

Disadvantaged Business
Enterprise Triennial Goal
and
Methodology
FFY 2026 - 2028

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INTRODUCTION

The Metropolitan Transportation Commission (MTC) hereby submits the Disadvantaged Business Enterprise (DBE) Triennial Goal and Methodology for Federal Fiscal Year (FFY) 2026 through 2028.

MTC is the transportation planning, financing and coordinating agency for the nine-county San Francisco Bay Area. As a recipient of Federal Transit Administration (FTA) funding to subsidize capital and/or operating transit related activities, MTC is required to submit an overall goal for DBE participation over the upcoming three federal fiscal years. The overall DBE goal of 7% contained herein represents anticipated DBE participation in FTA-assisted activity for FFY 2026 to FFY 2028 to be achieved through 4% race (and gender)-neutral and 3% race (and gender)-conscious means.

BACKGROUND

The DBE overall goal setting methodology is a requirement set forth in the United States Department of Transportation (USDOT) DBE regulations, 49 Code of Federal Regulation (CFR) Part 26.45. The DBE regulations require USDOT recipients to set an overall goal based on demonstrable evidence of the availability of ready, willing and able DBEs relative to all businesses ready, willing and able to participate on DOT assisted contracts. The goal must reflect MTC's determination on the level of DBE participation expected absent the effects of discrimination. These regulations define the components that are addressed and incorporated into MTC's DBE Program.

FTA-Assisted Contracting for FFY 2026 - 2028

The DBE regulations state that the overall goal should be expressed as a percentage of all FTA funds (excluding the purchase of transit vehicles) that MTC (and subrecipients under MTC's oversight) will expend in FTA-assisted contracts over the next three federal fiscal years. MTC receives various levels of FTA formula funding directly from FTA and indirectly from California Department of Transportation (Caltrans) and other FTA transit grantees. MTC is the region's designated recipient of FTA formula programs for large, urbanized areas and has programming authority for small, urbanized areas via agreement with Caltrans. Ongoing FTA grants with MTC include Clipper Fare Collection and Mapping & Wayfinding, both funded through Section 5307 formula funds and Federal Highway Administration (FHWA) funds transferred to FTA.

MTC has executed memoranda of understanding with area FTA grantees establishing procedures to ensure FTA contracting activity is captured appropriately in FTA DBE goals and Uniform Reports.

The dollar amounts in Table 1 reflect the full contract amount for each project, as opposed to only the FTA funded share, because the FTA funded percentage in MTC contracts is uncertain until project solicitation.

Project	FFY 26	FFY 27	FFY 28	FFY 26 - 28
Regional Mapping and Wayfinding Project Pilot Construction	\$20,989,232	\$0	\$0	\$20,989,232
Regional On-board Transit Survey	\$960,000	\$600,000	\$410,000	\$1,970,000
Regional Paratransit Trip Booking	\$600,000	\$0	\$0	\$600,000
Short Range Transit Plans	\$0	\$1,140,000	\$0	\$1,140,000
Travel Diary Survey	\$700,000	\$200,000	\$600,000	\$1,500,000
Totals	\$23,249,232	\$1,940,000	\$1,010,000	\$26,199,232

Table 1, projected contracts for FFY 2026 – 2028.

GOAL METHODOLOGY

DBE regulations require that MTC include with the overall goal submission a description of the methodology used to establish the goal, including the base figure and the evidence with which it was calculated, and the adjustments made to the base figure, if any, and evidence relied upon for the adjustments. This section outlines the process utilized to establish the step-one base figure and consideration given to determine if a step-two adjustment of the base figure is necessary.

Establishment of Local Market Area

Figure A, Map of Bay Area Nine Counties:

The US DOT Tips for Goal Setting recommends explaining how the local market area was determined. The local market area is the area in which the substantial majority of the contractors and subcontractors with which MTC does business are located, and the area in which MTC spends the substantial majority of its contracting dollars. As previously mentioned, MTC is the coordinating agency in the nine-county San Francisco Bay area. The local market area was determined to be the nine counties in the San Francisco Bay area based on MTC expenditures. Figure A illustrates the nine counties in MTC’s local market area. These counties include Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano and Sonoma.

Step One: Determination of Base Figure I

MTC examined various sources identified in the US DOT Tips for Goal Setting to measure relative availability data. MTC determined that the California Unified Certification Program (CUCP) DBE directory and US Census data were the most appropriate sources available to estimate the relative availability of DBEs and non-DBEs in the market area. Weighting of project activity with the applicable North American Industry Classification System (NAICS) code is encouraged by the

US DOT Tips for Goal Setting to ensure the step one base figure is as accurate as possible. Table 2 represents contracting opportunities broken down by NAICS codes with the weighted amounts for the FFY 2026-2028 projects.

NAICS Code	NAICS Description	Budget Amount	Category Weight
323111	Commercial Printing (except Screen Books)	\$500,000	0.0190
323120	Support Activities for Printing	\$500,000	0.0190
339950	Sign Manufacturing	\$20,989,232	0.8010
519130	Internet Publishing & Broadcasting & Web Search Portals	\$500,000	0.0190
541611	Administrative Management & General Management Consulting Services	\$600,000	0.0230
541713	Research and Development in Nanotechnology	\$656,667	0.0250
541715	Research and Development in Physical, Engineering, and Life Sciences (except Nanotechnology and Biotechnology)	\$656,667	0.0250
541910	Marketing Research and Public Opinion Polling	\$656,666	0.0250
925120	Administration of Urban Planning and Community Rural Development	\$1,140,000	0.0440
Total		\$26,199,232	100%

Table 2, provides contracting opportunities broken down by NAICS Code.

The scope of work for the current triennial period has changed substantially from the previous cycle. The Regional Mapping and Wayfinding Project Pilot now comprises approximately 80% of the total contract value, with over \$20 million allocated primarily to sign manufacturing. In contrast, the remaining contracts total approximately \$6 million and are focused on professional services, including market research and management consulting.

This disproportionate distribution has significantly skewed the overall contract composition. To address this imbalance, it is recommended that the Regional Mapping and Wayfinding Project Pilot be treated as a standalone project with a separate DBE goal applied. Additionally, the triennial DBE goal has been recalibrated to reflect the scope of the remaining professional services contracts more accurately, resulting in a revised base goal of 1%.

NAICS Code	NAICS Description	DBE Firms CUCP	All Firms Census	Relative Availability
323111	Commercial Printing (except Screen Books)	25	347	0.0720
323120	Support Activities for Printing	2	22	0.0909
339950	Sign Manufacturing	27	93	0.2903
519130	Internet Publishing & Broadcasting & Web Search Portals	0	738	0
541611	Administrative Management & General Management Consulting Services	134	3671	0.0365
541713	Research and Development in Nanotechnology	0	145	0
541715	Research and Development in the Physical, Engineering, and Life Sciences	0	1058	0
541910	Marketing Research and Public Opinion Polling	13	235	0.0553
925120	Administration of Urban Planning and Community Rural Development	14	0	0%

Table 3, Relative Availability of DBE firms. (DBEs) ÷ (All Firms) = Relative Availability

The step one weighted base figure is derived by multiplying the category weight by the relative availability as shown in the equation below.

$$\text{Base Figure} = \frac{\sum (\text{Number of DBEs Ready, Willing and Able})}{\sum (\text{Number of All Firms Ready, Willing and Able})} \times \text{weight} \times 100$$

NAICS Code	NAICS Description	Weight	Availability	Weighted Base Figure
323111	323111 - Commercial Printing (except Screen Books)	0.0190	0.0720	0.001368
323120	323120 - Support Activities for Printing	0.0190	0.0909	0.0017271
399950	Sign Manufacturing	0.8010	0.2903	0.2325303
519130	519130 - Internet Publishing & Broadcasting & Web Search Portals	0.0190	0	0
541611	541611 - Administrative Management & General Management Consulting Services	0.0230	0.0365	0.0008395
541713	541713 - Research and Development in Nanotechnology	0.0250	0	0
541715	541715 - Research and Development in the Physical, Engineering, and Life Sciences	0.0250	0	0

541910	541910 - Marketing Research and Public Opinion Polling	0.0250	0.0553	0.0013825
925120	925120 - Administration of Urban Planning and Community Rural Development	0.0440	0%	0
			Total	0.237847
			(*100)	0.237847
Weighted Base Figure				23.78%

Table 4, weighted base figure.

The base figure was calculated using the methods prescribed in the US DOT Tips for Goal Setting, with ready, willing and able DBEs as the numerator in each work category and all firms (DBEs and non-DBEs) as the denominator. MTC examined the relationship between relative availability and size of projects during the triennial period. Through incorporation of weighting, MTC further refined the data based on relative availability for applicable projects. After establishing weights, MTC determined the best sources for DBEs and census data were the California Unified Certification Program (CUCP) and US County Business Patterns, respectively.

Step Two: Adjusting the Base Figure

Once the base figure is calculated, the DBE regulations require that MTC examine all the evidence available in its jurisdiction to determine what adjustment, if any, is needed for the base figure to arrive at the overall goal. If the evidence does not suggest an adjustment is necessary, then no adjustment shall be made. Several factors must be considered in making step two adjustments to the base figure. MTC considered the following factors for a step two adjustment:

- Past participation (the volume of work DBEs have performed in recent years) or other measures of demonstrated capacity; and
- Evidence from disparity studies conducted in the market area (including relevant studies commissioned by other contracting agencies in the market area).

The *US DOT Tips for Goal Setting* suggests that consideration be given to disparity study data conducted in the market area. A disparity study was commissioned by Caltrans to determine if any disparities existed in its FTA-assisted contracting activities. The disparity study final report was issued on November 10, 2022, and is available to the public on Caltrans' website: <https://dot.ca.gov/programs/civil-rights/disparity-study>. (Consulting, 2022)

Past Participation

MTC examined the volume of work committed to DBEs on MTC's FTA-funded projects from FFY 2022-2024.

- FFY 2021-2022: Actual DBE Participation equaled 24.40%
- FFY 2022-2023: Actual DBE Participation equaled 14.38%
- FFY 2023-2024: Actual DBE Participation equaled 0%

Using adjustments based on past participation as a means of adjusting the step one base figure, we determined the median past participation figure to be 14.38%.

Formula Steps

1. FFY 2026-2028 Base Figure with Wayfinding Contract = 23.8%, this contract will have a DBE goal calculated and applied to it;
2. FFY 2026-2028 Base Figure without Wayfinding Contract = 1%;
3. Median Past Participation = 14.38%;
4. Adjustment Factor = (base figure 1%) + (median of past participation 14.38%) divided by 2 = 7.69%. The recommended adjusted goal is 7%.

In addition, MTC reviewed the contents of the disparity study and considers the information to be relevant based on the similarity of MTC's FTA-assisted contracting activities to those of Caltrans. The availability of minority and women-owned businesses considered together is highest for professional services contract (46.7%) and lowest for transit services contract (21.5%), with an industry weight of 0.4%.

"Caltrans and relevant subrecipient local agencies awarded in FFYs 2018, 2019 and 2020. During that time, certified DBEs received 0.4 percent of dollars on Caltrans' FTA-funded contracts. That information supports a downward adjustment to Caltrans' base figure. If Caltrans uses an approach similar to what USDOT outlines in "Tips for Goals Setting" to adjust its base figure based on past DBE participation, it will take the average of its 21.6 percent base figure and the 0.4 percent past DBE participation, yielding an overall DBE goal of 11.0 percent (Chapter ES, page 4)." (Consulting, 2022)

After evaluating all of the above data, MTC concluded that a downward adjustment to the overall base figure was warranted.

Public Participation

In establishing an overall goal, MTC must provide consultation and publication. This includes: (1) consultation with minority, women's and general contractor groups, community organizations, and other officials or organizations that could be expected to have information concerning the availability of disadvantaged and non-disadvantaged businesses, the effects of discrimination on opportunities for DBEs, and MTC's efforts to establish a level playing field for the participation of DBEs; and (2) a published notice announcing MTC's proposed overall goal before submission to FTA. The notice must be posted on MTC's official website. If the proposed goal changes following review by the FTA, the revised goal must be posted on MTC's official website.

Consultation

The MTC, in collaboration with the Business Outreach Committee (BOC), conducted two virtual and one in-person consultation meetings to engage stakeholders throughout the San Francisco Bay Area. Invitations were extended to a diverse array of organizations, including trade associations, ethnic chambers of commerce, builders' exchanges, community groups, and women's and technical resource organizations. Participants included representatives from the U.S. Small Business Administration, SCORE, NorCal PTAC, various local builders' exchanges, and numerous women and minority focused business organizations.

Topics discussed during the consultation meetings included MTC's step-two adjustment methodology, challenges DBEs face in securing bonding, the availability of contracting opportunities for DBEs, and recommendations for race-conscious contracting practices. Comments were received and documented; however, none warranted changes to MTC's goal-setting methodology. Records of the consultation process, including the list of invited, attending organizations, and comments received are included in Appendix A – Consultation Meeting.

Publication

MTC published a notice of its proposed DBE goal on its website prior to August 1, 2025, submission to the Federal Transit Administration. As permitted under DBE regulations, the proposed FFY 2026–2028 DBE goal and methodology were made available for public inspection online, with a 30-day comment period. All comments received will be reviewed to determine whether any revisions to the proposed goal are necessary. Supporting documentation is provided in Appendix B – Publication.

PROPOSED OVERALL DBE GOAL BREAKDOWN

The proposed overall FFY 2026-2028 DBE Goal for the MTC is 7%, which is one percentage point above the previous 6% DBE goal submitted to FTA on August 1, 2023.

The DBE regulations require a projection of the portions of the overall goal expected to be met through race (and gender)-neutral and race (and gender)-conscious measures. Regulations additionally require that the maximum feasible portion of the overall goal be attained through race (and gender)-neutral measures.

MTC has continued to rely upon the 2022 Caltrans Disparity Study for FTA Contracts, the most recent complete study. The 2022 Caltrans disparity study analysis determined that only 0.4% of contract dollars were awarded to certified DBEs without the use of contracts goals. The initial findings from the study indicate that there is continued evidence of discrimination in the contracting industry that would meet the standards set forth by the 9th Circuit Court and support the usage of race-conscious goals on MTC's federally funded contracts. Based on MTC past participation, MTC will presume that it can meet part of its overall goal of 7% through race (and gender)-neutral measures.

MTC proposes an overall triennial DBE goal of 7%, with a 3% race-conscious and 4% race neutral split based on the projected availability of ready, willing and able DBEs. MTC proposes to implement its FFY 2026-2028 overall DBE goal of 7% with a race-conscious and race-neutral split that will include individual contract goals and good faith efforts requirements based on findings of discrimination on Caltrans' 2022 Disparity Study and on current and recent utilization of DBEs on

FTA assisted contracts. MTC will continue to monitor FTA assisted contracts to determine how contract goals will be applied. MTC projects will meet the maximum feasible portion of their overall goal through race-neutral means.

RACE CONSCIENCE AND NEUTRAL IMPLEMENTATION MEASURES

In calculating the race neutral and race conscience split, MTC considered the amount by which it exceeded its goals in the past. MTC's race neutral achievements over the past years are as follows:

- FFY 2021-2022: Actual 0% RN and 24.4% RC due to past participation
- FFY 2022-2023: Actual 0% RN and 14.38% RC due to past participation
- FFY 2023-2024: Actual 0% RN and 0% RC due to past participation

The median race neutral achievement is 0% over the last three years. MTC considered guidance from US DOT to analyze past participation by DBE prime contractors in race neutral calculation. From the last three years, zero DBE primes have been identified to receive awards for professional services contracts. MTC will take extra measures to monitor the award of contracts to small business firms to capture race neutral means moving forward.

In calculating the overall DBE goal, MTC determined that it is reasonable to expect in the absence of discrimination, that 4% of the proposed 7% DBE goal could be achieved through race neutral contribution. MTC will continue the use of race-conscious goals in conjunction with race neutral means. MTC sets DBE numerical contract goals on FTA and FHWA-assisted contracts where goals need to be set. Race neutral means include, but are not limited to, the following:

- The MTC website (<https://mtc.ca.gov/jobs-contracts/contract-vendor-opportunities>) has been made easier to navigate and includes information on current, upcoming, and recently awarded contracts including awardees and contract amount. The website allows firms to register online to receive notifications of procurements when they are issued.
- MTC's DBE program, BOC newsletters, "Tips for Responding to MTC Procurements," notices of upcoming events, and information on projects that receive funding from MTC, but are administered and contracted through other transportation and local agencies in the nine-county Bay Area are also posted on the website.
- Facilitating DBE and other small business participation by unbundling large contracts to make them more accessible to small businesses, requiring or encouraging prime contractors to subcontract portions of work that they might otherwise perform with their own forces.
- Monitor contracts to ensure attainment of the contract assigned goals.

MTC will monitor its overall DBE goal by tracking each contract throughout the term for DBE participation and payments respective to the federal fiscal year of the award.

MTC emails notices of procurements to DBEs, and as a member of the BOC and Caltrans District 4 Calmentor program, MTC actively participates with other agencies in DBE and SBE outreach efforts. Events that MTC planned and/or participated in the last federal fiscal year include:

- 1/25/2024 Caltrans District 4 Quarterly Calmentor Meeting
- 2/27/2024 San Francisco International Airport (SFO) 2024 Resource Fair
- 2/27/2024 COMTO NorCal Black History Month Celebration
- 3/21/2024 COMTO Women's History Month Reception
- 4/29/2024 BART Small Business Summit
- 5/03/2024 Caltrans District 4 Calmentor Program Awards Luncheon
- 5/30/2024 BuildOUT California Founders Day Awards Program
- 6/13/2024 Business Outreach Committee (BOC) CUCP DBE Cert. Workshop
- 6/13/2024 Owner's Night ACEC Bay Bridge Chapter and BuildOut California
- 6/20/2024 WTS 2024 Scholarship and Awards Gala
- 6/29/2024 32nd Mineta Awards Banquet & Convocation Celebration
- 7/19/2024 Latinos in Transit – Diversity and Collaboration in Transportation
- 7/25/2024 Caltrans District 4 A&E Calmentor Membership Quarterly Meeting
- 7/30/2024 HSR SB Program Sacramento Valley – Small Business Forum
- 7/31/2024 Norman Mineta Summer Academy – Closing & Capstone Day
- 8/1/2024 COMTO NorCal Summer Intern Reception
- 8/17/2024 PBA 2050+ Pop-up
- 8/23/2024 PBA 2050+ CBO Pop-up
- 10/12/2024 Silicon Valley Latino Leadership Summit
- 10/24/2024 Caltrans District 4 Quarterly Calmentor Meeting
- 11/8/2024 Business Outreach Committee (BOC) Meet the Primes Outreach
- 12/6/2024 COMTO Fireside Chat with Agency Leaders
- 12/6/2024 COMTO Scholarship and Industry Awards
- 1/13/2025 Nationwide Equity in Infrastructure Coalition Bay Area Pledge
- 1/23/2025 Caltrans District 4 Quarterly Calmentor Meeting
- 2/7/2025 Caltrans A&E Outreach Webex Meeting
- 2/27/2025 COMTO Black History Month Mixer
- 3/13/2025 WTS International Women's Day Celebration
- 3/27/2025 COMTO Northern California - Women's History Month Event
- 4/3/2025 CMAA New Member Mixer
- 4/9/2025 Business Outreach Committee and Caltrans “Meet the Buyers”
- 4/16/2025 SFO 2025 Resource Fair 2.0
- 4/24/2025 Owners' Night w/ ACEC Bay Bridge Chapter & BuildOUT CA
- 4/28/2025 COMTO Professional Development Series, Session 1
- 5/2/2025 Caltrans District 4 Annual Calmentor Awards Ceremony
- 5/7/2025 BOC Virtual Public Participation Consultation Meeting
- 5/7/2025 BOC Virtual Public Participation Stakeholder Meeting
- 5/13/2025 BOC In-Person Public Participation Meeting
- 5/28/2025 CMAA Meet the Primes
- 5/29/2025 BuildOUT Founders Day 2025
- 6/17/2025 Caltrain/SamTrans Triennial Goal Consultation and Outreach

- 6/26/2025 VTA Annual Contracts & Contacts

MTC will continue to utilize race-neutral methods to facilitate DBE participation by participating in DBE outreach efforts, publishing all contracting opportunities on the MTC website (<https://mtc.bonfirehub.com/portal/?tab=openOpportunities>), and reviewing pending solicitations to determine the feasibility of breaking the proposed contract into smaller scopes of work aimed at providing more opportunities for DBE and small business participation.

Appendix A – Consultation and Public Participation Meetings

The San Francisco Bay Area’s Business Outreach Committee (BOC) was formed in November 2007, with the mission to help DBE and other small and/or local companies to expand their businesses by developing relationships with transit agency staffs and the contracting community of the San Francisco Bay Area. Its membership has grown to include twenty-five agencies listed below:

- Alameda County Transportation Commission (ACTC)
- Alameda Contra Costa Transit District (AC Transit)
- Caltrans District Four
- California High-Speed Rail Authority
- Central Contra Costa Transit Authority (CCCTA) / County Connection
- City of Rio Vista / Delta Breeze
- Eastern Contra Costa Transit Authority (Tri Delta Transit)
- Golden Gate Bridge Highway and Transportation District (GGBHTD)
- Livermore Amador Valley Transit Authority (LAVTA)
- Marin Transit
- Metropolitan Transportation Commission (MTC)
- Napa Valley Transportation Authority (NVTA)
- San Francisco Bay Area Rapid Transit District (BART)
- San Francisco County Transportation Authority (SFCTA)
- San Francisco Municipal Transportation Agency (SFMTA)
- San Mateo County Transit District (SamTrans)
- Santa Clara Valley Transportation Authority (VTA)
- Santa Cruz Metro (SCMTD)
- Santa Rosa City Bus (SRCITY)
- Solano County Transit (SolTrans)
- Sonoma County Department of Transportation and Public Works
- Sonoma-Marín Area RAIL Transit District (SMART)
- Transbay Joint Powers Authority (TJPA)
- Water Emergency Transportation Authority (WETA)
- Western Contra Costa Transit Authority (WESTCAT)

Consultation

In an effort to provide public participation in the goal-setting process, MTC worked in concert with other U.S. DOT recipients in the region as members of the BOC in order to solicit and receive public comments. The BOC and MTC sent out email invitations and newsletters for the consultation meeting and public participation sessions held on May 7, 2025 that were hosted via Eventbrite, a webinar platform at 10:00 a.m. and again at 12:00 p.m.; the third public participation meeting on May 13, 2025 was hosted in person by MTC at 11:00 a.m. Invitations to the consultation meetings were sent out electronically on April 21, 2025 to over one hundred and

fifty (150) Community Based Organizations and resource centers, and again on April 30, 2025 to over 10,000 businesses which included firms from the CUCP database, and MTC vendor databases. Furthermore, the event flyer was posted on the BOC and MTC websites.

The BOC and MTC confirmed fifty-one (51) registered firms and agencies for the morning virtual session, of which, thirty-eight (38) participants attended the session with ten (10) firms from CBOs, and the remaining twenty-eight (28) were BOC members. The afternoon session confirmed ninety-two (92) registered firms and agencies for the virtual session, of which, fifty (50) participants attended the session with thirty (30) firms from the public, and the remaining twenty (20) were BOC members.

Firms that participated in the sessions provided the following comments:

- From your perspective, what are the most significant barriers DBEs in your community face when trying to access DOT-funded contracting opportunities?
- What suggestions do you have for agencies to work together with your organizations/clients to level the playing field?
- Consider hosting more Meet the Prime events or programs. There are many DBEs who do not have the experience to connect with other businesses.

Public Participation Meetings

The Public Participation meetings were open to the public to receive comments and questions on the overall goal setting process, discuss the proposed projected DBE goals from each participating agency, and answer any questions or concerns. The flyer was advertised in the Small Business Exchange between April 24, 2025 and April 30, 2025, and was promoted on BOC's event calendar and website at: <https://www.goldengate.org/district/doing-business/business-out-reach-committee/>.

The in-person consultation meeting that was held at MTC headquarters, 375 Beale Street, San Francisco, CA 94105 had twenty-four (24) registrations, of which ten (10) firms from the public attended and thirteen (13) BOC members. During the meeting, BOC members presented the overall goal-setting process and agencies proposed projected overall DBE goals and shared upcoming contracting opportunities for various agencies.

The BOC members provided the following questions to begin the discussion and receive feedback on issues within the DBE/SBE community, challenges to the DBE program, and improvements for agencies to better assist DBEs/SBEs:

- What are the major barriers for your members in competing for contracting opportunities?
- What trades are there a lack of/plethora of DBE participation?
- What are some recommended strategies to attract and increase DBE participation?

- Do you have suggestions for resources and references that agencies should develop, maintain, and disseminate to firms?

Firms that participated in the consultation meeting provided the following comments:

- One of the barriers is that some primes are reluctant to use DBE certified firms because they are new and/or do not have prior experience.
- Why do most transit agencies not list their DBE goals? A response was provided that several agencies were still finalizing their proposed goals and will host their own Public Participation Meetings.
- Small businesses mentioned they need help with bonding capacity and/or creating Joint Ventures.
- DBE firm mentioned they would like to see contracts unbundled further for them to bid or propose.

Figure B. Picture of Registration List for the first Virtual Public Participation Session hosted by the BOC on Wednesday, May 7, 2025 between 10:00 a.m. and 11:00 a.m.

Virtual 2025 BOC Public Participation Consultation Meeting						
Wednesday, May 7, 2025 10:00 a.m. - 11:00 a.m.						
Registration List						
First Name	Last Name	Email	Address	City	Zip/Postal State/Prov/Organization	Job Title
Tania	Babcock	tanial@westcat.org	601 Walter Avenue	Pindole	94564 CA	Western Contra Costa Transit Authority Grants and Compliance Manager
Jennifer	Mena	jennifer.mena@vta.org	3331 N First Street	San Jose	95134 CA	Santa Clara Valley Transportation Authority (VTA) Management Analyst
Tanya	Gilliam	tgilliam@scmtd.com	138 Golf Club Drive	Santa Cruz	95060 CA	Santa Cruz Metropolitan Transit District Purchasing Agent
ACTC	Alastair Powell	apowell@alamedactc.org	1111 Broadway, Suite 800	Oakland	94607 CA	Alameda County Transportation Commission Senior Administrative Analyst
Selormey	Drkunu	Selormey.Drkunu@sfpu.org	49 South Van Ness Avenue, Suite 1600	San Francisco	94103 CA	San Francisco Department of Public Works Contract Compliance Manager
Liz	Brasil	liz@apexnorcal.org	1 Harpst St, HSE 71	Arcata	95521 CA	Norcal APEX Accelerator Procurement Specialist
Kristina	Martinez	kmartinez@ccota.org	2477 Arnold Industrial Way	Concord	94520 CA	Central Contra Costa Transit Authority Director of Human Resources/DBE Officer
Timothy	Rayford	Timothyrayford@gmail.com	26 Westbrook Ct	San Francisco	94124 CA	Better Way Constructors Operating Manager
Jia Hao	Wu	jiahaowu@wssolutions.us	4142 Cardena Ct.	Dublin	94568 CA	W & S Solutions President
Michelle	McElroy	michelle@petriconsultant.com	335 E Alabaster Street	Carson	90744 CA	ETR Consultants President
Rami	Avaranya	rami.avaranya@vta.org	3331 North First Street	San Jose	95134 CA	Santa Clara Valley Transportation Authority Contracts Compliance Manager/DBEO
Karen	Shotts	karen@cpnlogistics.net	Thornhill Drive	Oakland	94612 CA	CPN Logistics Project Coordinator
Jessica	Shelvin	jshelvin@sact.com	1102 O Street, Suite 3000	Sacramento	95811 CA	Sacramento Regional Transit District Manager, Procurement Services, Contract Compliance, & Supplier Diversity
Litiana	Mills	litilia@sonomaintaintrain.org	5401 Old Redwood Hwy	Petaluma	94954 CA	Sonoma Marin Area Rail Transit Regulatory Compliance and Civil Rights Manager
Marlene	Barrett	marlene.barrett@acumentransit.com	7770 Paradise Lane, Suite 200	Oakland	94612 CA	Acumen Building Enterprise, Inc. Corporate Administrator
Mike	Wozniak	mwozniak@samtrans.com	1250 San Carlos Ave	San Carlos	94070 CA	SamTrans/Caltrain Manager, Civil Rights Programs
Holly	Lundgren	hlundgren@marintransit.org	711 Grand Ave Suite 110	San Rafael	94901 CA	Marin Transit Director of Administrative Services
Daiemac	Choy	dchoy@progressioneng.com	18682 W Cavendish Dr	Castro Valley	94551 CA	Progression Engineering Principal
Joan	Jeffries	jjeffries@scmtd.com	110 Vernon Street	Santa Cruz	95060 CA	Santa Cruz Metropolitan Transit District Purchasing Manager
Todd	Sanjigar	todd.sanjigar@sfmta.com	1 South Vanness	San Francisco	94103 CA	SFMTA Compliance Officer/Workforce manager
Jolie	Oleza	joleza@hrvinc.com	420 Krouser Rd Suite 400	Moon Twp	15108 PA	HRV Conformance Verification Associates, Inc. Administrator/DBE admin
M	W	mwiggin@sacta.com	801 Wilbur	Antioch	94509 CA	ECTCA Compliance Manager
Matthew	Leonig	matthew.leonig@thr.ca.gov	770 L Street	Sacramento	95814 CA	CHSRA Outreach Specialist
Abdallah	Alami	alamia@samtrans.com	1250 San Carlos Ave	San Carlos	94070 CA	SamTrans/Caltrain DBE Administrator
Vishal	Jha	vishal.jha@vta.org	3331 N First Street	San Jose	95134 CA	VTA Sr. SBE/DBE Analyst
Brooklyn	Moore Green	bmgreen@actransit.org	1600 Franklin St	Oakland	94646 CA	AC Transit Program Administrator
Luz	Campos	lcampos@bayareametro.gov	375 Beale St, suite 800	San Francisco	94105 CA	Metropolitan Transportation Commission Compliance and Outreach Specialist
Terence	Candell	terence.candell@bayferry.com	Pier 9	San Francisco	94111 CA	WETA Gov Affairs
Annyae	Azevedo	annyaee@tpa.org	425 Mission Street, Suite 250	San Francisco	94105 CA	Transbay Joint Powers Authority Procurement & Contract Compliance Manager
Kamal	Hubbard	kamal.hubbard@sfmta.com	1 S. Van Ness	San Francisco	94103 CA	SFMTA CCO II
Joel	McGill	joel@mcwoodsdistribution.com	1000 Branman St.	San Francisco	94103 CA	McWoods Distribution President
Keith	Moorehead	keith.moorehead@sfmta.com	1 S. Van Ness	San Francisco	94103 CA	SFMTA Contract Compliance Officer I
Shavon	Carter	shavon.carter@dot.ca.gov	111 Grand Ave	Oakland	94612 CA	Caltrans DBR
Romell	Lane	romell.lane@dot.ca.gov	111 Grand Ave	Oakland	94612 CA	Caltrans DBR
ayanna	nobles	ayanna.nobles@dot.ca.gov	111 Grand Ave	Oakland	94612 CA	Caltrans DA Branch Chief
Islam	Ayyad	iayyad@actransit.org	300 winchester st	Vallejo	94590 CA	AC Transit Program Specialist
Xavier	Peraza	xperaza@marintransit.org	711 Grand Ave, Suite 110	San Rafael	94901 CA	Marin County Transit District Sr Procurement & Contracts Analyst
L	Pruthi	LPruthi@bart.gov	2150 Webster St.	Oakland	94611 CA	BART Manager, Title VI

Figure C. Picture of Registration List for the second Virtual Public Participation Session hosted by the BOC on Wednesday, May 7, 2025 between 12:00 p.m. and 1:30 p.m.

Virtual 2025 BOC Public Participation Stakeholder Meeting							
Wednesday, May 7, 2025 12:00 p.m. - 1:30 p.m.							
Registration List							
First Name	Last Name	Email	Address	Zip/Postal Code	State/Prov	Organization	Job Title
Tania	Balcock	tania@westat.org	605 Walter Avenue	94364	CA	WestAT	Grants and Compliance Manager
Tanya	Gilliam	tgilliam@scmtd.com	138 Golf Club Drive	95000	CA	Santa Cruz METRO	Purchasing
Jennifer	Mesa	jennifer.mesa@vta.org	3333 N. First Street	95134	CA	Santa Clara Valley VTA	Management Analyst
Karina	Cervantes	karina@stransit.org	311 Sacramento St	94306	CA	Softtrans	Program Analyst
Holly	Lustigren	hlustgre@marintransit.org	711 Grand Ave Suite 110	94901	CA	Marin Transit	Director of Administrative Services
Jessica	Starvin	jstarvin@pacifi.com	1400 79th Street	95816	CA	Sacramento Regional Transit District	Manager, Procurement Services, Contract Compliance, & Supplier Diversity/DBLD
ACTE	Alastair Powell	ajpowell@jammedcfc.org	1113 Broadway, Suite 800, Oakland	94607	CA	Jammed CFC	Senior Administrative Analyst
Selimey	Dzhurav	Selimey.Dzhurav@sfpw.org	49 South Van Ness Suite 3500	94103	CA	San Francisco Department of Public Works	Contract Compliance Manager
Brian	Ansari	brian@bansarisolutions.com	89 Market St	7102	NI	BrianAnsari & Associates Inc.	President
Arifina	Martinez	amartinez@cccta.org	2477 Arnold Industrial Way	94320	CA	Central Contra Costa Transit Authority	Director of Human Resources/DBE Officer
Ching	Wu	chingwu@gmail.com	69 Sanders Ranch Road	94556	CA	Sannee Pacific	President
Walter	Wallace	walter@socialdynamism.com	425 28th street Oakland CA 94609	94609	CA	Social Dynamism	Principal
Jason	Isosell	jason@groupinc.com	1390 Market Street Suite 200, San Francisco	94102	CA	GroupA	Director of Business Development
Jennifer	Elmore	jelmor@hrmvs.com	44 Montgomery Street, Suite 940	94104	CA	MHVS, A HRB Company	Project Manager
Marvin	Evans	marvin@grandelectric.as	113 Trianon Ave	94066	CA	Grand Electric & Construction Co., Inc.	President
Gita	Singh	gita.singh@hrydeltrans.com	1600 Decolite Drive	94563	CA	HrydelTrans	CEO
Ken	Herman	kherman@hrmvs.com	44 Montgomery St., San Francisco, CA	94104	CA	McNether & Williams, a HRB International Company	Contract Development Manager
Lizana	Mills	lmills@sonomairaintransit.org	5401 Old Redwood Hwy	94954	CA	Sonoma Marin Area Rail Transit	Regulatory Compliance and Civil Rights Manager
Michael	Owais	Michael@owaisconstruction.com	20800 Vintage St Suite 15, Chatsworth	91311	CA	Owais Construction Group	Project Manager
Keith	Gilliam	KGILLIAM@QECORP.COM	NGILLIAM@QECORP.COM	94608	CA	Quality Engineering, Inc.	President, CEO
Deborah	Buck	deborah@bucksignsgraphics.com	807 S. Via Lata Suite: M	92124	CA	Buck Signs & Graphics	Sales & Contracts
Cynthia	Cowart	ccowart@redesignalign.com	345 Hopkins Drive	94533	CA	Redesign to Align	Consultant
Omar	Abreh	Omar.Abreh@3dbuildit.org	915 Highland Pointe, Suite 135	95678	CA	3D Build	Director
Curtis	Williams	cwilliams@teichert.com	400 Sunrise Ave Suite 300	95611	CA	Teichert Construction	DBE & Subcontractor Manager
Rene	Schutte	rene@transus.com	PO Box 270520	95827-9620	CA	Transportation Services Inc	CEO
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Necar	Ahmad	Claims@beyondbarriersbilling.com	2729 Las Cacas Way	95670	CA	Beyond Barriers LLC	CEO
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Eddy	Napooft	enapooft@caevendishr.com	111 Academy way, Suite 225, Irvine	CA 92617	CA	Caevendish Hydrogen	Sr. Director, sales and business development Americas
Miki	Hidaka	mihida@viva-inc.com	1301 E Orangeflour	92881	CA	Vigilink and Associates	Sr. Project Mgr
Josephine	Hughes	josephine@jg-inc.com	2118 Redwood Avenue San Jose	95131	CA	Josephine Professional Staffing	CEO
Sarah	Mee	sme@gsaservices.com	312 S Highland Avenue	92526	CA	GSAP Services	Director of Diversity Programs
Mark	Windsor	mark.windsor@granger.com	100 Granger Pkwy	60945	IL	Granger	Government Account Relationship Manager
Antoine	Meygand	AMEGAND@INSPECTIONSERVICES.NET	1798 University Avenue	94703	CA	ISI Inspection Services, Inc.	Project Manager
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Karen	Tsui	Ktsui@cornerstoneconclium.com	241 9th Street, San Francisco,	94103	CA	Cornerstone Transportation Consulting, Inc	Assistant to Sr. Vice President
Matthew	Leonig	matthew.leonig@hcr.ca.gov	770 I Street Sacramento, CA	95814	CA	CHSRA	Outreach Specialist
Terence	Candell	terence.candell@bayberry.com	Pier 9	94111	CA	WETA	Gov Affairs
Abdulrah	Alami	alamia@santtrans.com	1250 San Carlos Ave.	94070	CA	SantTrans/Caltain	DBE Administrator
Joan	Jeffries	jeffries@scmtd.com	110 Vernon Street	95060	CA	Santa Cruz Metropolitan Transit District	Purchasing Manager
Ruz	Campos	rcampos@bayareametro.gov	375 Beale St. Suite 800	94105	CA	Metropolitan Transportation Commission	Compliance and Outreach Specialist
Brooklyn	Moore Green	bmgreen@actransit.org	1600 Franklin St	94940	CA	ACT Transit	Program Administrator
Annyse	Acervo	jacervo@tpa.org	415 Mission Street Suite 250	94105	CA	Tramway Joint Powers Authority	Procurement & Contract Compliance Manager
Todd	Seagar	todd.seagar@fnta.com	15VN	94103	CA	SFMTA	CC/Workforce manager
Javier	Peraza	perazaj@marintransit.org	711 Grand Ave, Suite 110	94901	CA	Marin County Transit District	Sr Procurement & Contracts Analyst
Kamal	Hubbard	kamal.hubbard@fnta.com	1 S. van Ness	94103	CA	SFMTA	CCO II
Leamon	Abrams	leamon@the-allen-group.com	50 Dignod Place, Suite 120	94133	CA	The Allen Group, LLC	Director
J. Pruthi	Pruthi	JPruthi@bart.gov	2150 Webster St	94111	CA	BART	Manager, Title VI

Figure D. Picture of an email solicitation sent by the BOC on Tuesday, May 20, 2025 to solicit additional comments from community stakeholders.

From: [Artemise Davenport](#)
Cc: [Sullivan, Camille](#); ["ali.m.banani@dot.ca.gov"](#); ["Catrina.blair@hsr.ca.gov"](#); ["abasurt@bart.gov"](#); ["angela.silvestri@sonoma-county.org"](#); ["aconorato@nyta.ca.gov"](#); [Brooklyn Moore-Green](#); ["rhalley@actransit.org"](#); ["cynthia.fong@sfta.org"](#); ["hmkillop@sonomamarintrain.org"](#); ["echeng@alamedact.org"](#); ["Soncuy@bart.gov"](#); ["hendricks@sonomamarintrain.org"](#); ["kmartinez@cccta.org"](#); ["gularte@watertransit.org"](#); [Luz Campos](#); ["kujick@nyta.ca.gov"](#); [Rob Thomson](#); ["scho@alamedact.org"](#); [Kosjen, Yuri](#); ["lily.yu@sfta.org"](#); ["edwards@lavta.org"](#); ["towner@bart.gov"](#); [Nobles, Avanna@DOT](#); ["joruit2@bart.gov"](#); ["jiefries@scmtcd.com"](#); ["TGilliam@scmtcd.com"](#); ["Jennifer.Mena@vta.org"](#); ["Damon.Dom@hsr.ca.gov"](#); ["Ronald.leong@sfta.org"](#); ["Todd.Senigara@sfmta.com"](#); ["luradia"](#); ["Candell@watertransit.org"](#); ["queena.lu@fysfo.com"](#); ["kwilson"](#); ["khubhari@portokland.com"](#); ["WilliamsCu@samtrans.com"](#); ["yvnil@alamedact.org"](#); ["Jemica.hau@fysfo.com"](#); ["iberry@scmtcd.com"](#); ["aosorio@marintransit.org"](#); ["Devika Anand"](#); ["hsin@bart.gov"](#); ["Alastair.Powell"](#); ["Rebecca DeMatteo"](#); ["Islam.Saleh.Avyad"](#); ["Orbeide.Deneen@DOT"](#); ["Carter.Shayon@DOT"](#); [Holly Lundgren](#); [MarinTransit](#); [Karina.Cervantes](#); [Maceo.J.Wiggins](#); [Jessica.Bennick.Shevlin](#); [Tania.Babcock](#); [Javier.Peraza](#); [Lauren.Gularte](#); [Jan.Berry](#); [Michael.Wozniak](#); [Abdallah.Alam](#); [Alexandra.Arroyo](#); [Hubbard.Kamal](#); [Annyse.Acevedo](#); [Litiana.Mills](#)
Subject: Thank You! Public Participation Consultation and Stakeholder Meetings May 7th & 13th
Date: Tuesday, May 20, 2025 6:35:40 PM

External Email

Greetings!

On behalf of the Business Outreach Committee (BOC), we extend our sincere gratitude for attending either the Public Participation Consultation and/or Stakeholder meetings that were held on May 7th and May 13th! We hope the meetings provided valuable insight and information, and we welcome any comments or feedback you may have regarding our proposed Triennial DBE goals for Federal Fiscal Year 2026-2028. To share your comments with any of the participating agencies, please follow this link, <https://forms.cloud.microsoft/r/uD4S0SQmBM>. Please consider the deadline for comments for the BOC events is June 7, 2025. Check each agency's website for extended deadlines.

You can also access the meeting presentations, registration lists, and recordings for these events on the BOC webpage here, <https://goldengate.org/district/doing-business/business-outreach-committee/>. Scroll down to view the Past BOC Events section. The in-person meeting held at the Bay Area Metropolitan Transportation Commission (MTC) was not recorded.

We thank you once again for your participation and support! Have a wonderful day!

Warm Regards,
The Business Outreach Committee

Artemise Davenport
Manager, SBE Compliance Programs
Civil Rights Department
Golden Gate Bridge, Highway & Transportation District
1011 Andersen Drive, San Rafael, CA 94901

Appendix B – Publication

Figure E. Picture of Small Business Exchange solicitation, advertised by the BOC on April 24, 2025 for Public Participation Stakeholder Meeting.

SMALL BUSINESS EXCHANGE

41 YEARS

BUSINESS TOOLKIT	2
CALIFORNIA SUB-BID REQUEST ADS	3-4
EVENTS	7
PUBLIC LEGAL NOTICE ADS	9-12

Vol 41, Edition 6
Weekly Publication
April 24, 2025

Diversity In Construction: Why it Matters & Tips for Leaders

[Article originally appeared in <https://learn.assetlifecycle.trimble.com>]
 By Tonia Dunbar

It's no surprise that the construction industry isn't very diverse. But there is a cultural shift underway regarding diversity, equity and inclusion, or DEI.

Diversity, equity and inclusion at its most basic concept means truly accepting, supporting and including the full range of human differences, including but not limited to race, ethnicity, gender and gender identity, sexual orientation, age, social class, physical abilities, religious or ethical values systems, national origins and political beliefs.

Trimble and others understand that the construction industry must take action to recruit, retain and advance diverse talent.

Research indicates that companies that prioritize diversity outperform others; they have greater earnings, better governance, greater innovation and more opportunities.

Research indicates that companies that prioritize diversity outperform others; they have greater earnings, better governance, greater innovation and more opportunities, according to CREW Network's annual study, which in 2020 began asking questions about diversity. Although its study centers on commercial real estate firms, it's become a common belief that any company that does not prioritize DEI will be left behind.



Image credit by <https://learn.assetlifecycle.trimble.com>

They will miss the talent and the opportunity to be more profitable.

In this blog, Tonia Dunbar, Director of Professional Services at Trimble and a board member for the Trimble Foundation Fund, discusses the impacts of diversity, equity and inclusion (DEI) on the construction industry and offers suggestions on how others can get started with their DEI journey.

Small Business Exchange joins in mourning Pope Francis and acknowledges the leadership spoken in his message on Easter Sunday.

"On this day, I would like all of us to hope anew and to revere our trust in others, including those who are different than ourselves, or who come from distant lands, bringing unfamiliar customs, ways of life and ideas! For all of us are children of God!"
- Pope Francis -

1. What does diversity, equity and inclusion in construction mean to you—and how does Trimble support this initiative in the workplace?

Diversity equity inclusion is extremely important to me as a black female leader in the space of software and more specifically in the construction industry. "If we didn't have things

■ Continued on page 8

Mayor Bass Highlights Progress Rebuilding the Heart of the Palisades Ahead of Expectations

[Article originally appeared in <https://mayor.lacity.gov>]

Los Angeles Mayor Karen Bass highlighted the completion of debris removal at the Palisades Branch Library, which was destroyed in the January wildfires. The U.S. Army Corps of Engineers cleared the property of all debris last week ahead of expectations following the Mayor's call to prioritize public spaces in the debris removal operation.

The Army Corps was expected to complete the debris removal process at the library in 30 days – they did it in 6 days. Photos and B-Roll available here.

Last week, Mayor Bass visited the Palisades Recreation Center across the street from the Palisades Library to announce a new public-private partnership with LA Strong Sports, Steadfast LA and key Palisades groups that will fund, redesign and rebuild the Recreation Center, which was partially destroyed and severely damaged during

January's wildfires. Earlier this month, the City announced that it had secured private funding to replace the Pacific Palisades playground.

"My top priority has been to get people home – that means rebuilding houses, but it also means rebuilding the places that make up the heart of this community," said Mayor Karen Bass. "These are city-owned properties and we've worked with the U.S. Army Corps of Engineers to prioritize debris removal at each of them, including the Palisades Branch Library, to expedite the timeline to get them rebuilt and returned to this community."

"I want to thank Colonel Brian Sawser, Captain Sheldon Tausch, and the U.S. Army Corps of Engineers for their service – our community is truly grateful for their commitment," said Councilwoman Traci Park. "It's critical that we stay focused on removing the roadblocks that slow down recovery. I'm glad to be working with the Mayor to keep these efforts moving forward so that we can help people get home faster."

"The Los Angeles Public Library is enormously grateful for Mayor Bass' leadership and for the Army Corps of Engineers' swift clearing of the site of our beloved Palisades Branch Library," said City Librarian John F. Szabo. "In a time of profound loss for so many, we recognize how fortunate we are to begin to look ahead. We appreciate the team's thoughtful attention to honor our requests for preserving elements of branch history, and we have a renewed sense of hope as we consider the possibilities for what comes next."

Mayor Bass highlighted the start of the rebuilding process in the Palisades last week by visiting two different sites that have been issued building permits from the City. The first permits were issued 57 days after the Palisades Fire began. The first permits took more than twice that time to be issued after both the Camp Fire and the Woolsey Fire.

- **Fastest Hazardous Materials Clearing in EPA History:** Thanks to President Trump

■ Continued on page 8

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Figure G. Picture of flyer for virtual Public Participation Consultation Meeting.

PUBLIC PARTICIPATION CONSULTATION MEETING

: : : : : : : : DBE Overall Triennial : : : : : : : :
Goal Setting
FFY 2026-2028

Join public transit and transportation agencies as they present their proposed Federal Transit Administration (FTA) Triennial Overall Disadvantaged Business Enterprise (DBE) goals for contracting opportunities in the upcoming Federal Fiscal Year (FFY) 2026-2028. Your input is valuable in this important process! Questions, contact Artemisé Davenport, adavenport@goldengate.org



VIRTUAL: Wednesday, May 7, 2025 **REGISTER HERE**
 10:00 a.m. - 11:00 a.m. (PST)

ZOOM:
https://goldengate-org.zoom.us/webinar/register/WN_1xK3uyRDRI6MsNqBFkaJtw

DISCUSSION INCLUDES:

GOAL SETTING PROCESS

AVAILABILITY OF DBEs/NON-DBEs

ESTABLISH A LEVEL PLAYING FIELD



































