.²

¹ The City's SLBE program, created in 2010, is a race and gender-neutral program established to enhance diversity and develop new capacity and competition on City contracts. It includes certification for SLBE and Emerging Local Business Enterprises (ELBE) based on [program requirements](#).

² The City does not intend to implement the Contract Specific Goals recommendation. It was determined after several discussions, review of existing case law, and following the Supreme Court ruling in [SFFA v Harvard](#), that a race and gender-conscious program would likely not withstand legal challenges, and therefore, further exploration of this recommendation ceased.

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This report provides a summary of the ten remaining open recommendations, including progress to date and remaining actions and resources needed to complete implementation.³ This report is also intended to assist Councilmembers in considering items for potential inclusion in Council Budget Priority Memoranda, which are due to our Office on September 25, 2024.

Also discussed in this report are three challenges staff will need to navigate to successfully implement the remaining recommendations and achieve current and future goals for small and emerging businesses. For reference, Appendix A provides a recap of the remaining recommendations based on our review of Purchasing and Contracting's (P&C's) staff report and related documents, discussions with P&C and Engineering & Capital Projects (E&CP) staff, and our validation of actions and resources needed to complete them.⁴ Appendix B includes a table with the total number of City certified SLBEs and Emerging Local Business Enterprises (ELBEs) by the type of product or service they supply (known as the North American Industry Classification System or NAICS) to show concentrations of SLBEs and ELBEs in certain areas. Appendix C provides the minor construction contract projects set aside for SLBEs/ELBEs (FY 2014-24).

FISCAL AND POLICY DISCUSSION

Resources and Remaining Actions Needed to Implement Open Recommendations

Based on our analysis, the majority of open recommendations can be completed using existing staff and resources are already budgeted. The following additional resources are needed in FY 2026 and are planned to be requested as part of the budget process:

\$2.0-4.0 million – for the Bonding Assistance Program. In cases where a contractor cannot secure surety bonds needed to participate on City projects, this program will allocate funding to purchase the bonds upon certain requirements being met. This will require a small fee from the contractor for a letter of credit. Once the project is successfully completed, monies will go back into the City fund and be used for other projects.⁵ The amount in the fund may need to be increased in future years depending on the level of interest in the program.

\$1.0 million – for a new disparity study. Best practices suggest studies should be completed every 5 years, and the City conducted its last study in 2020.

\$TBD – Now that P&C's Equal Opportunity Contracting (EOC) program has filled the majority of positions which had been chronically vacant, management will assess the need for additional staff and resources and submit any request for additional resources during development of the FY 2026 Proposed Budget.

³ There are also outstanding recommendations from the City Auditor's November 2020 [Performance Audit of the SLBE Program](#) (which was issued prior to the Disparity Study being presented to Council in July 2022). Six of the 12 recommendations to help the program achieve intended economic benefits and improve management and oversight have not yet been implemented. To the extent the open audit recommendations overlap with open Disparity Study recommendations, we note that in this report.

⁴ The Disparity Study Update was presented to Council on September 10, 2024.

⁵ If the firm defaults on the project, then the City will lose those funds. Peer organizations have indicated to Purchasing & Contracting staff that firms rarely default.

Summary of Needed Actions and Resources to Implement Open Recommendations

Partially Completed Recommendations	Actions Taken and Remaining Actions Needed	Resources Needed
1 Expanded use of Mandatory (SLBE/ELBE) Subcontracting Goals (Beyond Construction Contracts)	P&C staff are continuing to research the level at which to set income caps for SLBEs and ELBEs and related mandatory goals for goods and services contracts. Staff are also working to increase the pool of available certified SLBE/ELBE certified goods and services firms through networking, outreach, and assistance programs.	Using existing staff.
2 Networking and Outreach	Measure the success of the newly formed partnership with various organizations to evaluate the effectiveness of this recommendation to increase underrepresented business participation in City contracting and make any needed changes to approach.	Using existing staff.
3 Revision of Prompt Payment Provisions	Finalize implementation of prompt payment language in goods and services contracts, anticipated to be effective in FY 2025. (Public works contracts have been completed and prime contracts are required to pay subcontractors within 7 days after payment from the City.)	Using existing staff.
4 Small Business Set Asides	Continue to research how to set aside contracts for goods and services for which small business can compete since there is no pool of certified firms. Build a pool of certified firms.	Using existing staff.
5 Unbundling Large Contracts	E&CP to work with Asset Managing Departments to identify certain project types for optimal Quick Build projects, such as sidewalks, streetlights, guardrails, and HVAC.	Using existing staff.
6 Bonding Assistance Program and Technical Assistance Program	Program has been created and budget is needed to fund the surety and performance bonds to be issued on behalf of small businesses plus fees. Complete development and conduct an 8-week Small Business Bootcamp to provide small business with essential skills and knowledge critical for navigating the City's procurement process and learning skills for general business development.	\$2-4.0 million Using existing staff
Future Planned Recommendations	Actions Needed	Resources Needed
1 Additional Equal Opportunity Contracting Program (EOC) Resources	For the FY 2026 budget, EOC management will assess the division's staffing needs to determine if additional staff or resources are needed.	TBD for FY 2026
2 Program Manual and Growth Monitoring	EOC will be recruiting to fill a Program Coordinator position (advertised the week of September 9, 2024) who will lead the development of strategies to effectively communicate SLBE program goals, streamline processes, and collaborating among departments to maximize the program's impact.	PC position already budgeted.
3 Additional Disparity Studies	P&C staff will procure services to conduct a new disparity study in FY 2026.	\$1.0 million
4 Advertising Contracts Worth Less Than \$150,000 and Increasing Minimum Number of Quotes for Informal Contracts	P&C will assess these future recommendations after completing the other open recommendations.	TBD for future budget

Challenges to Implementing Remaining Recommendations

We identified three challenges that staff will need to navigate in order to successfully implement the remaining recommendations and achieve goals for small and emerging businesses, which are included in the [SLBE/ELBE program description chart](#) for each type of contract.

Balancing Competing Policies: Efficiencies Associated with Bundling Projects and Providing Contract Set Asides to SLBEs and ELBEs

Staff are trying to balance somewhat competing policies of delivering cost effective bundled Capital Improvements Program (CIP) projects while providing sheltered competition, or set asides, for SLBEs and ELBEs, which are both priority goals for the City.

Bundling Projects for Co-located Assets

Large, bundled projects for co-located assets are generally more cost effective and can take less time to complete. Benefits of bundling work in the same location occur from project conception through construction, and include minimizing soft costs, acquiring permits once, and cost savings of performing ancillary work - such as researching as-builts, external project coordination, and development of specifications - only once in the design phase. Cost savings of performing ancillary work only once during construction, include site mobilization, traffic control, water pollution control planning, and road restoration costs upon project completion. These activities are needed on every project and when projects in the same location are not bundled, they will need to absorb the additional costs.

Bundling prevents the City from having to return to the same location and potentially redo work; therefore, another benefit is lessening the community impacts of multiple sequential construction projects. Bundling projects generally lead to community impacts over a shorter period (compared to multiple projects on linear schedules) and reduces repeated street excavations to repair and replace City infrastructure assets. For example, pipeline projects are often done as bundled projects. Engineering & Capital Projects (E&CP) generally performs water and sewer upgrades where they overlap in the same geographic area as one project, and sometimes include other improvements such as storm drains, sidewalks, curb ramps and street paving.⁶

As part of the implementation of the City's Enterprise Asset Management System (EAM) in 2018, staff worked to develop a map-based tool to support effective long-term planning across City assets and bundling of projects (also known as a 'one dig' approach). This tool is used by E&CP staff to bundle large projects for co-located assets, enabling City resources to be leveraged more effectively. Cost effective CIP delivery is particularly important due to the persistent lack of dedicated resources, tight budgetary constraints, and significant increases in construction costs since the pandemic.⁷

While large, bundled projects can have advantages, they can also increase the demands on and qualifications needed for contractors, and lead to fewer potential bidders for projects; this can be the case for both prime contractors and SLBEs/ELBEs that lack the capability to deliver these

⁶ An added benefit of paving after a project is that it starts a 3-year trenching moratorium, which gives the community assurances of no additional trenching for a period of time.

⁷ For example, the cost per mile for asphalt overlay has quadrupled from \$400,000 in FY 2020 to \$1.7 million in FY 2024.

large projects. Consequently, unbundling is recommended in the Disparity Study to provide sheltered competition opportunities for SLBEs/ELBEs in the form of smaller construction projects. These unbundled projects can include paving, bike lanes, streetlights, and guardrail projects which are being done with large pipeline and storm drain projects. Note that large, bundled projects valued at \$1.5 million or higher do have mandatory subcontracting goals for SLBEs/ELBEs, although achieving these goals can be limited by availability of certified firms for some types of work.

Providing Set Asides to Support Small and Emerging Businesses

Supporting small and emerging businesses through the SLBE program is a priority for the city administration and Council, as well as the associated socio-economic benefits that include job creation and growth of the local economy. The City's commitment to the program is reflected in [mandatory subcontracting goals and sheltered competition for SLBEs/ELBEs](#). Sheltered competition has the potential to help small and emerging businesses grow into prime contractors.⁸ This is particularly important given existing challenges with a small number of prime contractors for certain types of projects, such as pipelines and asphalt overlay. This has reduced the number of qualified bids submitted for projects and resulted in many bids coming in with costs significantly higher than the engineer's estimates.⁹

We note that SLBE Program set asides for construction contracts have not been consistent over the past 10 years in relation to total construction contracts awarded, as summarized in the following chart.¹⁰ (Appendix C provides the full list of capital projects and set aside contracts for SLBEs/ELBEs for FY 2014-24). In the past few years in particular, contract set asides for SLBEs/ELBEs have decreased as a percentage of total City-funded construction contracts.¹¹ In FY 2014, 30.0% of City-funded contracts or 4.5% of the total dollar value awarded were for set asides. Contract awards overall decreased during the pandemic. For FY 2024, 9.2% of City-funded contracts or 1.2% of the total dollar value awarded were for set asides. Several Councilmembers have expressed support for achieving a higher percentage of set asides (both the number of contracts and total dollar value) for FY 2025 and future years.

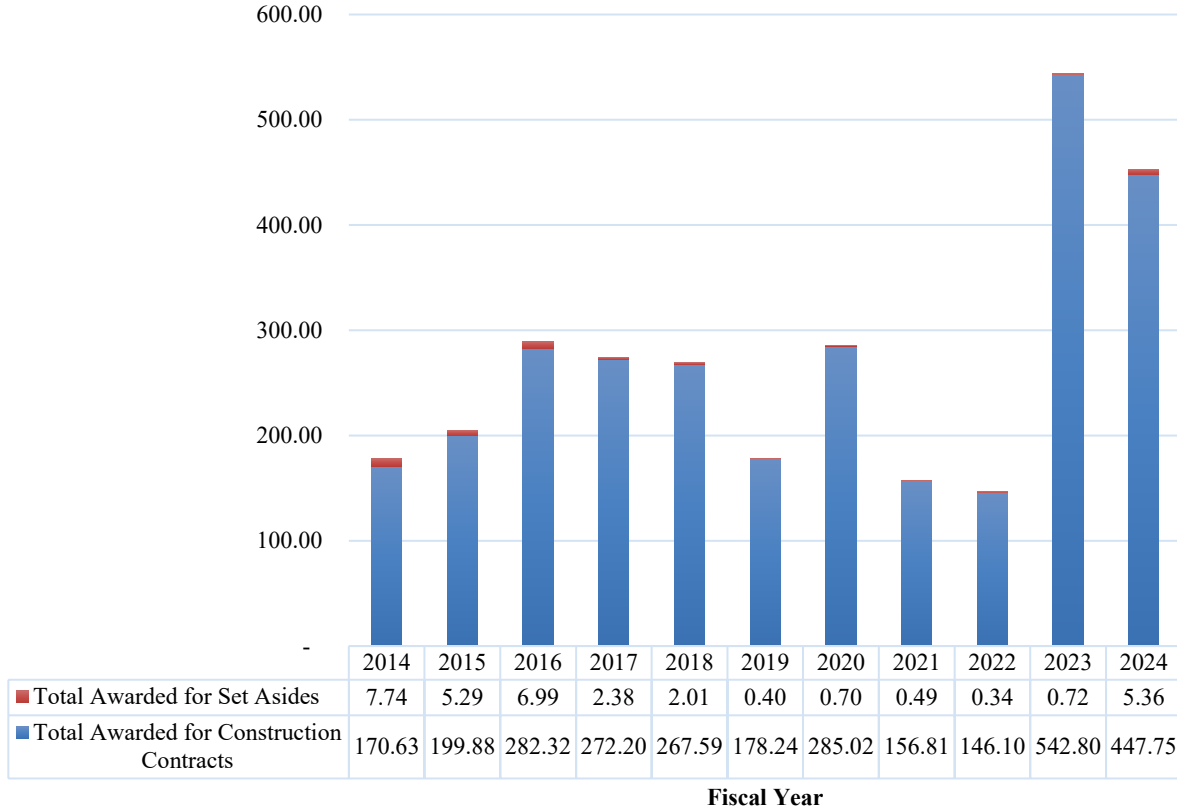
⁸ P&C recently began collecting data on SLBEs and ELBEs in FY 2024 to identify which firms have graduated from the program (for example, have become prime contractors) versus those that no longer want to participate or renew their certification.

⁹ This can ultimately impact the timeline and costs for capital projects, especially when the bidding process is required several times.

¹⁰ The SLBE program has been using set asides for construction contractors since FY 2010, while set asides for consulting contracts were recently implemented, therefore we only had historical data on set asides for construction contracts to review.

¹¹ In its 2020 Performance Audit of the SLBE program, the City Auditor noted a decreasing trend for the percentage of set asides and recommended that EOC develop an evidence-based plan consistent with the disparity study results for increasing outreach and participation for SLBEs.

\$ in Millions



Note: For this analysis, we used construction contract total amounts that are subject to the SLBE program, since some types of projects such as those that are federally funded, require open competition and therefore are not eligible for set asides.

Balanced Approach Needed to Achieve Both Policies

Supporting small and emerging businesses *and* effective capital planning and delivery using bundled projects are both important for the City, and both should be pursued through a thoughtful, balanced approach. E&CP and P&C note that they are working to find the right balance for the City. In particular, E&CP is working to identify key project types that are best suited for sheltered competition. Unbundling of projects should be done in a way that allows for each contract to be successful, and generally should try to avoid two prime contractors working in the same location at the same time due to the potential for delays and inefficiencies. Ideally, unbundling efforts will identify portions of projects that are isolated geographically and that would not negatively impact the larger project from which they are unbundled.

For FY 2025, E&CP plans to advertise 14 Capital Improvement Program (CIP) construction contract opportunities for sheltered competition for SLBEs/ELBEs, which equates to 13.3% of 105 total construction contracts eligible for set asides, an increase over the 5 projects and 5.0% goal of total eligible construction contracts initially planned for set asides. The value of the asides contracts is about \$7.8 million or 1.2% of the total \$621.0 million projected for SLBE program-eligible contracts. This includes paving, sidewalks, traffic signals and HVAC projects. These projects are shown in the following table along with total costs and current project phase. For FY

2026, E&CP and P&C indicated they will work to enhance opportunities for additional project types such as pipelines.

FY 2025 Set Aside Projects	Project Number	Total Contract Value	Project Phase
8690 Aero Drive Roofing	B22146	\$ 450,000	Advertising
Brown Field Terminal Roofing ^A	TBD	TBD	Design
Paradise Hills HVAC	B23104	153,000	Construction
City Heights HVAC	23105	642,000	Construction
Saturn Boulevard Sidewalk	B-24109	850,000	Design
AC2511A Overlay Paving	TBD	900,000	Pre-Liminary Engineering
AC2511B Overlay Paving	TBD	750,000	Pre-Liminary Engineering
AC2511C Overlay Paving	TBD	750,000	Pre-Liminary Engineering
Mountain View Sports Court	B21114	375,000	Design
Terminal Parking Lot Enhancements	B22157	750,000	Design
Kearney Mesa Pickleball Resurfacing	TBD	500,000	Design
El Cajon & Kansas – Traffic Signal	B19060	608,200	Design
Black Mountain Reservoir Spillway Stairs	B23110	350,000	Design
Front & Washington TS Modification	B22101	676,200	Design
FY 2025 Total		\$ 7,754,400	

^A Total construction cost estimate does not include Brown Field Terminal Roofing as the cost is still being determined.

Limited Number of City-Certified SLBE/ELBE Firms for Some Types of Work

Over the last year, the City has generally received fewer bids on construction contracts than it had in the past, with other public agencies in the region also increasing their own infrastructure contracting work. Also, for some types of work, there are a limited number of certified firms. Last year for example, three projects were created as sheltered competition; two received only one bid. The other project - the Scripps Miramar Ranch Library Fire Suppression System Replacement project – had to be rebid three times as it received zero bids twice. The need to rebid projects or the lack of certified firms for needed work can lead to project delays and related cost increases.

Appendix B to this report shows City-certified SLBEs and ELBEs by the type of product or service they provide, also known as NAICS. The following table provides a summary of this information by contract type. Within each contract type we have listed the number of NAICS (or industry types/work areas), the number of industry types with 3 or fewer certified firms, as well as work areas with 10 or more certified firms, along with examples. For construction contracts, 56% of the NAICS have 3 or fewer firms certified and 32% of NAICS have 10 or more certified firms. Architectural & Engineering (A&E) Contracts seem to have a sufficient pool of bidders, with only 11% of NAICS with 3 or fewer certified firms. However, 72% of the NAICS under goods and services contracts have 3 or fewer certified firms and only 7% have more than 10 certified firms. Having such a limited pool of certified firms makes it more challenging for P&C to create mandatory subcontracting goals and set asides for goods and services contracts.

Contract Type and Total Number NAICS	NAICS with 3 or Less Certified Firms	Examples of NAICS with 3 or Less Certified Firms	NAICS with 10 or More Certified Firms	Examples of NAICS with 10 or More Certified Firms
Construction 25	14 or 56%	<ul style="list-style-type: none"> • Water supply and irrigation systems (2) • Construction of Building (1) • Drywall and insulation contractors (1) 	8 or 32%	<ul style="list-style-type: none"> • Highway, Street, and Bridge Construction (24) • Water and sewer line and related structures construction (18) • Electrical Contractors (16)
Professional Services – Architecture & Engineering (A&E) 9	1 or 11%	<ul style="list-style-type: none"> • Geophysical Surveying and Mapping Services (2) 	5 or 56%	<ul style="list-style-type: none"> • Engineering Services (58) • Environmental Consulting (32) • Surveying and Mapping Services (except Geophysical) (17)
Goods and Services 57	41 or 72%	<ul style="list-style-type: none"> • Wholesale trade agents and brokers (1) • Translation and Interpretation Services (1) • Marketing Research and Public Opinion Polling (1) 	4 or 7%	<ul style="list-style-type: none"> • Administrative Management and General Management Consulting Services (25) • Landscaping Services (13) • Public Relations Agencies (12)

Note: The numbers of certified firms are higher than the actual number of companies in the SLBE program, because some companies fall under multiple NAICS.

Staff note that they are working to increase the number of certified firms through outreach, education, and support programs. In the meantime, staff are focusing on identifying types of work for set asides for projects where there are enough qualified firms. Using data and information (such as included in Appendix B), staff can focus on sheltered competition in areas where there are a sufficient number of firms, while also working to build the pool of certified firms in target work areas where few are currently certified; especially given the need to increase the contractor pool for all project types, this will be particularly important in the future.

Potential Competition with City Forces Minor Construction Projects

Finally, we note some of the under \$1.0 million work advertised as Quick Build sheltered competition for SLBE/ELBE firms (such as guard rails, sidewalks, and curb ramps) is also similar to minor construction projects being implemented by City Forces.¹² Since [the threshold for City Forces to conduct construction projects increased to \\$500,000](#) in FY 2024 (for labor costs), AMDs are performing more work using City Forces than in previous years. Given rising costs and limited availability of qualified contractors, there is a benefit to City Forces performing this work in both cost and efficient delivery, but this could also lead to fewer projects available for Quick Build

¹² Although, City Forces does not have expertise in all areas, such as HVAC with fire suppression.

sheltered competition contracts. We also note that City Forces work is decentralized in AMDs, and as the City moves forward with increasing the amount of work it performs in-house, it will be important to outline the City's overall plans for what types of work would best be achieved with City Forces and what work would be best be suited to contractors. It will be important to coordinate City Forces and SLBE programs moving forward to ensure they are complementary to each other and best achieve City goals.

CONCLUSION

This report responds to Councilmember Foster's request to identify resources needed to complete remaining open recommendations, which is intended to assist Councilmembers in considering items for potential inclusion in Council Budget Priority Memoranda. Most open recommendations are being implemented with existing resources. Additional needed resources planned to be requested as part of the FY 2026 budget process are largely for the Bonding Assistance Program (\$2.0-4.0 million) and a future disparity study (\$1.0 million).

Staff will need to navigate several challenges to successfully implement the remaining recommendations and achieve goals for small and emerging businesses. Staff are trying to balance somewhat competing policies of cost-effective delivery of large, bundled CIP projects, while at the same time providing sheltered competition or set asides for SLBEs and ELBEs to help small and emerging business and build the pool of qualified contractors/bidders. Both are important goals for the City. To fully realize the benefits of SLBE programs, staff are working to add to the number of certified firms through outreach, education, and support programs. In the meantime, staff are focusing on identifying types of work for set-asides for projects where there are enough qualified firms. Ultimately the City will have to balance bundling projects and the use of City Forces with setting aside contracts for sheltered competition. Staff should continue to develop a coordinated strategy for what projects/work are achieved through each method (large, bundled projects; City Forces; and contract set asides for SLBEs/ELBEs).



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Appendix A: Recap of Ten Remaining Open Recommendations

Appendix B: Number of City-Certified SLBE/ELBE Firms by North American Industry Classification System (NAICS)

Appendix C: Minor Construction Contract Set Aside Projects Conducted by SLBES/ELBEs (FY 2014-24)

Appendix A: Recap of Ten Remaining Open Recommendations

This appendix provides a recap based on our review of Purchasing and Contracting's (P&C's) staff report and related documents, discussions with P&C and Engineering & Capital Projects (E&CP) staff, and our validation of actions and resources needed to complete the ten remaining open recommendations.

Partially Implemented Recommendations

Six recommendations have been partially implemented. In some cases, additional resources are also required.

1. **Addition of Mandatory Small Local Business Enterprise/Emerging Local Business Enterprise (SLBE/ELBE) Subcontracting Goals.**¹ Expanding the use of mandatory SLBE/ELBE subcontracting goals to contracts for goods and services and professional services contracts is intended to help address disparities identified in the study. At the time of the study, the [San Diego Municipal Code \(SDMC\), Division 36](#), included provisions for SLBE/ELBE goals and set asides for construction contracts, but revisions were required to expand to additional contract types.

Actions Taken – P&C expanded the use of mandatory SLBE subcontracting goals to include contracts for goods, services, and professional services contracts with the adopted changes in SDMC in August 2022. Subsequently, P&C also included architecture and engineering (A&E) contracts in January 2023. The [SLBE/ELBE program description chart](#) includes goals for each type of contract.

Remaining Actions – P&C staff are continuing to research a sound approach for the level at which to establish mandatory SLBE/ELBE goals for goods and services contracts, and income caps to qualify SLBEs for goods and services contracts are being assessed.² In its research, P&C found that peer agencies either do not enforce requirements for goods and services contracts, or they rely on California's Small Business Enterprise (SBE) certification program requirements to meet their contracting goals. The income cap thresholds are higher for SBE certification (\$15.0 million), which is not in line with the income cap thresholds the City has established for SLBEs, for example \$7.0 million for construction. The thresholds were set lower as the City wanted to make sure it was more in line with the demographics of San Diego City and County rather than statewide. The Equal Opportunity Contracting (EOC) program is currently assessing thresholds for the SLBE program and these may be increased on November 1, 2024.

Given that the pool of certified firms for goods and services contracts is limited, staff are also working to increase the pool of available certified SLBE/ELBE certified goods and services firms within the program through networking, outreach, and other support programs.

¹ E&CP uses mandatory ELBE and SLBE subcontracting goals to award certain construction contracts. Goals are set on individual contracts based on the availability of certified SLBEs/ELBEs for the types of work involved, and prime contractors must meet those goals either by making subcontracting commitments with certified SLBEs/ELBEs as part of their bids or by demonstrating sufficient good faith efforts to do so. Establishing mandatory subcontracting goals are related to several other recommendations, including recommendation 4 for small business set asides.

² In its [Performance Audit of the SLBE Program](#), the City Auditor recommended P&C develop annual performance goals for the percent of goods and services contract dollars awarded to SLBEs. Similar to the related Disparity Study recommendation, this has not yet been implemented.

Resources Needed – Existing staff are conducting research; no resources needed at this time.

2. **Networking and Outreach.** The intent of enhancing networking and outreach efforts is to grow awareness of City contracting opportunities and increase the participation of small, minority, and woman-owned businesses in City contracts, and this supports several other Disparity Study recommendations.

Actions Taken – P&C has expanded outreach and partnerships with various public organizations, focusing on areas where underrepresentation was identified in the study, including the County of San Diego Black Chamber of Commerce, Veterans in Business, American Indian Chamber of Commerce, Black Entrepreneurs Leaders & Leaners (BELLE), San Diego Women Business Center, and San Diego Asian Business Association.

Remaining Actions – P&C staff plans to measure the success of the newly formed partnership to evaluate the effectiveness of this recommendation.

Resources Needed – Existing staff are assessing success of partnerships; no resources needed at this time.

3. **Revision of Prompt Payment Provisions.** The disparity study report indicated minority- and woman-owned businesses have trouble receiving payment for their participation on government contracts, especially when their role is that of a subcontractor or supplier.

Actions Taken – P&C standardized prompt payment language in public works contracts starting in January 2022. Under these new guidelines, prime contractors are now required to pay their subcontractors no later than seven calendar days after receipt of payment from the City.

Remaining Actions – P&C is in the process of finalizing implementation for goods and services contracts to be effective in FY 2025.

Resources Needed – Implementation is almost complete; no resources needed at this time.

4. **Small Business Set Asides.** Small business set asides limit competition for certain contracts to small businesses to help them compete for City work, enabling them to build capacity to take on larger contracts in the future. The City has had a small business set aside for construction contracts since FY 2010. A change to SDMC, Division 36, was required to develop a set aside program for professional services contracts and select small goods and services contracts.

Actions Taken – Changes to [SDMC](#) were adopted in August 2022, and the policy was incorporated in A&E contracts effective January 2023. SDMC allowed for set asides in FY 2024, but E&CP indicated set aside opportunities for A&E contracts were available beginning in FY 2025.

Remaining Actions – P&C staff are continuing to research how to implement goals and related small business set asides for goods and services contracts since no established pool of certified firms exist (as noted under recommendation 1 discussing mandatory subcontracting goals). P&C staff has worked to increase the number of available firms within the SLBE/ELBE

program by building new partnerships with various public organizations (as noted under recommendation 2 discussing networking and outreach).

Resources Needed – Existing staff are conducting research; no resources needed at this time.

5. **Unbundling Large Contracts.** Unbundling of some of the City’s large CIP projects/contracts into several smaller contracts is recommended to encourage participation of small businesses, including minority- and women-owned businesses.

Actions Taken – P&C worked with the Engineering & Capital Projects Department (E&CP) to explore unbundling opportunities for SLBE and ELBE firms. As a first step, E&CP established a “Quick Build” section to streamline and expedite the process for managing small construction contracts under \$1.0 million. This one stop shop provides the necessary support and technical knowledge needed throughout the project for contractors.

Remaining Actions – E&CP’s Quick Build section administered several HVAC and building upgrade projects under the \$1.0 million threshold in FY 2024, but received 0 or 1 bids on these projects, as the City does not have certified firms for all types of work.³ To identify certain project types for optimal Quick Build projects, E&CP is working with asset managing departments (AMDs), such as the Transportation Department to identify potential Quick Build Project set asides for SLBEs/ELBEs, such as sidewalks, streetlights, and guardrails.

Resources Needed – Existing staff are working to address remaining actions; no resources needed at this time.

6. **Bonding & Technical Assistance Programs.** The report indicated the ability for small businesses to bond was viewed as a substantial barrier.

Actions Taken – P&C hired a Program Manager in FY 2023 to establish and manage the new Bonding Assistance Program. The Program Manager has been exploring different options to help fund the actual bonds to be issued to companies and it is expected that this program will be up and running towards the end of FY25. The Program Manager hired for Bonding Assistance will also be responsible for the Technical Assistance Program.

Remaining Actions – For the Technical Assistance Program, staff are developing an 8-week Small Business Bootcamp to provide small businesses with needed skills and knowledge for navigating within City’s procurement process and for general business development. The curriculum includes developing business plans, understanding small business financing options including loans, demystifying the City's procurement processes, providing insights into bonding essentials, and navigating various certifications. The Bootcamp is slated to roll out in early CY 2025.

Resources Needed – For the Bonding Assistance Program, \$2.0-4.0 million is needed to fund the actual surety and performance bonds to be issued on behalf of small businesses. For the Technical Assistance Program, existing staff are working with volunteers to conduct the Small Business Bootcamp; no resources needed at this time.

³ The total City-certified SLBE/ELBE firms by type of service or product provided (also known as NAICS) is in Appendix B to this report.

Planned Future Recommendations

Four future planned recommendations remain to be implemented. Two of these require resources in FY 2025.

7. **Equal Opportunity Contracting Program.** The disparity study recommended the expansion of the EOC Program to enhance the capacity for effective monitoring activities, support services programs, and overall program measures that could help improve outcomes for minority- and woman-owned businesses, given staffing levels at the time of the report. Over the past five years, the EOC Program has faced significant turnover and vacancies, which impacted the division's operational efficiency. With the recent creation of a new job classification in March 2023 and successful recruitment efforts that concluded in February 2024, the EOC program has made substantial progress in filling these positions.

Actions and Resources Needed – EOC Management will assess the division's staffing needs to determine if additional staffing requests or resources are needed as part of the FY 2026 budget process.

8. **Program Manual and Growth Monitoring.** The disparity study highlighted the importance of developing a comprehensive plan and manual to enhance communication of the SLBE Program objectives throughout City departments. This initiative aims to reinforce the City's commitment to SLBEs and ensuring equitable participation in procurement opportunities.

Actions and Resources Needed – EOC is currently recruiting to fill an existing Program Coordinator position, who will spearhead the development of strategies to effectively communicate program goals, streamline processes, and collaborating among departments to maximize the program's impact. This position is already budget; no resources needed at this time. EOC anticipates filling this position by the end of the CY and completing this recommendation in FY 2026.

9. **Additional Disparity Studies.** The report mentioned that the City should consider conducting disparity studies on a periodic basis. For example, many agencies conduct a study every five years to understand changes in their marketplace, refine program measures, and ensure up-to-date information on the participation of minority- and woman- owned businesses in their contract. Allowing sufficient time in between studies for newly implemented changes to have desired impact before conducting a new study in order to measure the effectiveness of implementations.

Resources Needed – \$1.0 million.

10. **Purchases Worth Less Than \$150,000 and Minimum Number of Quotes.** There were two future considerations mentioned in the report for the City to potentially implement, advertising contracting opportunities worth less than \$150,000 and increasing the minimum number of quotes for informal contracts.

Actions and Resources Needed – P&C is focused on implementing all primary recommendations. Once completed, these recommendations will be assessed.

Appendix B: Number of City-Certified SLBE/ELBE Firms by North American Industry Classification System (NAICS)

License Type	NAICS #	NAICS Title	SLBE	ELBE	Both	N/A	Total
Construction	221310	Water Supply and Irrigation Systems	0	2	0	0	2
	236000	Construction of Building	0	1	0	0	1
	236100	Residential Building Construction	0	2	0	0	2
	236116	New Multifamily Housing Construction (except Operative Builders)	0	1	0	0	1
	236210	Industrial Building Construction	2	1	0	0	3
	236220	Commercial and Institutional Building Construction	2	6	2	0	10
	237110	Water and Sewer Line and Related Structures Construction	7	10	0	1	18
	237130	Power and Communication Line and Related Structures Construction	1	0	0	0	1
	237310	Highway, Street, and Bridge Construction	13	10	1	0	24
	237990	Other Heavy and Civil Engineering Construction	4	4	0	0	8
	238110	Poured Concrete Foundation and Structure Contractors	5	7	0	1	13
	238120	Structural Steel and Precast Concrete Contractors	1	0	0	1	2
	238140	Masonry Contractors	1	4	0	0	5
	238190	Other Foundation, Structure, and Building Exterior Contractors	1	0	0	0	1
	238210	Electrical Contractors	2	13	0	1	16
	238220	Plumbing, Heating, and Air-Conditioning Contractors	5	5	0	0	10
	238290	Other Building Equipment Contractors	0	2	0	0	2
	238310	Drywall and Insulation Contractors	0	1	0	0	1
	238320	Painting and Wall Covering Contractors	1	4	0	0	5
	238330	Flooring Contractors	0	2	0	0	2
	238340	Tile and Terrazzo Contractors	0	1	0	0	1
	238350	Finish Carpentry Contractors	0	1	0	0	1
	238390	Other Building Finishing Contractors	0	1	0	0	1
	238910	Site Preparation Contractors	7	7	0	1	15
	238990	All Other Specialty Trade Contractors	9	7	0	0	16
		<i>Construction Subtotal</i>		<i>61</i>	<i>92</i>	<i>3</i>	<i>5</i>

License Type	NAICS #	NAICS Title	SLBE	ELBE	Both	N/A	Total
A&E	541310	Architectural Services	2	10	0	0	12
	541320	Landscape Architectural Services	3	8	0	0	11
	541330	Engineering Services	20	37	0	1	58
	541340	Drafting Services	1	4	0	0	5
	541350	Building Inspection Services	2	2	0	0	4
	541360	Geophysical Surveying and Mapping Services	0	2	0	0	2
	541370	Surveying and Mapping (except Geophysical) Services	8	9	0	0	17
	541380	Testing Laboratories	3	0	0	0	3
	541620	Environmental Consulting Services	11	21	0	0	32
	<i>A&E Subtotal</i>			<i>50</i>	<i>93</i>	<i>0</i>	<i>1</i>

License Type	NAICS #	NAICS Title	SLBE	ELBE	Both	N/A	Total
Goods and Services	323111	Commercial Gravure Printing	0	1	0	0	1
	323115	Digital Printing	0	1	0	0	1
	323122	Prepress Services	0	1	0	0	1
	332322	Sheet Metal Work Manufacturing	0	1	0	0	1
	332323	Ornamental and Architectural Metal Work Manufacturing	1	0	0	0	1
	337110	Wood Kitchen Cabinet and Countertop Manufacturing	0	1	0	0	1
	337212	Custom Architectural Woodwork and Millwork Manufacturing	0	1	0	0	1
	423390	Other Construction Material Merchant Wholesalers	1	0	0	0	1
	423510	Metal Service Centers and Other Metal Merchant Wholesalers	0	1	0	0	1
	423830	Industrial Machinery and Equipment Merchant Wholesalers	0	1	0	0	1
	423990	Other Miscellaneous Durable Goods Merchant Wholesalers	0	1	0	0	1
	425120	Wholesale Trade Agents and Brokers	0	0	1	0	1
	444110	Home Centers	0	1	0	0	1
	444190	Other Building Material Dealers	1	1	0	0	2
	484110	General Freight Trucking, Local	0	2	0	1	3
	488210	Support Activities for Rail Transportation	0	1	0	0	1
	518210	Data Processing, Hosting, and Related Services	1	0	0	0	1
	524126	Direct Property and Casualty Insurance Carriers	0	1	0	0	1
	531210	Offices of Real Estate Agents and Brokers	0	0	0	1	1
	541219	Other Accounting Services	0	1	0	0	1
	541410	Interior Design Services	1	3	0	0	4
	541430	Graphic Design Services	1	2	0	1	4
	541490	Other Specialized Design Services	2	1	0	0	3
	541511	Custom Computer Programming Services	1	5	0	2	8
	541512	Computer Systems Design Services	1	6	0	1	8
	541519	Other Computer Related Services	1	2	0	0	3
	541600	Management, Scientific, and Technical Consulting Services	0	1	0	0	1
	541611	Administrative Management and General Management Consulting Services	7	18	0	0	25

License Type	NAICS #	NAICS Title	SLBE	ELBE	Both	N/A	Total	
Goods and Services	541612	Human Resources and Executive Search Consulting Services	0	1	0	0	1	
	541613	Marketing Consulting Services	1	6	0	1	8	
	541614	Process, Physical Distribution, and Logistics Consulting Services	0	1	0	0	1	
	541618	Other Management Consulting Services	1	8	0	1	10	
	541690	Other Scientific and Technical Consulting Services	4	4	0	1	9	
	541720	Research and Development in the Social Sciences and Humanities	0	2	0	0	2	
	541810	Advertising Agencies	1	3	0	0	4	
	541820	Public Relations Agencies	1	10	0	1	12	
	541910	Marketing Research and Public Opinion Polling	0	1	0	0	1	
	541922	Commercial Photography	0	1	0	0	1	
	541930	Translation and Interpretation Services	0	1	0	0	1	
	541990	All Other Professional, Scientific, and Technical Services	1	4	0	0	5	
	561110	Office Administrative Services	0	3	0	0	3	
	561320	Temporary Help Services	0	2	0	0	2	
	561439	Other Business Service Centers (including Copy Shops)	0	1	0	0	1	
	561611	Investigation Services	0	0	0	1	1	
	561612	Security Guards and Patrol Services	1	3	1	0	5	
	561720	Janitorial Services	1	0	0	0	1	
	561730	Landscaping Services	7	5	0	1	13	
	561790	Other Services to Buildings and Dwellings	1	0	0	0	1	
	561990	All Other Support Services	2	2	0	0	4	
	562112	Hazardous Waste Collection	0	2	0	0	2	
	562211	Hazardous Waste Treatment and Disposal	0	1	0	0	1	
	562910	Remediation Services	4	2	0	0	6	
	611430	Professional and Management Development Training	1	2	0	0	3	
	611710	Educational Support Services	0	0	1	1	2	
	711510	Independent Artists, Writers, and Performers	0	0	0	1	1	
	812930	Parking Lots and Garages	0	2	0	0	2	
	<i>Goods and Services Subtotal</i>			<i>44</i>	<i>121</i>	<i>3</i>	<i>14</i>	<i>182</i>
	NAICS Total			155	306	6	20	487

Appendix C: Minor Construction Contract Set Aside Projects Conducted by SLBEs/ELBEs, FY 2014-24

FY	Bid Number	Project Title	Total Contract \$	No.
FY 2014	L-13-5607-DBB-1-A	Kelton Road Sidewalk Improvements	\$ 113,800.00	33
	L-13-5569-DBB-1-A	Via Riato Drive at 7425 & 7435 SD Repair	\$ 25,286.50	
	L-14-5648-DBB-2-A	Allied Gardens Pool ADA Improvements	\$ 219,325.00	
	L-13-5752-DBB-1	Beach Access Stairways - Pescadero Avenue and Diamond Street	\$ 179,700.00	
	L-13-5749-DBB-2-A	Curb Ramp Installation for Underground Utilities Program Project	\$ 274,945.00	
	L-14-5764-DBB-2	Rancho Bernardo Community Park - Sports Field Lighting	\$ 414,906.00	
	L-14-5902-DBB-2	Clairemont Drive Sidewalk	\$ 206,478.00	
	L-14-5380-DBB-2	Scripps Ranch Reservoir Slope Repair & Bracket Replacement	\$ 255,870.00	
	L-14-1109-DBB-2	Fontaine Street Storm Drain Phase III	\$ 187,149.00	
	L-14-5818-DBB-1	Silver Wing Neighborhood Park Lighting	\$ 189,850.00	
	L-14-5779-DBB-1	34th Street Storm Drain Repair	\$ 88,805.10	
	L-14-2035-DBB-2	Regents Road Right Turn Lane at La Jolla Village Drive	\$ 368,225.00	
	L-14-5785-DBB-1	Bayshore Bikeway Mitigation	\$ 219,597.08	
	L-13-5908	SS13001 43rd & Logan Pretreatment Retrofit	\$ 152,099.02	
	L-13-5963	TS13001 30th Street Phase III A Streetlight and Cable	\$ 151,132.24	
	L-14-5815-DBB-2	Ash Street Traffic Signal Modification at 2nd, 3rd, 7th and 9th Avenue	\$ 347,724.75	
	L-14-5562-DBB-2	Palisades Park Comfort Station	\$ 397,200.00	
	L-14-5605-DBB-1	Park Boulevard and Cypress Avenue Pop-Outs and Lighted Crosswalk	\$ 230,869.15	
	L-13-5885-JOC-2	SLBE JOC PS13 Task PS13001 24-Inch Harbor Dr Sewer Main Replacement	\$ 424,832.40	
	L-14-5212-DBB-2-A	Bear Drive Wall	\$ 287,000.00	
	L-14-6115-DBB-3	FY '14 Sidewalk Replacement Group 2	\$ 383,415.00	
	L-14-5905-DBB-1-A	FY' 13 Slurry Seal Group II	\$ 228,947.13	
	L-14-6046-DBB-2	FY13 Slurry Seal Group IV	\$ 294,603.90	
	L-14-6045-DBB-2	FY '13 Slurry Seal Group III	\$ 181,967.00	
	L-14-6150-DBB-1	Citywide Traffic Loops Replacement	\$ 248,330.00	
	L-14-6101-DBB-2-A	Sidewalk Replacement Group 1 - FY 14 (Tree Related)	\$ 289,242.00	
	L-14-1215-DBB-1	Kearny Mesa Community Signs	\$ 91,525.00	
	L-14-6185-DBB-2	Sidewalk Replacement Group 3, FY 14	\$ 351,000.00	
	L-14-1193-DBB-2	Balboa Park United Nations/ Hall of Nations ADA Barrier Removal	\$ 235,246.32	
	L-14-1194-DBB-1	Timken Gallery and Morley Field Tennis Registration Center ADA Barrier Removal	\$ 71,764.00	
	L-14-6047-DBB-2	FY' 13 SLURRY SEAL GROUP V	\$ 261,936.89	
	L-13-5963	TS13003 UUP District 8 Block 8B	\$ 256,692.74	
	L-13-5803	BS12002 La Jolla Shores Lifeguard Station Observation Tower Re-Glazing	\$ 106,854.53	
Total			\$ 7,736,318.75	

FY	Bid Number	Project Title	Total Contract \$	No.
FY 2015	L-14-6052-DBB-2	FY'13 Slurry Seal Group VI	\$ 248,747.00	27
	L-14-6056-DBB-2	FY'13 Slurry Seal Group IX	\$ 286,940.00	
	L-14-6053-DBB-2	FY' 13 Slurry Seal Group VII	\$ 267,762.00	
	L-14-1103-JOC-2	MS13001 Spanish Village Water Service Replacement	\$ 213,979.25	
	L-14-1102-JOC-2	ES13002 UUP Blk 4N Encanto, Trojan Ave, & San Vicente	\$ 500,000.00	
	L-14-1103-JOC-2	MS13002 Downtown Restroom/ Portland Loo	\$ 200,000.00	
	L-14-6198-DBB-1	Museum of Man Interior Repairs	\$ 155,000.00	
	L-14-5685-DBB-2	Avocado Place Brow Ditch Repair Project	\$ 233,834.00	
	L-13-5803-JOC-2	BS12004.1 North Clairemont Recreation Center ADA Park Improvements	\$ 14,559.59	
	L-13-5803-JOC-2	BS12004 North Clairemont Recreation Center ADA Park Improvements	\$ 96,699.76	
	L-14-1221-DBB-2	Central Ave. Mini Park Phase II Skate Plaza	\$ 385,680.00	
	L-14-1187-DBB-1	Restoration and Painting of Talmadge Acorn Streetlights	\$ 194,790.00	
	L-14-1211-DBB-2	Preece Street Storm Drain Replacement	\$ 209,600.00	
	L-15-1209-DBB-2	Torrey Pines Road Improvements Phase I	\$ 281,917.00	
	L-13-5863-JOC-2	TS13004 CD 8 Street Light Installation	\$ 94,175.02	
	L-15-1242-DBB-1	Group Job 13B Curb Ramps	\$ 139,995.00	
	L-15-6374-DBB-2	Skyline Temporary Fire Station	\$ 361,970.22	
	L-15-1222-DBB-2	Rancho Penasquitos Library HVAC	\$ 329,937.00	
	L-15-1212-DBB-1	Solola & Euclid CR Obstruction DS	\$ 138,773.60	
	L-15-1230-DBB-1	Aero Drive & Sandrock Road ADA CR Obstruction DS	\$ 134,975.00	
	L-15-1342-DBB-1	Chelsea Ave w/s East of Dolphin MS DS	\$ 72,165.00	
	L-15-1303-DBB-1	Fairmont Ave - Columbine/Quince SR2S for Capital Improvements Projects Only	\$ 178,123.30	
	L-15-6135-DBB-1	Sewer Pump Station 33 Wall Repairs	\$ 61,995.00	
	L-15-1200-DBB-1	Mobley St. (2764) Storm Drain Replacement	\$ 117,751.00	
	L-15-5879-DBB-1	Allied Gardens Park Green Lot	\$ 187,071.00	
	L-13-5885	PS13002 Sorrento Valley TS Abandonment	\$ 109,316.03	
	L-15-1274	SS15001 Azalea Park Neighborhood Identification	\$ 72,999.52	
Total			\$ 5,288,755.29	

FY	Bid Number	Project Title	Total Contract \$	No.
FY 2016	L-15-6294-DBB-1	Common Area Improvements at the Point Loma Wastewater Treatment Plant	\$ 48,525.00	31
	L-15-1289-JOC-2	TS15001 UUP 7R/Allied Gardens SL	\$ 357,318.81	
	L-13-5803-JOC-2	BS12003 Mohnike Adobe Porch Stabilization	\$ 59,195.26	
	L-15-1282-DBB-1	Siva & Main CR Obstruction	\$ 96,530.00	
	L-15-1274-JOC-2	SS15002 Skyline Community Sign Rebuild	\$ 24,983.40	
	L-15-1289-JOC-2	TS15002 30th Street Phase 3A 20A	\$ 9,010.85	
	L-15-1360-DBB-2	Citywide Manhole Improvements	\$ 242,198.00	
	L-15-1290-JOC-2	ES15001 Streetlight and Cable Installation for Underground Utility Program (UUP) 2T(Pacific Beach North) Job 1 and Job 2 and UUP 8A	\$ 241,405.58	
	L-15-1244-DBB-2	Pacific Hwy Curb Ramp Barrier Removal & Group Job 13 H Midway Pacific DIF CR DS	\$ 319,620.00	
	L-15-1241-DBB-2	Replace Barrier Rail on Barnett o/PCH	\$ 322,682.00	
	L-15-5667-DBB-1-A	Sunset Cliffs Natural Park Hillside Section Improvements - Phase I A	\$ 201,000.00	
	L-15-1331-JOC-2	BS15001 Mission Beach Clinic ADA Bathroom Upgrade	\$ 116,654.57	
	L-15-1331-JOC-3	BS15002 Alzheimer Center ADA Barrier Removal	\$ 280,000.00	
	L-15-1274-JOC-2	SS15003 Midway Street Bluff Repairs	\$ 190,828.01	
	L-15-1228-DBB-1	Coolidge Street Storm Drain	\$ 212,500.00	
	L-16-6404-DBB-2	Beta Street Green Alley	\$ 315,165.00	
	L-16-1373-DBB-2	El Camino Real & SR56 Bike Path Connector (E-Bidding)	\$ 169,998.00	
	L-16-1240-DBB-1	Trail For All People	\$ 238,500.00	
	L-15-1289-JOC-2	TS15003 UUP 20ASDG&E Projects 14	\$ 125,000.00	
	L-16-1384-DBB-2	38th St. at Wightman Pop-Outs	\$ 375,573.00	
	L-16-6249-DBB-1	Fire Station #44 Hydrogren Peroxide Tank	\$ 228,674.00	
	L-15-1281-JOC-2	PS15001 Castle Storm Drain Replacement	\$ 352,344.93	
	L-16-1367-DBB-2	Linda Vista/Genesee Intersection Improvements	\$ 416,523.00	
	L-16-1374-DBB-2	SBWRP Sludge Pump & Grinder Installation	\$ 376,500.00	
	L-16-1417-DBB-1	Mission Blvd - Ventura - San Fernando Turn Pocet	\$ 133,856.00	
	L-16-1359-DBB-3-A	North Torrey Pines Access Ramp	\$ 359,854.00	
	L-16-1324-DBB-2	West Maple Canyon Mini Park	\$ 411,000.00	
	L-16-1438-DBB-2	Pacific Beach Dr - Crown Pt/Olney Sidewalk	\$ 239,742.50	
	L-16-1391-DBB-3	Five Points Neighborhood Pedestrian Improvements	\$ 369,698.00	
	L-16-1377-DBB-1	Torrey Highlands Community ID and Enhancement	\$ 122,990.00	
	L-15-1274-JOC-2	SS15005 Casa De Balboa ADA Barrier Removal	\$ 30,688.99	
Total			\$ 6,988,558.90	

FY	Bid Number	Project Title	Total Contract \$	No.
FY 2017	L-16-1396-DBB-2	University Village Park Tot Lot	\$ 389,697.00	12
	L-15-1274	SS15004 Golden Hill CR Obstruction B St	\$ 107,624.74	
	L-16-1358-DBB-2	South Mission Valley Trunk Sewer Accelerated Project	\$ 378,659.00	
	L-16-1446-JOC-2	TS16001 Flashing Crosswalks Group 1501	\$ 263,130.86	
	L-17-6405-DBB-2	MOC 5 Material Bins	\$ 477,045.00	
	L-15-1290-JOC-2	ES15002 San Vicente UUD, Cardiff Street UUD, Paradise Valley Rd UUD & 28th Street UUD Streetlight and Cable Installation	\$ 227,480.88	
	L-16-1425-DBB-1	Southeastern Obstruction DIF 13 CR	\$ 62,735.00	
	L-17-1505-DBB-1	Via De La Valle Guardrail	\$ 64,980.00	
	L-17-1524-DBB-2	Group Job 131 North Park DIF CR	\$ 125,235.00	
	L-15-1331-JOC-2	BS15003 La Jolla Cove Lifeguard Station	\$ 30,745.88	
	L-15-1331-JOC-2	BS15004 La Jolla Children's Pool Lifeguard Station Roof Replacement	\$ 50,196.49	
	L-16-1446-JOC-2	TS16002 31st St and Oceanview Blvd TS	\$ 199,299.17	
Total			\$ 2,376,829.02	
FY 2018	L-17-1312-DBB-2	Langmuir Street Storm Drain Replacement	\$ 370,930.00	9
	L-17-1549-DBB-2	Cayonside Recycled Water Pump Station Drain Relocation	\$ 384,490.00	
	L-18-1710-DBB-1	Point Loma Ocean Outfall Repair	\$ 186,777.00	
	L-18-1715-DBB-2	Grove Avenue Pump Station Biofilter Media Replacement	\$ 298,300.00	
	L-16-1495-JOC-3	BS16001 Fire Station 9 Remodel	\$ 92,021.76	
	L-17-1511-JOC-3	ES17001 UUP 20A SL Wightman ST Golfcrest Drive	\$ 187,998.07	
	L-16-1465-JOC-3	SS16002 Tierrasanta Rec Pool Center Repair	\$ 44,845.20	
	L-17-1553-JOC-3	TS17001 Averill Rd & W. San Ysidro Traffic Signal	\$ 306,453.79	
	L-17-1553-JOC-3	TS17002 32nd Street UUD	\$ 141,318.84	
Total			\$ 2,013,134.66	

FY	Bid Number	Project Title	Total Contract \$	No.
FY 2019	L-17-1511-JOC-3	ES17003 - Tierrasanta Sports field Lighting Phase II	\$ 119,997.24	3
	L-16-1465-JOC-3	SS16005 - Group Job 13F Linda Vista DIF CR	\$ 166,920.59	
	L-16-1465-JOC-3	SS16004 - Carmel Creek Park Comfort Station ADA	\$ 109,347.80	
	Total			\$ 396,265.63
FY 2020	L-17-1511-JOC-2-A	Cass St. Street Light Installation TO05	\$ 109,916.67	4
	L-19-1774-JOC-2	La Jolla Recreation Center Basketball Courts TO04	\$ 206,371.36	
	L-20-1851-DBB-2	Adams Ave & 49th St Splitter Islands	\$ 228,854.00	
	L-19-1817-JOC-2	TS1817-001/Baker St./Shawnee Rd UUP	\$ 154,877.00	
Total			\$ 700,019.03	
FY 2021	L-19-1817-JOC-2	TS1817-002/ Ingulf and Fanual	\$ 96,672.64	3
	L-19-1817-JOC-2	TS1817-003/Seminole PH2 (El Cajon-Stanley)SL UU630	\$ 84,263.91	
	L-20-1934-DBB-2	ADA Curb Ramp Winder and McKee	\$ 310,567.00	
Total			\$ 491,503.55	
FY 2022	L-21-2010-DBB-2-A	Governer Dr and Lakewood St. Traffic Signal	\$ 306,925.00	3
	L-20-2882-JOC-2-A	Task 02 San Ysidro Art Project - Here Comes the Neighborhood	\$ 12,119.18	
	L-20-1881-JOC-2	Task 1 - Redwood (Pershing Boundatry)	\$ 22,119.20	
Total			\$ 341,163.38	
FY 2023	L-22-2102-DBB-1	Lower Otay Outlet Tower Repair	\$ 240,645.00	2
	L-23-2106-DBB-2	Bannock Ave Streetscape Enhancements	\$ 479,760.00	
Total			\$ 720,405.00	
FY 2024	L-23-2188-DBB-2	South Chollas Creek and Paradise Canyon Open Space Wetland Mitigation Project	\$ 997,978.00	9
	L-23-2195-DBB-1	Repair & Raise Existing M-10 Survey Monuments	\$ 131,270.00	
	L-23-2198-DBB-2	Mercado Dr at Del Mar Heights	\$ 929,990.00	
	L-23-2141-DBB-1	Aquarius & Camino Ruiz Traffic Signal	\$ 497,000.00	
	L-24-2200-DBB-2-A	Los Penasquitos Canyon Preserve Phase II Enhancement Project	\$ 538,929.27	
	L-24-2250-DBB-3	Torrey Pines Road Pedestrian Hybrid Beacon	\$ 655,858.00	
	L-24-2257-DBB-2	Urban Village Idea Lab HVAC Replacement	\$ 642,000.00	
	L-24-2260-DBB-1	Paradise Hills Library HVAC Replacement SE	\$ 152,900.00	
L-24-2262-DBB-2	31st Street and Market Street School Traffic Signal	\$ 819,000.00		
Total			\$ 5,364,925.27	