

SAN DIEGO ASSOCIATION OF GOVERNMENTS

SANDAG

JUNE 2022

THE DBE Disadvantaged Business Enterprise and Small Business Edition

A DBE SUCCESS STORY:

The Mid-Coast Trolley Project



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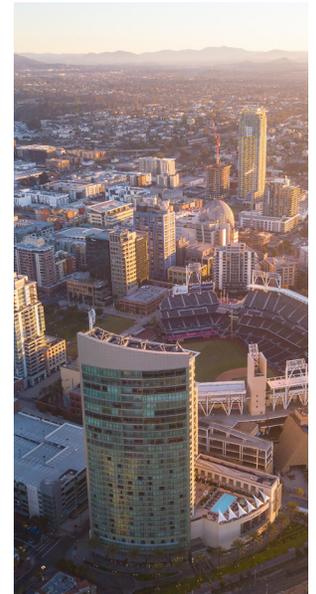
Pursuing a BRIGHTER FUTURE FOR ALL in the San Diego Region

The San Diego region is home to more than 3.3 million people within 18 cities, the County of San Diego, and 17 tribal nations. Its landscape has similarities to many of the California regions with 70 miles of coastline, canyons, mesas, grasslands, forests, agricultural lands, and desert. It also hosts sea and land ports of entry, the U.S. Navy's prestigious Pacific Fleet, renowned higher educational institutions, and a diverse economy rooted in technology, research, national defense, tourism, and a vibrant international border with Mexico.

Like much of California, the San Diego region also has significant challenges that are threatening its quality of life—a lack of affordable housing and compelling transportation options to driving alone have contributed to inequities between communities and increased difficulties in advancing climate goals. Through implementation of the adopted 2021 Regional Plan, SANDAG is reversing course to truly improve transportation, housing, and air quality in the region.

San Diego Association of Governments

SANDAG connects people, places, and innovative ideas by building projects and funding programs that promote mobility, equity, economic growth, and sustainable communities. SANDAG is the one agency where every jurisdiction in the San Diego region is represented. It is governed by a Board of Directors made up of elected officials from the region's 18 city councils and the County Board of Supervisors. Representatives from Imperial County, Caltrans, U.S. Department of Defense, Port of San Diego, San Diego County Water Authority, San Diego Metropolitan Transit System (MTS), San Diego County Regional Airport Authority, North County Transit District (NCTD), Southern California Tribal Chairmen's Association (SCTCA), and Mexico serve on the Board as non-voting advisory members.



A MESSAGE FROM THE CEO

Hasan Ikhrrata



The Mid-Coast Trolley Extension is one of the largest infrastructure projects in the San Diego region's history and a truly amazing accomplishment. The success of the project is a testament to the innovative transportation projects SANDAG delivers for the region.

When we broke ground on the \$2.1 billion dollar project five years ago, the magnitude of the Mid-Coast Trolley Extension had not fully set in. With the support of the SANDAG Board of Directors, project partners, and the Mid-Coast Transit Constructors (MCTC), the Trolley extension is now in service and has become a beacon of opportunities for our region.

By connecting major cities and communities, the Mid-Coast Extension improves regional transit access for generations today and in the future. It is an important addition to our regional transportation system, providing an effective alternative to driving on congested freeways and

helping to cut vehicle miles traveled and greenhouse gas emissions.

Many agencies, organizations, companies, and individuals have contributed to the success of the Mid-Coast project. Small and disadvantaged businesses benefited from project construction and played an essential part in the project's success.

This report highlights the stories of these small and disadvantaged businesses working on the project and how it has expanded many opportunities for their firms to grow immensely.

SANDAG is committed to equity and sets expectations for companies and stakeholders that work with us. As we worked diligently with MCTC to ensure that contracting opportunities for small, women-owned, and minority-owned businesses were available on this project,

we acknowledged that working with these firms was important in strengthening the ties with our communities.

Though these firms are small in size, they have proven to be some of the best partners working on this project and consider them to be an integral part of our present and future successes.

There are not enough words to express the utmost gratitude to every individual who has contributed hard work and dedication in the planning, designing, and building phases of the project.

Thank you,

Hasan Ikhrrata
SANDAG

A MESSAGE FROM THE DIRECTOR OF DIVERSITY AND EQUITY

Elaine Richardson



As one of the most innovative public agencies in the region, SANDAG is well-known for its advances in the public transportation industry. SANDAG is at the forefront of agencies that develop gold-standard programs to support small and disadvantaged businesses grow and succeed by doing business with SANDAG and in the local market area.

The Mid-Coast Trolley project has not only benefited the region as a vital link in the transit system, but has also changed the lives of the many small, women-owned, and minority-owned businesses that worked on the project. The Mid-Coast project is an impressive example of utilizing Disadvantaged Business Enterprise (DBE) and Small Business (SB) programs beyond what the federal regulations require.

I am proud to put forth this compilation of the extraordinary success of DBE and SB firms on the Mid-Coast Trolley project.

Since the beginning, my team and I worked closely with SANDAG Project Managers as well as the Prime Contractor, Mid-Coast Transit Constructors (MCTC), and though it was a challenging ride, I can say we successfully accomplished what we set out to achieve for the DBE and SB firms that worked on this amazing mega-project.

The key to all this success was developing and implementing a DBE and SB Subcontracting Plan and utilizing it as a guiding principle for SANDAG and MCTC to meet DBE and SB goals on the project. The Subcontracting Plan was a living document and was routinely reviewed to ensure that we incorporated innovative approaches to goal monitoring, outreach, and all related areas.

SANDAG made it a priority to ensure that small and disadvantaged businesses of our region get their fair share of the contracting opportunities to enhance our economy and develop much needed transit projects.

It is important that we support these emerging businesses by providing training, guidance, and strategies to have an equal opportunity to participate in solicitations and awarded contracts, like the Mid-Coast Trolley project.

In closing, I would like to immensely thank and congratulate all SANDAG and MCTC staff, our agency partners, our consultants, the DBE and SB firms, and everyone who worked on Mid-Coast. We did it!

This report will give you a background on the Mid-Coast Trolley project, share data and statistics on DBE and SB firm information, highlight the success of these emerging businesses, and much more!

Until next time,

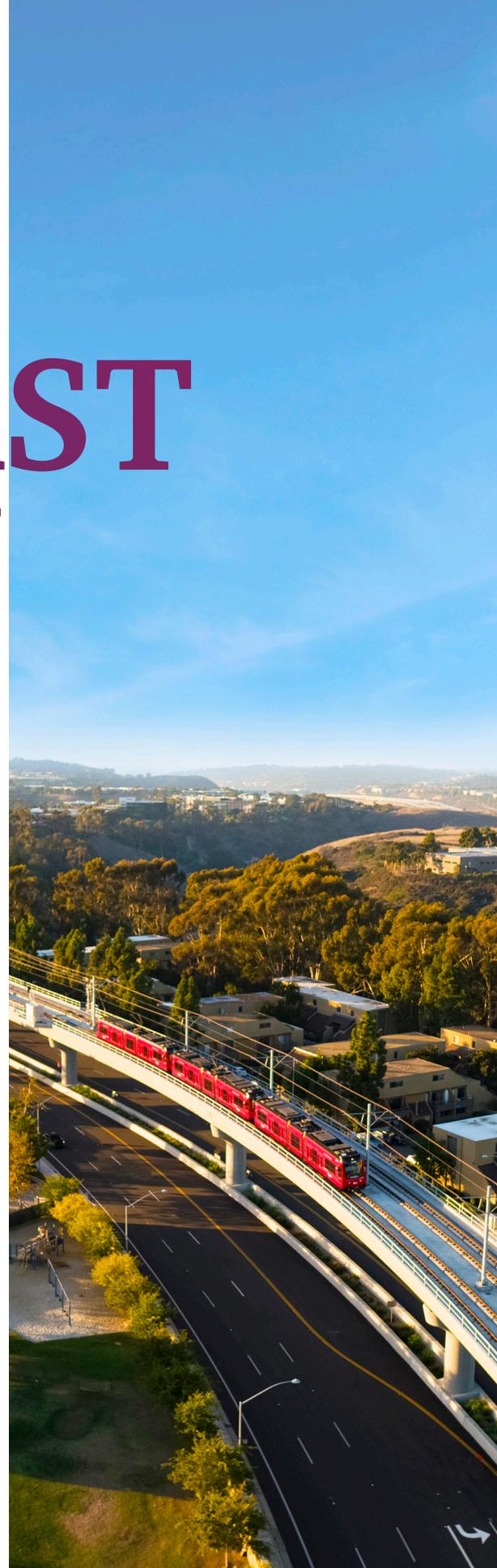
Elaine Richardson
SANDAG

THE MID-COAST TROLLEY PROJECT

Freeways and arterials in the Mid-Coast Corridor are generally congested, and traffic congestion is projected to increase more as the region grows. The population along the corridor is predicted to increase 19% by the year 2030, while employment is predicted to increase by 12%.

The Mid-Coast Extension of the UC San Diego Blue Line Trolley expands transportation capacity in the corridor to accommodate existing and future travel demand, particularly for peak-period commute trips. The project provides an effective alternative to congested freeways and roadways for travelers, leading to fewer vehicle miles being traveled.

The Mid-Coast Trolley Extension is one of the largest transportation infrastructure projects in the history of the San Diego region. Construction began in the fall of 2016 and was completed on time and within budget in the fall of 2021. The project added 11 miles to the UC San Diego Blue Line Trolley, operated by the Metropolitan Transit System (MTS).





The extended line connects Downtown San Diego to the University Community, serving Mission Bay, the VA Medical Center, UC San Diego, Westfield UTC, and other major employment and activity centers. This project expanded the region's Trolley system to now provide a one-seat ride from the U.S./Mexico Border all the way to the University community – with stops at several communities in between.

The Mid-Coast Trolley Extension showcases SANDAG's ability to plan, build, and deliver large-scale

infrastructure projects by leveraging local funds to secure additional funding from state and federal sources. This major investment in regional transportation is the result of decades of planning, engineering, design, and construction made possible through SANDAG's collaborative regional planning process.

In November 2021, SANDAG and MTS were presented with the first-ever Mid Coast Award from Circulate San Diego, created to honor the Mid-Coast Trolley Extension. The award recognized the project for its

transformational impact on the San Diego region.

The Mid-Coast Trolley Extension is an example of SANDAG's 2021 Regional Plan can transform transportation in the region by providing convenient, safe, and competitive transit access to job centers, education, and healthcare for everyone.



THE CONTRACTOR

MCTC

Mid-Coast Transit
Constructors

Mid-Coast Transit Constructors (MCTC) is a joint venture lead by Stacy and Witbeck, with Herzog and Skanska. The team was put together specifically to construct the Mid-Coast Trolley Extension. As part of the team, MCTC hired Modern Times, Inc., a certified Disadvantaged Business Enterprise (DBE) firm, to oversee the DBE and Small Business (SB) programs.

During pre-construction, the team including MCTC, SANDAG, and Modern Times, analyzed the entire scope of work on the project and identified subcontracting opportunities. This was then cross referenced with the available DBE firms in the area to develop a DBE and SB Subcontracting Plan.

Since the Mid-Coast project was a mega-project with significant requirements for performing work on the project, the team created an outreach and training program. During the pre-construction period the team hosted outreach events to inform DBE and SB firms about the project schedule and upcoming bid opportunities. In parallel with the outreach program, the team put together training course series to help interested DBE and

SB firms gain knowledge in administrative and operations functions necessary to be successful on the project and for future pursuits.

As the team transitioned into construction, monthly meetings were held to track the DBE and SB program. During these meetings, monthly updates demonstrating current attainments and forecasted future attainments were shared. This produced data that was used to confirm the project was on target to exceed the overall participation goal. This tracking tool was used proactively to constantly explore current opportunities for added participation by DBE firms and adjust for volume of work scope added to the project as it progressed. This method of active management identified additional DBE and SB opportunities throughout the life of the project.

During the construction of the Mid-Coast project, MCTC enrolled in an official Mentor-Protegee program where MCTC executives partnered up with DBE firms to provide valuable guidance on running their business. MCTC mentored

four firms through this official program. In addition to the official mentoring program, MCTC staff continually provided mentoring to DBE and SB firms on the project. A dedicated MCTC engineer was available to each firm to help them be successful and grow their business capabilities.

To continue to offer opportunities to certified DBE and SB firms, MCTC created a Construction Bench Program that was based upon the SANDAG Architecture and Engineering (A&E) Bench Program. MCTC prequalified construction firms to work on Mid-Coast and this list was provided to project staff to contact when opportunities arose for subcontract opportunities.

Mid-Coast was not only a tremendous achievement for the entire San Diego region, MCTC witnessed many firms significantly grow their small and disadvantaged businesses. Many small and disadvantaged firms were recognized for their performance on the project and for the significant achievements they made in growing their businesses.

DBE AND SB Subcontracting Plan

SANDAG utilized an alternative delivery method for the Mid-Coast Trolley project, which was the Construction Manager/General Contractor (CM/GC) concept. By following this concept, the method reduced project costs, expedited project completion, and provided features not achievable through a traditional design-build. Through this method, SANDAG required bidders to submit a Disadvantaged Business Enterprise (DBE) and Small Business (SB) Subcontracting Plan. SANDAG used the DBE and SB Subcontracting Plan to assess the Prime's (MCTC) experience, commitment, and ability to integrate the SANDAG DBE and SB program objectives in the project delivery process.

The Mid-Coast project DBE goal was 11.3% and the SB objective was 15–20% of the total \$1.1 billion construction scope. Since this was a tremendous amount to monitor for the DBE and SB program, it required a detailed approach on how the Prime would meet their DBE and SB commitments. Below are the main objectives of the implemented DBE and SB Subcontracting Plan:

- Providing DBE and SB firms with useful and practical information and tools necessary to compete for Mid-Coast project contracts
- Maximizing the number of DBE and SB firms participating on the Mid-Coast project
- Meeting DBE goals, SB objectives, and other related federal funding requirements
- Working closely with the CM/GC team to develop a program to get subcontractors construction ready
- Collaborating with the CM/GC to develop and utilize a database of qualified DBE and SB firms that can work on the project

Overall, the DBE and SB Subcontracting Plan was the ultimate blueprint for achieving and performing all activities and processes to manage, conduct, and monitor the DBE and SB program for this mega project. Utilizing the plan ensured that SANDAG was on track for success within the DBE and SB programs.



The DBE and SB Subcontracting Plan also included the following elements:

- DBE and SB Commitment**
- DBE and SB Participation**
- Supportive Services**
- Construction Bench**
- DBE and SB Outreach**
- Monthly/Quarterly Newsletters**
- Quarterly Strategy Meetings**
- Monthly Program Reporting**
- Subcontracting Plan Quarterly Updates**

MID-COAST

Data and Statistics

As a data-driven organization, SANDAG collected data and statistics from the DBE and SB program. The data below shows the participation of DBE firms on the construction portion of the Mid-Coast project.

Disadvantaged Business Enterprise

Through March 2022, SANDAG paid a total of \$197 million to 112 unique DBE firms. This is roughly 17.2% of DBE goal participation, which exceeds the DBE goal tremendously.

112

Unique
DBE
Firms

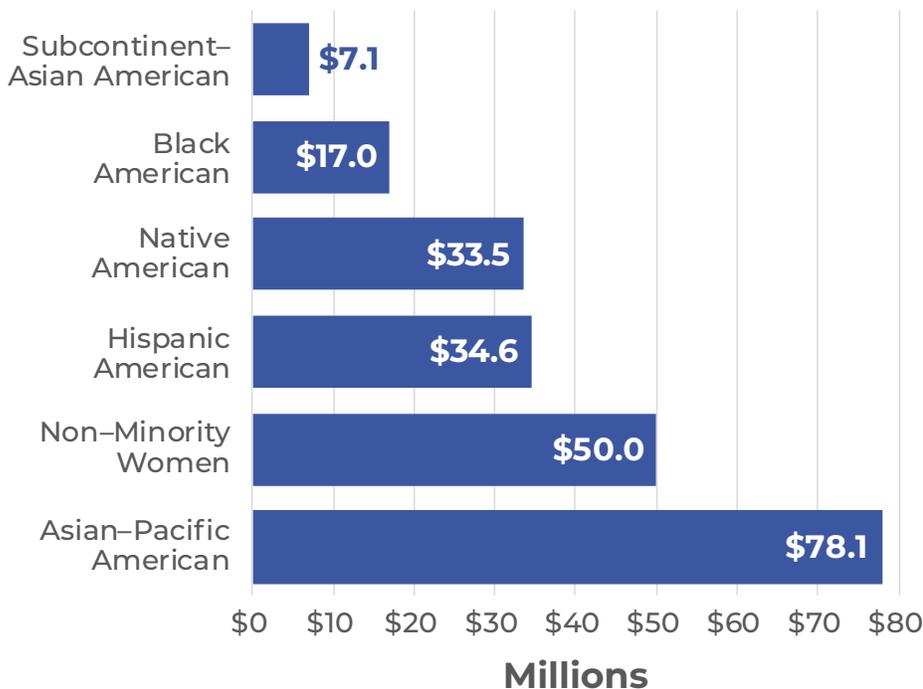
**\$197
Million**

Paid to
DBE
Firms

17.2%

Actual
DBE
Participation

Dollars Awarded to DBE Firms



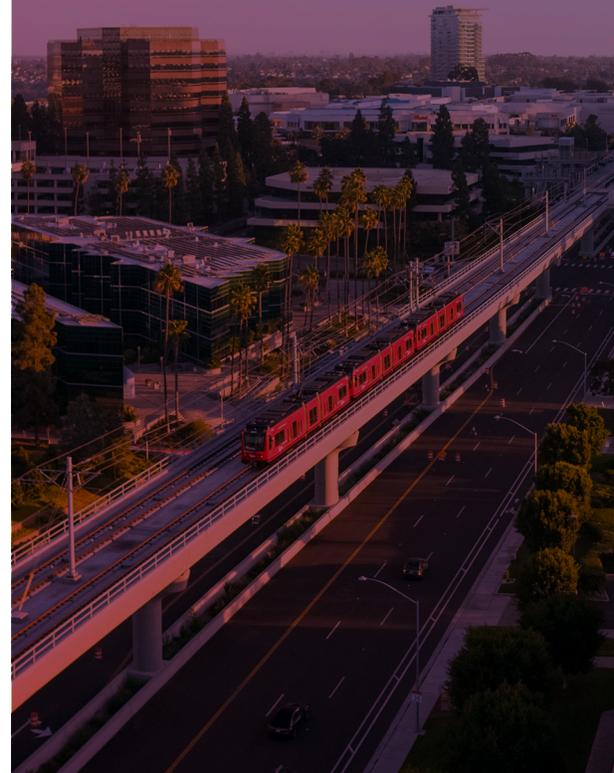
The contract amount for construction of the Mid-Coast project was approximately \$1.1 billion and the DBE goal was set at 11.3%.

\$1.1 Billion

Mid-Coast
Construction
Scope

11.3%

DBE Goal



Small Business

As major contributors to the U.S. economy, the survival and success of small businesses is vital. SANDAG set a 15% to 20% SB objective on the Mid-Coast project to promote the participation of certified SB firms.

168

Unique
SB
Firms

**\$244
Million**

Paid to
SB
Firms

19%

Actual
SB
Participation

\$1.1 Billion
Mid-Coast
Construction
Scope

15–20%
SB Goal

Scope of Services Provided by Small Businesses on Mid-Coast:

Anti Graffiti Coating and Paintings	HVAC	Retaining Wall
Armorcast Joint Trench Manholes	IGP SWPPP for Crushing Plant	Safety Manager
Asbestos Cement Pipe Removal/ Disposal	Impedance Bonds Procurement and Installation	Scheduling
Assembles and Wiring Supplier	Inspection and Consulting	Sewer, Manhole Installation
Bond/Insurance Services	Install Water Pipeline	Sheet Metal, Louvers, Standing Seam Roof
Bridge Deck Welding	Installation of Concrete Block	Slipform/CIP Ballast Curb
Chain, Mow, and Brush Removal	Janitorial Services	Staffing
CIDH Casing Coating	K Rail	Storm Drain Installation
Clearing and Grubbing	Labor Compliance	Storm Water Compliance Inspection
CM/GC Compliance	Laboratory Analysis	Street Sweeping
Concrete Flatwork and PCC Paving	Lead Sampling	Striping
Concrete Pump, Washout, Work	Leak Detection	Structural Coatings
Conduit Excavation and Backfill	Light Installation	Structures Manager/Coordinator
Constructability Reviews	Material Purchase	Supply Construction Material and Pipes
Corrosion Control	Material Testing and Inspection Services	Supply Deck Drain, Form Liner, Steel Casing
CPM Schedule Development	MCCTP Under Drain	Supply Electrical and Safety Materials
Crane Services	Miscellaneous Metals	Supply Engineered Soil Media
DBE Compliance Services and Tracking	OCS/Communication Supply and Install	Supply Lumber
Design Services	Office Supplies	Supply Waterproofing Materials
Electrical Corrosion Control Testing	Operated Crane Equipment	Surveying
Engineering	Pavement Markings	Sweeping
Engineering Demolition Design	Paving	SWPPP Report, Inspector, Consulting
Environmental/Remediation Services	Pipe Video Services	Takeoff and Estimating Support
Equipment Rental	Pipeline Coating	TPSS Fence
Excavation Support	Pipeline Disinfection Services	Traffic Control and Lane Closures
Fabrication and Install Station Canopies and Ornamental Screens	Plumbing	Trailer and Mobile Office
Fabrication of Casings	Printing	Train Signals
False Work	Prolog	Trucking
Fencing	Public Outreach & Relations	Utilities, Utility Shoring
Field Survey	Public Safety and Compliance	Utility Shoring
Fire Protection	QA/QC	Video Services
Furnish and Install Fencing/Block Wall	Rebar	Water Truck
Gamma Gamma Logging	Reinforcing Steel	Waterproofing and Supplies
Horizontal Boring	Rental Equipment	Welding

MID-COAST DBE AND SB Success Stories

The following are success stories from DBE and SB firms that have worked on the Mid-Coast Trolley project. Their experiences on this mega project has helped them grow their emerging firms as well as gain tremendous opportunities on other construction projects across California and the nation. The success of these firms proves the positive impact Disadvantaged Business Enterprise and Small Business programs can have on small and diverse firms to ensure that they are not only surviving but also leading the way toward U.S. economic expansion and growth.



Atwood Hay Inc.

Atwood Hay Inc. is a woman-owned DBE firm specializing in general and electrical construction on state, federal, military, and public work projects. In the past, Atwood has completed a variety of Industrial Commercial Construction projects from tenant remodels, building administrative space in aircraft hangars, to water and sewer infrastructure repairs and expansions. Atwood was first introduced to the Mid Coast Project in March 2018 to oversee the highway and for the installation of the 477 High Rail Installation Catenary Poles. Although they faced some challenges due to COVID, they collaborated with a Kentucky Steel Mill Company to ensure the necessary supplies and materials was available for the project and was able to stay on schedule successfully. Atwood is immensely proud to be a part of a great team on such a grand scope of infrastructure for the San Diego region with hopes to instill their motto: “Building the future. Restoring the Past.”



Aurora Industrial Hygiene

Aurora Industrial Hygiene is a women, minority, and veteran-owned DBE certified firm with over 20 years' experience as industrial hygiene consultants. Aurora was a subcontractor to Rincon Consultants, Inc. for the Mid-Coast Project. Their role on Mid-Coast began as a small scope to prepare compliance plans and conduct safety training focused on industrial hygiene, such as asbestos and lead abatement for MCTC employees and subcontractors. Aurora's initial contract value was approximately \$2k, which increased to approximately \$88k on Mid-Coast. Aurora stated that they enjoyed their involvement with the Mid Coast project and how privileged they were to contribute to such a historic project for San Diego. Aurora continues to provide services for both public and private sector clients, including federal and local government entities, insurance carriers, legal firms, construction contractors, environmental consultants, aerospace firms, airports, school districts and universities.



CGO Construction Company

Established in 1987, C G O Construction Company is a Black American-owned DBE and SB certified business located in Ontario, CA. The firm performs general construction services to federal, state, and local agencies. C G O was contracted by MCTC to remove trees and clear brush and ground cover to create an open working site to extend and construct the Mid-Coast Trolley system. Their initial contract value was \$754k which increased to approximately \$1.7 million. As a result, the company was able to receive bigger contracts with other agencies because of their experience and size of their contract with MCTC. C G O has experience in undertaking projects that involve challenges in the civil/heavy construction, engineering, design build, site development, dams, channels, and building construction field as a whole. Their advice for DBE and SB firms is to continue to do quality work and network closely with the general contractor of the project you are seeking work with.



Diego & Son Printing, Inc.

Founded in 1972, Diego & Son Printing Inc. is a local family-owned Disadvantaged Business Enterprise (DBE), Small Business (SB), and Disabled Veteran Business Enterprise (DVBE). Focused on commercial and promotional printing, Diego & Son first became involved with the Mid-Coast Trolley Project in 2015. Their initial contract grew from \$5k to \$25k. Diego & Son shared that being involved with the Mid-Coast Trolley Project has helped increase their firm's exposure in providing printing services to other regional government agencies. Reflecting on their work on the project, the firm has been able to establish a collaborative relationship with SANDAG in understanding the project's scope of work while also understanding the importance of delivering high quality products. Some words of wisdom they would like to share to anyone who is thinking about government contracting is not to be discouraged by the process; "Stick with it and do not give up." Diego & Son Printing Inc. takes pride in being a small local family-owned business who has participated in the largest transportation project in the San Diego region to date.



Diversified

Diversified Landscape Co. is a women-owned DBE and SB firm who serves the southern and central California regions specializing in federal, state, local and commercial landscape construction. Starting in 2015, Diversified has served as the landscape subcontractor on the Mid-Coast Project to provide erosion control such hydroseeding. Diversified's contract value increased from \$31k to \$21 million and grew their employees from 8 to 45 on the project. In addition, their experience on Mid-Coast has gained them new opportunities with other San Diego public agencies. They expressed that the highlight of working on Mid-Coast has been all the people coming together to bring San Diego a first-class transportation project. Diversified advises DBE and SB firms that "No job is ever too small to pass up and to use all available outreach programs that are offered by each agency and General Contractors because they want you to succeed so they can have a successful project. With all the resources there are, don't be afraid of a large project either." Diversified's motto is: "Growing today for a greener tomorrow."



JLM Strategic Talent Partners

JLM Strategic Talent Partners is a Black, woman-owned firm founded in 2011 and based in Long Beach, CA. The firm provides professional staffing and recruiting services. After attending many SANDAG outreach events, JLM's Business Development team was introduced to the MCTC Project Manager and began to network and research the needs of the Mid-Coast Project which landed them a scope to provide temporary staffing for an initial \$80k. Due to their great work their contract grew tremendously to \$1.8 million. They also started with one contracted person on their team and have employed 30 to 40 contracted employees over the years. JLM shared a compelling story about an employee placed on the Mid-Coast Project. The employee was a young, single mom who was working a night job and highly driven to be successful in her job. She started as a receptionist, but quickly grew from that position to an accounting role. She received pay raises and was able to quit her night job and support herself and child with the MCTC position. JLM is a hub for creating opportunities at the worker-level. They continue to have a close-knit relationship with MCTC and have been able to expand their business to other locations in California. JLM expressed that small and diverse businesses should "Make sure to put yourself out there..." in regard to attending networking and workshop events.

LA Steel Services Inc.

LA Steel Services Inc. is a woman-owned DBE and SB certified firm that provides construction services in furnishing and installing reinforcing steel. The Mid-Coast project enabled LA Steel to grow their company when they were a very small company and had only been in business for 17 months when they received their Mid-Coast contract. LA Steel was able to manage our growth carefully on Mid-Coast. They are very happy to have worked with MCTC as they were very organized and considerate of the firm's DBE and SB status. To have their contract value grow from \$700k to \$6.5 million was a huge highlight for LA Steel. This was proof that they were performing well and that MCTC trusted them to "deliver the goods". It also allowed LA Steel to put systems and procedures in place to monitor/control a large volume of work. LA Steel's advice to small and disadvantaged businesses is to "Pay attention to the paperwork. Review the project schedule to verify your work durations are achievable and that you understand the sequence of the work. Make sure you meet any deadlines your general contractor has and if you cannot meet a deadline let your GC know as soon as possible."



Leinaia's Transportation

Leinaia's Transportation is a thriving DBE woman-owned trucking firm. Before the Mid-Coast Project started, the owner, Leinaia King, attended numerous small business outreach events and workshops hosted by SANDAG and MCTC. At one of the events, she sat next to the VP of MCTC who listened to her story and that was the conversation that launched her firm's phenomenal success. King started the project with a single truck that she purchased at a salvage yard and did most of her work out of the cab of her truck. Fast forward to the height of Mid-Coast construction, she now has 18 trucks, 20 employees, and numerous heavy equipment that has expanded her scope of work. Additionally, Leinaia's Transportation's initial contract value for Mid-Coast was \$500,000 that increased to more than \$9 million due to their remarkable work. King has overcome many challenges of being a woman-owned firm in construction, but that has not stopped her from achieving success in numerous projects with public agencies and more!





Lucas Builders Inc.

For over 10 years, Lucas Builders, Inc. has been delivering excellence as an engineering utility contractor in Southern California. Lucas Builders is a DBE certified Asian-Pacific-owned firm that is capable to handle a wide range of construction projects, such as installing storm drains, sanitary sewer lines, water lines, drainage systems, fire lines, electrical conduits, light framing, sound control, shoring and specialty metal services that include custom fencing, railings, and fall protection. By joining MCTC's Construction Bench Program, similar to the SANDAG Bench Program, Lucas Builders gained a contract on the Mid-Coast Trolley Project. Their initial contract value grew from \$35k to more than \$45 million. Additionally, their company grew from 35 employees to 54 on this project alone. They have been able to add their experience to their firm's resume and gain additional work with other public agencies throughout Los Angeles County. The firm expressed that "Mid-Coast is one of the best projects they have worked on, and this opportunity brought a tremendous amount of attention to their firm." The firm's motto is to focus on "Leadership, Reliability, Quality & Safety."



Moor Electric

Moor Electric is an electrical services subcontractor on the Mid-Coast Project. The company was established in 2001 and is a Black American owned DBE and SB firm. The owner, Dwayne Henry, learned about the project through outreach events and more significantly as a protégé in the Construction & Collaboration (C&C) Mentor Protégé Program. His C&C mentor was MCTC, and they provided Henry the tools and resources to be successful in the industry. Henry's goal was to get his foot in the door with government contracting. Successfully, Moor Electric eventually secured an initial \$25k contract on the Mid-Coast Project which has grown to \$1.5 million. Their greatest achievement on the project was the installation of the Gilman Bridge lights and signage. With the experience they gained, they were able to increase their scope of work to include meter pedestals installs, lighting installs, and troubleshooting. The project also allowed them to get lots of media exposure and new experience in civil and railway projects in Southern California. Moor Electric urges small and disadvantaged businesses "To keep doing what you are doing...it will pay off."



Paradigm Mechanical Corporation

Paradigm Mechanical Corporation specializes in the design-build of heating, ventilating, and air-conditioning (HVAC) mechanical systems from commercial to government facilities in the Southern California Region. Paradigm is wholly woman-owned DBE and SB firm and were first connected to the Mid-Coast Trolley Project when they first signed up to become part of the SANDAG Bench Program and received their initial contract in 2017. The Paradigm Team is extremely proud to have participated in the largest transportation project to date in the San Diego region, making it the biggest public works project they have worked on since their company's inception. As a result of their participation, Mid-Coast allowed Paradigm to not only work outside their comfort zone and face new challenges but also provided an opportunity for company growth. Reflecting on their work and experience, Paradigm would like to encourage other DBE and SB firms to not be intimidated by government contracts and not be afraid to ask for support or resources. Their advice is that "There are many people along the way that are willing to coach and give advice. Take advantage of networking opportunities to encourage your professional growth."



Payco Specialties

Payco Specialties first became involved in the Mid-Coast Trolley Project back in 2016. They specialize in striping and marking, striving to make airports, highways, military bases, and roads safer. Payco Specialties focus is to provide high quality service in installation and products offered. Since their involvement in the Mid-Coast Trolley Project, the Payco team has been able to build their personnel by nearly 50% and secured over one hundred weeks of guaranteed construction work. In reflecting on their work thus far, Payco Specialties takes "...pride in being involved in a groundbreaking project that current and future generations will be all be able to benefit from." Payco Specialties has been women owned since 1975 and would like to encourage other DBE and SB firms to: "Take risk and watch as the hard work pays off in the forms of business growth and team building."



SAE Technical Services, LLC

Founded in 1978, SAE Technical Services, LLC is an Asian-Pacific American-owned engineering and construction services firm. Through targeted outreach efforts to small and disadvantaged businesses, SAE quickly became involved in the Mid-Coast Trolley Project by providing services for quality control consulting. They started on the project with an initial contract value of \$100k which grew to \$450k. Their involvement with Mid-Coast enabled their firm to survive financial hardship brought on by COVID-19 pandemic. Contrary to other businesses, SAE was able to maintain operations and gain not only work experience but also achieve financial stability to take their business to a higher level. As a San Francisco based company, they have also been able to successfully = expand their service area to include the Southern California region, specifically the San Diego area. Looking back at their experience, SAE is thankful for the level of support offered from everyone involved in the project, especially during a global pandemic. As the project has concluded, the SAE team would like to highlight the importance of networking to new DBE and SB firms to stay engaged as these opportunities really produce results.



Sequoia Consultants, Inc.

Sequoia Consultants is a Subcontinent-Asian American-owned firm established in 2005 that aims to provide quality construction solutions to the transportation industry. Dating back to 2015, the Sequoia team first became aware of the Mid-Coast Trolley Project through SANDAG outreach networking events. They secured a contract with MCTC for an initial value of \$400k to provide construction QA/QC and materials testing and inspection services. That contract grew to approximately \$8 million. As a result, the Sequoia team was able to increase staff efforts in their San Diego office and create sustainability for their firm. Looking back, something that stands out to this firm, is their ability to staff the project on an aggressive schedule and requirements from multiple jurisdictions. This required their team to have multiple certifications to satisfy the corresponding jurisdictional requirements in the largest San Diego project to date. Moving forward, a piece of advice the Sequoia's team would like to share with future DBE and SB firms looking to become involved in government contracting, is to ensure your product/service is of the highest quality. Ensuring your product/service is of the highest quality will allow your firm to bring value and expertise to the contractor/agency.



SRK Engineering

Founded in 2014, SRK Engineering is a DBE certified Asian-Pacific, woman-owned firm. SRK is a general engineering contractor that specializes in underground infrastructure (water, sewer, storm drain) and retaining walls. They attended numerous Mid-Coast outreach events and after multiple meetings with MCTC, SRK was given a chance to evaluate, propose, design, and construct a stress wall or counterfort wall new to the railroad industry. Not only did the construction of these alternative walls save the schedule by meeting the critical track cutover, but it also provided huge dollar savings to taxpayer funds. This was their very first contract as a contractor. As the project developed and construction changes happened, SRK Engineering was able to gain more contract value, work experience, and bring on additional employees. Their team of two has since then grown to fifty and their contract value grew from \$500k to \$41 million. In reflecting on their experience, SRK states, "We worked hard to meet deadlines, to satisfy all requirements and get the retaining walls built. MCTC was great to work for." A piece of advice they would like to share for those just starting on government contracting is to be "the go to contractor to solve your client problems. If you can show them, you do quality work they will give you more opportunities."



The Solis Group Enterprises, Inc.

The Solis Group, also known as TSG Enterprises, Inc., is a Hispanic-, woman-owned firm that was founded in 1992. TSG first became involved with the Mid-Coast Trolley Project in 2014 when they were contracted to perform labor compliance, document control, and public relation services on the project. The firm's initial contract value grew from \$285k to \$3.2 million, five times over, since the project's inception. Through this mega project, TSG highlighted that their biggest success was becoming deeply integrated with MCTC to address project controls and compliance issues. Their experiences led them to gaining new contracting opportunities in the Southern California region. TSG is proud and happy to have participated on the largest transportation project that the San Diego region has seen to date. Reflecting on their experience, TSG would like to encourage small and disadvantaged businesses to talk to the leading agency early and often as such conversations are helpful in starting out with government contracting.



Triumph-Geo Synthetics, Inc.

Triumph-Geo Synthetics, Inc. is a woman-owned DBE and SB certified firm that provides services such as geogrids, geotextiles, pipe and fittings, stormwater systems, liners, cellular confinement, trench drain, erosion control products, geo-composites, and specialty products. Through a SANDAG outreach event, Triumph was able to get connected to MCTC and was contracted for the Mid-Coast Project. Their initial contract value increased from \$13k to \$790k. Their team is immensely proud to have been a valuable construction material supplier for the Mid-Coast Project. This project has given Triumph ongoing opportunities to diversify their products and supply materials. Their success derived from Triumph being a trusted supplier for many different products throughout the construction of Mid-Coast. Triumph encourages DBE and SB firms to "Take advantage of the many training sessions available to learn how to be a valued business partner for the contractor. Never cut corners and make honesty and integrity one of the core values of your business. Always provide products that meet or exceed the specifications and provide quality customer service."

MID-COAST TROLLEY PROJECT

Disadvantaged Business Enterprises

The following section lists all the construction and professional service DBE firms that have performed work on the Mid-Coast Trolley project. SANDAG would like to express immense gratitude to each firm for providing quality consulting services and outstanding professionalism on this transformational transit project. *Please note this list may not be representative of all firms that worked on the project.*

Construction

A list of DBE construction firms that performed work on the Mid-Coast project.

3531 Trucking
A & D Logistics, Inc.
A & O Trucking
A and M Sales
ABC Construction Specialties
ABC Painting Inc
Afeco, Inc.
Agri Service, Inc.
Alameda Construction Services, Inc.
ALG & Partners Trucking
Almar Trucking LLC
Alvarez And Shaw, Inc.
Ambient Environmental, Inc.
American Concrete Washouts Inc.
ANG Trucking Inc.
AP Navarro Transport Corporation
Atwood Hay Incorporated
Aurora Industrial Hygiene
Ayala Boring Inc.
Baja Trucking, Inc.
Balboa Engineering, Inc.
Bert W Salas, Inc.
Bob Turner's Crane Service, Inc.
Bonita Pipeline, Inc
BTS Equipment Unlimited, Inc.
Burns and Sons Trucking, Inc.
C G O Construction Company
Cable, Pipe & Leak Detection, Inc.
Cal-Duct, Inc
California Land Surveyor
California Testing & Inspections, Inc.
Cavlina Trucking
Charter Industrial Supply
Chupatsor Inc.
CL Surveying and Mapping, Inc.
Cnj Enterprises, Inc.
Coastal Pipeline Services
Coating Specialists and Inspection Services, Inc.
Construction Management Systems and Inspections
Continental Trucking
Cooper Engineering, Inc.
Corrosion Mitigation LLC
Crest Equipment, Inc.
Cronin Enterprises Inc.
D 3 Construction Services, Inc
D.H. Charles Engineering, Inc.
Datel Systems
DBA Ace Fence Company
Diversified Landscape Co.
Deans Certified Welding, Inc.
Diego & Son Printing, Inc.
Dirty Dawgs Trucking
DM Trucking
D'sesma Trucking, Inc.
Earthspectives
EHS International, Inc.
Ellis Equipment, Inc.
Emax Laboratories, Inc.
Emerge Video Services
Enviromatrix Analytical, Inc.
Environmental Construction Group, Inc.
Exceed Building Services, Inc.
Fortino Trucking
FPL and Associates, Inc.
FS3, Inc. Dba FS3/Hodges
Full Traffic Maintenance, Inc.
Fuller Electric
Fuller Trucking
G & C Equipment Corporation
G & F Concrete Cutting, Inc.
Gorilla Stationers, LLC
In-Line Fence & Railing Co., Inc
J. McBride Trucking Services, Inc.
Jack Rubin & Sons, Inc.
Jesus Ruiz-Gutierrez Dba Jr Trucking
JJH Solutions Group, LLC
JL Stormwater Consultants, Inc
JLM Staffing Solutions
John's Equipment Rental
Jorge Lopez
Katz & Associates, Inc.
Kelly & Assoc., Inc.
Kellys Water Works
Kissinger & Herring, Inc.
La Esperanza Trucking, Inc.
LA Steel Services, Inc.
Langley Traffic Service, Inc.
Legend Fence Corporation
Leinaia's Transportation
Lejend Corporation
Lucas Builders, Inc
M & B Water Trucks, Inc
Maid Fast Construction Inc.
Martin's Specialized Transport, Inc.
Merton A Thomas Jr
Modern Times, Inc.
Montez Group Inc.
Moor Electric, Inc.
Morgner Technology Management
Mountain Materials, Inc.
Murphy Industrial Coatings Inc.
N R W Trucking
Nash Fabricators, Inc.
Nikkis Transport Inc
Northstar Surveys, Inc.
O.C. Vacuum, Inc.
Pacific Waterproofing & Restoration, Inc.
Panorama Trucking Inc.
Paradigm Mechanical Corp.
Payco Specialties, Inc.
PB&A, Inc.
PCA Trucking, LLC

Construction (continued)

Performance Analytical Laboratories, Inc.
Perrault Corporation
Pro Link Engineering, Inc.
QN Management Solutions Inc
R T Trucking
R. B. Jacobson, Inc.
RD Reed Heavy Transport LLC
Rec Trucking Inc.
Robcar Corporation
Romero General Construction Corp.
Roofers Mart of Southern California, Inc.
Rosanna M Lacarra
Rupert Construction Supply, LP
S&P Fabrication/Services
SAE and Associates
Sam's Equipment & Supplies
San Dieguito Engineering, Inc
Sandy's Trucking

Sanveo Inc.
Savala Equipment Company, Inc.
Sequoia Consultants, Inc.
Sergio Jauregui
She Marine Construction Supply
Ship-DTS
Siege Electric, Inc.
Sigma Engineering Solutions, Inc.
Singh Group, Inc.
Site Solution Services
So Cal Tree Care, Inc.
SoCal Welding Inc.
Soil Retention Systems, Inc.
South Coast Sweeping, Inc.
SRK Engineering
Statewide Stripes, Inc.
Stellar Services, Inc.
Stoney-Miller Consultants, Inc.
Summit Erosion Control, Inc.
Sunstar Laboratories

Surety Associates of Southern CA Insurance Services
Synergy Traffic Control Inc.
Tahlequah Rebar Inc.
TCR Rail Systems, LLC
The Culver Group, Inc.
Thompson Trucking, LLC
Transtar Pipeline, Inc.
Triumph Geo-Synthetics, Inc.
TSG Enterprises Inc.
Ulmer Industries, Inc.
Unitis, Inc.
Unlimited Trucking LLC
US Inspection & Consulting LLC
Vertical Constructors, Inc.
Vision Trucking
Western Bay Sheet Metal, Inc.
Winegardner Masonry, Inc.
XKT Engineering Inc
Zikov Engineering, Inc.

Professional Services

A list of DBE professional services firms that performed work on the Mid-Coast project.

ACME Safety & Supply Corp.
ATS Consulting
Balk Biological, Inc.
Berggren Land Surveying & Mapping, Inc.
Blue Lake Civil
BRG Consulting, Inc.
Brown Marketing Strategies
Byrne Communications Consulting
Cadre Design Group, Inc.
CPM Partners, Inc.
DBE Consultants
Diversified Business Services
Earth Mechanics, Inc.
Elizabeth M. Kiley, Inc.
EPC Consultants Inc.

Estrada Land Planning, Inc.
Finger & Moy, Inc.
Gateway Pacific Management, Inc.
GCAP Services Inc.
Geospatial Professional Solutions, Inc.
Gonzalez-White Consulting Services
Harris & Associates, Inc.
Hon Consulting, Inc.
K T U & A
Kal Krishnan Consulting Services, Inc.
LKG-CMC, Inc.
Lopez Engineering, Inc.
Lugo Engineering, Inc.
Manuel Oncina Architects, Inc.
Marrs Services, Inc.
MJE Marketing Services, Inc.

MTGL, Inc.
North Bay Company Inc.
Pacific Railway Enterprises, Inc.
Paleo Solutions, Inc.
Pangis Inc.
PQM, Inc.
Project Control Specialists, Inc
Raw International
Red Tail Environmental
Reddy Engineering Services Inc.
S2 Engineering
Safework, Inc.
Sirius Environmental
Terry A. Hayes Associates Inc.
Tucker Sadler Architects, Inc.
WMH Corporation

“There are no secrets to success. [Success] is the result of preparation, hard work, and learning from failure.”

– COLIN POWELL, FORMER US SECRETARY OF STATE



WORDS OF WISDOM

From the Team

The SANDAG Office of Diversity and Equity (ODE) recognizes the importance of small and diverse businesses and the positive impact they have on the economy and community as a whole. ODE believes that a robust DBE and Small Business program is critical to the success of these emerging firms as they grow their businesses by participating in government contracting.

It is encouraged that small and diverse firms take the advice set forth by the featured DBE success stories in this magazine. These highlighted firms have stated a common theme that government contracting goes beyond submitting bids and waiting for a chance. As a small and diverse firm, you must work hard to network with agencies and businesses, get the proper certifications, and strategically market your firm's capabilities, experiences, and expertise. Hard work eventually pays off, but there are only a few willing to take this challenge.

Additionally, it is very important for public agencies to acknowledge the significance of small and diverse businesses and set proper efforts in place to guide these firms on a path to success. SANDAG continuously ensures that our small and disadvantaged programs remove barriers for DBE and Small Business firms to participate in contracts and procurements. SANDAG will always advocate for small and disadvantaged businesses by providing training, guidance, and strategies for maximizing opportunities in government contracting with SANDAG and in the local market area.

In conclusion, small and disadvantaged businesses contribute to the local economy by bringing growth and innovation to the community and help stimulate local employment opportunities. During the current economic climate and the after-effects with the challenges of the COVID-19 pandemic, small and disadvantaged businesses are impacted most of all. It is imperative that SANDAG, as a public agency, provide increased opportunities and support for small businesses. New projects, such as the SR-11 Otay Mesa East Port of Entry, and programs, like the 15% SB goal on the upcoming projects on Architecture and Engineering (A&E) and Construction Management (CM) On-Calls, are newly anticipated efforts that SANDAG highly urges small and diverse businesses to participate in.



“...small and disadvantaged businesses contribute to the local economy by bringing growth and innovation to the community and help stimulate local employment opportunities...”

MID-COAST Milestones

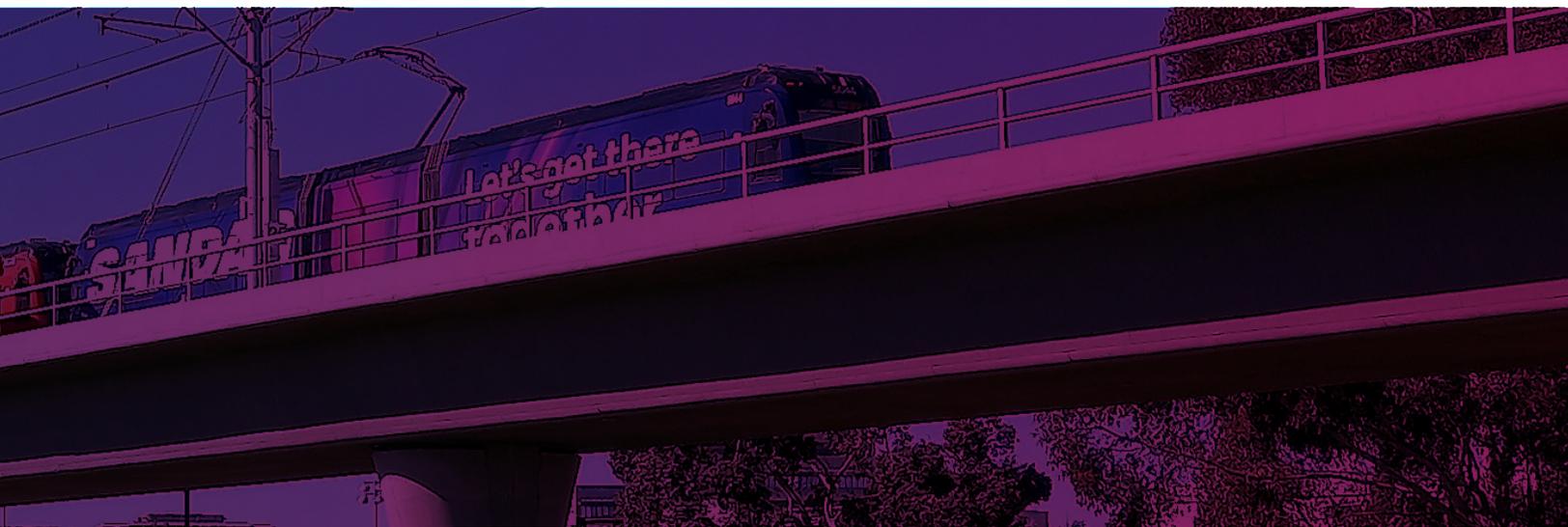
Enjoy these photos of the Mid-Coast project and team from Groundbreaking to Grand Opening! Thank you to all those who contributed to the success of the Mid-Coast Trolley Extension.

2016
Groundbreaking

2016
Check Signing
Event

2016–2021
Construction





2019
Half-way
Celebration

2019–2021
Staff Tours

2021
Grand Opening



DOING BUSINESS WITH **SANDAG**

SANDAG procures construction and maintenance services, hardware, software, information systems, data, and facilities equipment and supplies.

SANDAG also hires consultants in categories such as intelligent transportation systems, planning, environmental, communications, public outreach, finance, legal, construction management, and engineering.

**Disadvantaged
Business Enterprise
Program**

**Small Business
Program**

Bench Program

Commitment to Equity

We hold ourselves accountable to the communities we serve. We acknowledge we have much to learn and much to change; and we firmly uphold equity and inclusion for every person in the San Diego region. This includes historically underserved, systemically marginalized groups affected by actions and inactions at all levels of our government and society.

We have an obligation to end disparities and ensure that safe, healthy, accessible, and inclusive opportunities are available to everyone. SANDAG has developed an equity action plan that will inform how we plan, prioritize, fund, and build projects and programs; frame how we work with our communities; define how we recruit and develop our employees; guide our efforts to conduct unbiased research and interpret data; and set expectations for companies and stakeholders that work with us.

We are committed to creating a San Diego region where every person who visits, works, and lives can thrive.

401 B Street, suite 800 | San Diego, CA 92101 | 619.699.1900

SANDAG.org/smallbiz