

GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT



OVERALL DISADVANTAGED BUSINESS ENTERPRISE (DBE) GOAL ANALYSIS REPORT FEDERAL FISCAL YEARS 2025/2026 – 2027/2028

Contracts Assisted by the Federal Transit Administration

FINAL REPORT: July 31, 2025

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SUMMARY

The Golden Gate Bridge, Highway and Transportation District (District) has developed a **1.1%** overall Disadvantaged Business Enterprise (DBE) goal applicable to Federal Fiscal Year (FFY) 2025/2026 – 2027/2028 contracting opportunities assisted by the Federal Transit Administration (FTA) in accordance with revisions to 49 Code of Federal Regulations (C.F.R.) Part 26, effective May 9, 2024.

The goal is applicable to a total of \$27,520,000 of FTA dollars that are budgeted for 16 maritime related contracts anticipated to be awarded from October 1, 2025, through September 30, 2028. It is understood that in the event of changed circumstances, the District will evaluate such changes to determine whether the present goal continues to be realistic or whether mid-course adjustments will be necessary.

The overall DBE goal developed for FTA-assisted contracts identifies the relative availability of DBEs, based on evidence of ready, willing, and able DBEs in relationship to all comparable businesses that are likely to be available to compete for the District's FTA-assisted contracts. The three-year overall goal reflects the District's determination of the level of realistic DBE participation that would be expected absent the effects of discrimination.

The steps taken in the development of the District's goal are in accordance with 49 C.F.R. Part 26. A narrative description accompanied by tables and calculations is contained in this report to provide a clear explanation of how the District developed its DBE goal for FFY 2025/2026 through 2027/2028.

RELEVANT AVAILABLE EVIDENCE

The District examined all evidence in its jurisdiction to determine which sources might be considered for its DBE goal-setting methodology in the step one and step two process:

DATA CONSULTED

➤ *California Unified Certification Program (CUCP) Database*

The District used the CUCP database to determine the number of certified DBEs in the District's nine county local market area. This data is used in Step One of the goal-setting process.

➤ *Census Bureau's County Business Pattern (CBP) Database*

The District used the Census Bureau's County Business Pattern (CBP) database, updated as of June 27, 2024, to obtain the number of all firms (DBEs and non-DBEs) ready, willing and able to bid for the District's FTA-assisted contracts. This data is used in Step One of the goal-setting process.

➤ *Current Capacity of DBEs and Past Participation in Recent Years*

The District researched the current capacity of DBE participation on maritime contracts in recent years to determine any warranted adjustments to the Step One Base Figure. This method was used in the Step Two goal-setting process.

➤ ***Data from Disparity Studies Performed by Other Agencies***

The California Department of Transportation (Caltrans) is the only transportation agency that conducted a recent FTA disparity study in the past five years. The District viewed Caltrans' 2022 disparity study for the subindustries calculated in the goal analysis and was unable to find relevant maritime work DBEs performed over the course of the study. Therefore, the District's overall goal-setting methodology does not include disparity studies performed by other agencies.

➤ ***Bidders List***

The District maintains a bidders list, as required under 49 C.F.R. Part 26.11, of all bidders (DBEs and non-DBEs) on District contracts. Staff reviewed its list and determined the data was not comprehensive enough to solely determine the relative availability of DBEs in its local market area.

➤ ***Goals of Other U.S. DOT Recipients***

The District reviewed proposed DBE goals by other U.S. DOT recipients and found that the San Francisco Bay Area Water Emergency Transportation Authority (WETA) was the only agency with both a comparable maritime contract portfolio and a similar local market area. WETA's proposed goal for FFY 2026-2028 is 0.24%. The District chose not to adopt this goal because the District's forecast of contracting opportunities includes several non-ferry vessel construction projects that, while limited, provide additional opportunities for DBE participation.

DETERMINING LOCAL MARKET AREA

The following areas were considered in determining the District's local market area: 1) the area in which the substantial majority of the contractors and subcontractors with which the District does business are located, and 2) the area in which the District spends the substantial majority of its contracting dollars.

The District identified the locations of all its contractors and subcontractors by examining its bidders list, which includes business addresses for both successful and unsuccessful bidders. It has been determined that the majority of the contractors and subcontractors with which it does business are located in the counties of Alameda, Contra Costa, Marin, Sacramento, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma.

The District is composed of four divisions: District, Bridge, Bus, and Ferry. Its facilities are located in the counties of San Francisco, Marin, and Sonoma. The District determined for this FFY, substantial contracting dollars will be allocated in its Ferry division located in Marin county.

CONTRACTS ASSISTED BY FTA

A total of **\$27,520,000** of FTA dollars is budgeted for 16 contracts to be awarded during Federal Fiscal Year 2025/2026 through 2027/2028. **See Exhibit 1 below.** A two-step process is used to determine the overall goal for these contracts.

EXHIBIT 1: Contracts subject to overall three-year goal

Division	A. DESCRIPTION OF CONTRACT	B. FTA DOLLARS
	Anticipated for award in FFY 2025/2026 -2027/2028	
Ferry	Dry Docking and Capital Improvements for M.S. Marin (2025)	\$480,000
Ferry	Dry Docking and Capital Improvements for M.V. Napa (2025)	\$800,000
Ferry	Dry Docking and Capital Improvements for M.V. Golden Gate (2025)	\$800,000
Ferry	Dry Docking and Capital Improvements for M.V. Mendocino (2026)	\$800,000
Ferry	Dry Docking and Capital Improvements for M.S. San Francisco (2026)	\$1,040,000
Ferry	Dry Docking and Capital Improvements for M.V. Del Norte (2026)	\$480,000
Ferry	Dry Docking and Capital Improvements for M.S. Sonoma (2027)	\$480,000
Ferry	Dry Docking and Capital Improvements for M.V. Napa (2027)	\$520,000
Ferry	Dry Docking and Capital Improvements for M.V. Golden Gate (2027)	\$520,000
Ferry	Dry Docking and Capital Improvements for M.V. Mendocino (2028)	\$520,000
Ferry	Dry Docking and Capital Improvements for M.V. Marin (2028)	\$800,000
Ferry	Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Professional Service)	\$360,000
Ferry	Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Construction)	\$560,000
Ferry	Larkspur Mooring Camels Restoration	\$1,040,000
Ferry	Larkspur Ferry Terminal Berth and Channel Maintenance Dredging Design and Permit Support Services	\$640,000
Ferry	Gangways & Piers Sausalito Construction	\$17,680,000
Total FTA Funds:		\$27,520,000

Step One. Determining Base Figure

Base figures were calculated for contracts budgeted for award to determine the relative availability of DBEs in specific areas of expertise using the North American Industrial Classification System (NAICS) codes. The District identified 13 NAICS codes as pertinent areas of expertise for these contracts. The NAICS codes and descriptions are identified in **Exhibit 2, Columns A and B on page FTA-4**.

Number of DBEs: To determine the number of DBEs in the District's nine-county market area, the District searched the CUCP database for DBEs that are certified in the NAICS codes identified for prime contracts and subcontracts. The numbers of DBEs identified are displayed in **Column C of Exhibit 2**.

Number of All Firms (DBEs and non-DBEs): To determine the number of all firms (DBEs and non-DBEs) in the District’s nine-county market area, the District searched the Census Bureau’s most recent CBP database, 2022 data table, for all firms specializing in the NAICS codes identified for prime contracts and subcontracts. Numbers of all firms identified are displayed in **Column D of Exhibit 2**. To ensure percentages reflect “apples to apples”, the District included the number of DBE firms identified in the CUCP data bases (**Column C of Exhibit 2**) in the denominator shown in **Column E of Exhibit 2**. This approach is consistent with materials the DOT provided regarding counting census data.

Relative Availability of DBE Firms: Relative availability is derived by dividing the number of DBEs available in a particular NAICS code by the number of all firms in that NAICS code. **Exhibit 2** shows this equation carried out for the CUCP/CBP databases. The resulting relative availability figures are displayed in **Column F of Exhibit 2**.

EXHIBIT 2: DBE Availability by NAICS Code

A. NAICS CODE NUMBER	B. NAICS DESCRIPTION	C. CUCP DBEs	D. ALL FIRMS IN LOCAL MARKET AREA	E. ALL FIRMS (INCLUDING DBES)	F. RELATIVE DBE AVAIL.
237110	Water and Sewer Line and Related Structures Construction	28	164	192	14.6%
237990	Other Heavy and Civil Engineering Construction	47	52	99	47.5%
238110	Poured Concrete Foundation and Structure Contractors	31	446	477	6.5%
238120	Structural Steel and Precast Concrete Contractors	21	84	105	20.0%
238210	Electrical Contractors and Other Wiring Installation Contractors	35	2270	2305	1.5%
238220	Plumbing, Heating, and Air-Conditioning Contractors	10	2460	2470	0.4%
238990	All Other Specialty Trade Contractors	47	705	752	6.3%
336611	Ship Building and Repair	1	0	1	100.0%
483211	Inland Water Freight Transportation	0	0	0	0.0%
488330	Navigational Services to Shipping	0	0	0	0.0%
541330	Engineering Services	120	2627	2747	4.4%
541370	Surveying and Mapping (except Geophysical) Services	15	100	115	13.0%
541620	Environmental Consulting Services	70	448	518	13.5%

FTA Funds to be Expended in Each Specific Area and Calculating Base Figure: To determine the FTA dollars that will be expended for each specific area of expertise, the FTA-assisted contracts and subcontracts identified by project managers were categorized according to their NAICS industry classifications. **See Exhibit 3, Column B, in the below table.** Contract dollars of each industry classification were divided by the total contract dollars (\$27,520,000) resulting in percentage of total dollars per contract and classification, called the “weighted” percentage. The result is shown in **Exhibit 3, Column D**.

EXHIBIT 3: Calculating Weighted FTA Dollars and Base Figures

- **Column C ÷ Total FTA Dollars = Column D, Weighted Percentage**
- **Column D x Column E = Base Figure per NAICS, Column F**

A. NAICS CODE	B. NAICS DESCRIPTION AND ASSOCIATED CONTRACTS	C. FTA DOLLARS	D. WEIGHTED % OF TOTAL FTA DOLLARS	E. DBE AVAIL.	F. BASE FIGURE
237110	Water and Sewer Line and Related Structures Construction Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Construction)	\$ 404,000	0.0147	14.6%	0.2141%
237990	Other Heavy and Civil Engineering Construction Gangway and Pier - Sausalito Construction	\$ 6,640,000	0.2413	47.5%	11.4547%
	Gangway and Pier - Sausalito Construction	\$ 2,000,000	0.0727	47.5%	3.4502%
238110	Poured Concrete Foundation and Structure Contractors Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Construction)	\$ 80,000	0.0029	6.5%	0.0189%
	Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Construction)	\$ 28,000	0.0010	6.5%	0.0066%
	Gangways and Piers - Sausalito Construction	\$ 480,000	0.0174	6.5%	0.1134%
238120	Structural Steel and Precast Concrete Contractors Gangways and Piers - Sausalito Construction	\$ 3,200,000	0.1163	20.0%	2.3256%
	Gangways and Piers - Sausalito Construction	\$ 400,000	0.0145	20.0%	0.2907%
238210	Electrical Contractors and Other Wiring Installation Contractors Larkspur Mooring Camels Restoration	\$ 40,000	0.0015	1.5%	0.0022%
	Dry Docking and Capital Improvements for M.S. Marin (2025)	\$ 8,000	0.0003	1.5%	0.0004%
	Dry Docking and Capital Improvements for M.V. Napa (2025)	\$ 8,000	0.0003	1.5%	0.0004%
	Dry Docking and Capital Improvements for M.V. Golden Gate (2025)	\$ 8,000	0.0003	1.5%	0.0004%
	Dry Docking and Capital Improvements for M.V. Mendocino (2026)	\$ 8,000	0.0003	1.5%	0.0004%
	Dry Docking and Capital Improvements for M.S. San Francisco (2026)	\$ 8,000	0.0003	1.5%	0.0004%
	Dry Docking and Capital Improvements for M.V. Del Norte (2026)	\$ 8,000	0.0003	1.5%	0.0004%
	Dry Docking and Capital Improvements for M.S. Sonoma (2027)	\$ 8,000	0.0003	1.5%	0.0004%
	Dry Docking and Capital Improvements for M.V. Napa (2027)	\$ 8,000	0.0003	1.5%	0.0004%
	Dry Docking and Capital Improvements for M.V. Golden Gate (2027)	\$ 8,000	0.0003	1.5%	0.0004%
	Dry Docking and Capital Improvements for M.V. Mendocino (2028)	\$ 8,000	0.0003	1.5%	0.0004%
	Dry Docking and Capital Improvements for M.V. Marin (2028)	\$ 8,000	0.0003	1.5%	0.0004%
	Gangway and Pier - Sausalito Construction	\$ 800,000	0.0291	1.5%	0.0441%
238220	Plumbing, Heating, and Air-Conditioning Contractors Dry Docking and Capital Improvements for M.S. Marin (2025)	\$ 4,000	0.0001	0.4%	0.0001%
	Dry Docking and Capital Improvements for M.V. Napa (2025)	\$ 4,000	0.0001	0.4%	0.0001%
	Dry Docking and Capital Improvements for M.V. Golden Gate (2025)	\$ 4,000	0.0001	0.4%	0.0001%
	Dry Docking and Capital Improvements for M.V. Mendocino (2026)	\$ 4,000	0.0001	0.4%	0.0001%
	Dry Docking and Capital Improvements for M.S. San Francisco (2026)	\$ 4,000	0.0001	0.4%	0.0001%

	Dry Docking and Capital Improvements for M.V. Del Norte (2026)	\$ 4,000	0.0001	0.4%	0.0001%
	Dry Docking and Capital Improvements for M.S. Sonoma (2027)	\$ 4,000	0.0001	0.4%	0.0001%
	Dry Docking and Capital Improvements for M.V. Napa (2027)	\$ 4,000	0.0001	0.4%	0.0001%
	Dry Docking and Capital Improvements for M.V. Golden Gate (2027)	\$ 4,000	0.0001	0.4%	0.0001%
	Dry Docking and Capital Improvements for M.V. Mendocino (2028)	\$ 4,000	0.0001	0.4%	0.0001%
	Dry Docking and Capital Improvements for M.V. Marin (2028)	\$ 4,000	0.0001	0.4%	0.0001%
	Gangways and Piers - Sausalito Construction	\$ 3,200,000	0.1163	0.4%	0.0471%
238990	All Other Specialty Trade Contractors				
	Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Construction)	\$ 48,000	0.0017	6.3%	0.0109%
336611	Ship Building and Repair				
	Larkspur Mooring Camels Restoration	\$ 984,000	0.0358	100.0%	3.5756%
	Dry Docking and Capital Improvements for M.S. Marin (2025)	\$ 468,000	0.0170	100.0%	1.7006%
	Dry Docking and Capital Improvements for M.V. Napa (2025)	\$ 788,000	0.0286	100.0%	2.8634%
	Dry Docking and Capital Improvements for M.V. Golden Gate (2025)	\$ 788,000	0.0286	100.0%	2.8634%
	Dry Docking and Capital Improvements for M.V. Mendocino (2026)	\$ 788,000	0.0286	100.0%	2.8634%
	Dry Docking and Capital Improvements for M.S. San Francisco (2026)	\$ 1,028,000	0.0374	100.0%	3.7355%
	Dry Docking and Capital Improvements for M.V. Del Norte (2026)	\$ 468,000	0.0170	100.0%	1.7006%
	Dry Docking and Capital Improvements for M.S. Sonoma (2027)	\$ 468,000	0.0170	100.0%	1.7006%
	Dry Docking and Capital Improvements for M.V. Napa (2027)	\$ 508,000	0.0185	100.0%	1.8459%
	Dry Docking and Capital Improvements for M.V. Golden Gate (2027)	\$ 508,000	0.0185	100.0%	1.8459%
	Dry Docking and Capital Improvements for M.V. Mendocino (2028)	\$ 508,000	0.0185	100.0%	1.8459%
	Dry Docking and Capital Improvements for M.V. Marin (2028)	\$ 788,000	0.0286	100.0%	2.8634%
483211	Inland Water Freight Transportation				
	Larkspur Mooring Camels Restoration	\$ 16,000	0.0006	0.0%	0.0000%
488330	Navigational Services to Shipping				
	Gangway and Pier - Sausalito Construction	\$ 800,000	0.0291	0.0%	0.0000%
541330	Engineering Services				
	Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Professional Services)	\$ 256,000	0.0093	4.4%	0.0406%
	Larkspur Ferry Terminal Berth and Channel Maintenance	\$ 256,000	0.0093	4.4%	0.0406%
	Dredging Design and Permit Support Services	\$ 200,000	0.0073	4.4%	0.0317%
	Larkspur Ferry Terminal Berth and Channel Maintenance	\$ 40,000	0.0015	4.4%	0.0063%
	Dredging Design and Permit Support Services				
541370	Surveying and Mapping (except Geophysical Services)				
	Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Professional Services)	\$ 24,000	0.0009	13.0%	0.0114%
	Gangway and Pier - Sausalito Construction	\$ 160,000	0.0058	13.0%	0.0758%
	Larkspur Ferry Terminal Berth and Channel Maintenance	\$ 64,000	0.0023	13.0%	0.0303%
	Dredging Design and Permit Support Services				
541620	Environmental Consulting Services				
	Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Professional Services)	\$ 80,000	0.0029	13.0%	0.0393%

Larkspur Ferry Terminal Berth and Channel Maintenance Dredging Design and Permit Support Services	\$ 80,000	0.0029	13.5%	0.0393%
TOTAL FTA-ASSISTED CONTRACTS:	\$ 27,520,000	100.0%	OVERALL BASE FIGURE	47.7%

Next, Base Figure for the Overall Goal was calculated by multiplying the weighted percentage of funds to be expended for each NAICS (**Exhibit 3, Column D**) by DBE relative availability for each NAICS (carried forward from Exhibit 2 and shown in **Exhibit 3, Column E**). Base Figure per NAICS is shown in **Exhibit 3, Column F**. Finally, Base Figures for all NAICS codes were totaled, resulting in a **47.7% Overall Step One Base Figure**.

Calculating Base Figure per Individual Contract: To determine the base figure for each contract, the percentage of work (prime and sub) identified by project managers was multiplied by the DBE relative availability (carried forward from **Exhibit 2**), and totaled for each contract. See **Exhibit 4** below.

EXHIBIT 4: Base Figure Breakdown Per Individual Contract

Description of Contract	NAICS Code and Description for Prime and Subcontracting Opportunities	% of Individual Contract Dollars	Relative DBE Availability	Base Figure Per Contract
Dry Docking and Capital Improvements for M.S. Marin (2025)	Prime: 336611, Ship Building and Repairing	97.5%	100.0%	97.5%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.7%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.4%	0.0%
	Contract Total	100%		97.5%
Dry Docking and Capital Improvements for M.V. Napa (2025)	Prime: 336611, Ship Building and Repairing	94.5%	100.0%	94.5%
	Sub: 336611, Ship Building and Repairing	4.0%	100.0%	4.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.0%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.5%	0.4%	0.0%
	Contract Total	100%		98.5%
Dry Docking and Capital Improvements for M.V. Golden Gate (2025)	Prime: 336611, Ship Building and Repairing	94.5%	100.0%	94.5%
	Sub: 336611, Ship Building and Repairing	4.0%	100.0%	4.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.0%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.5%	0.4%	0.0%
	Contract Total	100%		98.5%
Dry Docking and Capital Improvements for M.V. Mendocino (2026)	Prime: 336611, Ship Building and Repairing	94.5%	100.0%	94.5%

	Sub: 336611, Ship Building and Repairing	4.0%	100.0%	4.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors		1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	1.0%	0.4%	0.0%
	Contract Total	100%		98.5%
Dry Docking and Capital Improvements for M.S. San Francisco (2026)	Prime: 336611, Ship Building and Repairing	95.8%	100.0%	95.8%
	Sub: 336611, Ship Building and Repairing	3.0%	100.0%	3.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	0.8%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.4%	0.4%	0.0%
	Contract Total	100%		98.8%
Dry Docking and Capital Improvements for Del Norte (2026)	Prime: 336611, Ship Building and Repairing	97.5%	100.0%	97.5%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.7%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.4%	0.0%
	Contract Total	100%		97.5%
Dry Docking and Capital Improvements for Sonoma (2027)	Prime: 336611, Ship Building and Repairing	97.5%	100.00%	97.5%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.7%	1.52%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.40%	0.0%
	Contract Total	100%		97.5%
Dry Docking and Capital Improvements for M.V. Napa (2027)	Prime: 336611, Ship Building and Repairing	97.7%	100.0%	97.7%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.7%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.4%	0.0%
	Contract Total	100%		97.7%
Dry Docking and Capital Improvements for M.V. Golden Gate (2027)	Prime: 336611, Ship Building and Repairing	97.7%	100.00%	97.7%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.5%	1.52%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.40%	0.0%
	Contract Total	100%		97.7%
Dry Docking and Capital Improvements for M.V. Mendocino (2028)	Prime: 336611, Ship Building and Repairing	97.7%	100.00%	97.7%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.7%	1.52%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.40%	0.0%

	Contract Total	100%		97.7%
Dry Docking and Capital Improvements for M.V. Marin (2028)	Prime: 336611, Ship Building and Repairing	95.5%	100.00%	95.5%
	Sub: 336611, Ship Building and Repairing	3.0%	100.00%	3.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.0%	1.52%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.5%	0.40%	0.0%
	Contract Total	100%		98.5%
Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Professional Service)	Prime: 541330, Engineering Services	62%	4.37%	2.7%
	Sub: 541370, Surveying and Mapping (except Geophysical) Services	9%	13.04%	1.2%
	Sub: 541620, Environmental Consulting Services	29%	13.51%	3.9%
	Contract Total	100%		7.8%
Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Construction)	Prime: 237110, Water and Sewer Line and Related Structures Construction	71%	14.58%	10.4%
	Sub: 238110, Poured Concrete Foundation and Structure Contractors	15%	6.50%	1.0%
	Sub: 238110, Poured Concrete Foundation and Structure Contractors	5%	6.50%	0.3%
	Sub: 238990, All Other Specialty Trade Contractors	9%	6.25%	0.6%
	Contract Total	100%		12.2%
Larkspur Mooring Camels Restoration	Prime: 336611, Ship Building and Repairing	94.6%	100.00%	94.6%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	3.8%	1.52%	0.1%
	Sub: 483211, Inland Water Freight Transportation	1.5%	0.00%	0.0%
	Contract Total	100%		94.7%
Larkspur Ferry Terminal Berth and Channel Maintenance Dredging Design and Permit Support Services	Prime: 541330, Engineering Services	40%	4.37%	1.7%
	Sub: 541330, Engineering Services	31%	4.37%	1.4%
	Sub: 541330, Engineering Services	6%	4.37%	0.3%
	Sub: 541370, Surveying and Mapping (except Geophysical) Services	10%	13.04%	1.3%
	Sub: 541620, Environmental Consulting Services	13%	13.51%	1.7%
	Contract Total	100%		6.4%
Gangways and Piers - Sausalito Construction	Prime: 237990 Other Heavy and Civil Engineering Construction	37.6%	47.5%	17.9%
	Sub: 237990 Other Heavy and Civil Engineering Construction (Pile Driving)	11.3%	47.5%	5.4%
	Sub: 238110 Poured Concrete Foundation and Structure Contractors	2.7%	6.5%	0.2%
	Sub: 238120 Structural Steel and Precast Concrete Contractors (Mechanical)	18.1%	20.0%	3.6%
	Sub: 238120 Structural Steel and Precast Concrete Contractors (Bar Reinforcing)	2.3%	20.0%	0.5%

	Sub: 238210 Electrical Contractors and Other Wiring Installation Contractors	4.5%	1.5%	0.1%
	Sub: 238220 Plumbing and HVAC Contractors	18.1%	0.4%	0.1%
	Sub: 488330 Navigational Services to Shipping	4.5%	0.0%	0.0%
	Sub: 541370 Surveying and Mapping (except Geophysical) Services	0.9%	13.0%	0.1%
	Contract Total	100%		27.7%

Step Two. Adjusting Step One Base Figure

In adjusting the District's Step One Base Figure of **47.7%**, the District examined past participation as considerable evidence of DBE participation it expects in the absence of discrimination. The District also considered other data that would help better measure the percentage of work that DBEs would be likely to obtain in the absence of discrimination to make the Step One Base Figure as precise as possible.

Past Participation

In accordance with the U.S. DOT's [*Tips for Goal-Setting in the DBE Program*](#), last updated December 22, 2014, the District examined DBE participation (based on awards and commitments) on FTA-assisted projects for FFY 2021/2022 – 2023/2024. U.S. DOT's *Tips for Goal-Setting in the DBE Program* instructs recipients to seriously consider not making an adjustment based on past participation if the types of projects the recipient will let in the upcoming triennial goal period are very different from the types of projects let in recent years, because past rates of DBE participation may not be an accurate reflection of DBE capacity for future work. The District determined the majority of the contracts awarded in the past are similar to the contracts the District forecast in the upcoming years, with the exception of one construction contract awarded from the Bus division.

FFY 2021-2022: Awards/Commitments 0.8%

FFY 2022-2023: Awards/Commitments 0.4%

FFY 2023-2024: Awards/Commitments 2.8%

The adjusted Step One Base Figure based on DBE historical past participation percentage is **24.25%**.

Calculations:

FFY 2025/2026- 2027/2028 Step One Base Figure: 47.7%

Historical Median Past Participation: 0.8%

Adjustment: (base figure 47.7%) + (historical median past participation 0.8%) = 48.5/2 = **24.25%**.

In addition to evaluating past participation on maritime related projects, staff examined the one DBE certified in NAICS 336611, *Ship Building and Repairing* and considered the requirement to meet the established overall goal every year of the triennial period, and determined further refinements were warranted.

Other Considered Information

The District evaluated the specific nature of the contracts budgeted for award in FFY 2025/2026 – 2027/2028, and past participation on maritime related projects, and found that further refinements were warranted to measure plausible relative availability and capacity of DBEs to perform the types of work as a prime and/or subcontractor.

After investigating historical data in DBE participation on the District ferry contracts, evidence suggests DBE firms were unlikely to perform as a prime contractor or subcontractor in the work areas associated with dry docking and capital improvement ferry projects and the Gangways and Piers – Sausalito Construction project. Staff determined adjustments were necessary to reflect the availability and capacity of DBEs to work on these projects due to the requirement to have a shipyard for vessel improvements and perform heavy civil engineering construction as a prime contractor and other associated work such as, pile driving and mechanical precast concrete work, on the Gangways and Piers Sausalito construction contract.

DRY DOCKING AND CAPITAL IMPROVEMENT PROJECTS

For all dry docking and capital improvement contracts involving the District's seven vessels, the prime contractor must operate a shipyard equipped with a certified floating drydock, graving dock, marine railway, travel lift, or synchro-lift capable of accommodating vessel drydocking for the required scope of work. In addition, the prime contractor and all subcontractors must meet and maintain the minimum insurance requirements and trade certifications for the full duration of the contract.

The only firm listed under NAICS code 336611, *Ship Building and Repairing* is a certified DBE firm that specializes exclusively in U.S. military contracting and environmental remediation/disaster response. The District does not anticipate needing these specialized services for any of the FTA-assisted contracts during this triennial period, which means the 100% DBE availability under NAICS code 336611 is artificially inflated. Therefore, this firm has been excluded as a viable opportunity for DBE participation and the Step One Base Figure adjusted accordingly.

GANGWAYS AND PIERS – SAUSALITO CONSTRUCTION PROJECT

The federal share of the Gangways and Piers - Sausalito Construction contract is budgeted at \$17.6 million. Due to the size of this contract, the bonding requirements and financial requirements will likely limit the prospective prime contractors for the work to companies that exceed the DBE size standards. Unbundling this contract is not practical and would severely impact the efficiency of the District's transit operations and would result in overly complicated procurement and contract administration activities associated with having multiple construction contracts. In addition, the geographic area will not accommodate independent access for multiple contractors.

The prime work for this contract includes, but is not limited to, constructing a temporary steel and timber pier supported on steel piles, removing and relocating an existing 43 foot by 110 foot steel float, installing steel piling for the temporary float, constructing at an off-site facility and transporting to the site a new 46 foot by 145 foot pre-cast concrete float, demolishing an existing concrete pier, constructing a new steel pile supported concrete pier, removing numerous existing

utility lines, installing new utility lines, installing a new hydraulic lift system and electrical control system, lighting and other associated work. The prime must coordinate multiple suppliers, vendors, fabricators and subcontractors, develop extensive and detailed work plans, traffic control plans, water pollution prevention plans and monitoring plans, and must stage the work during restrictive environmental work windows and local city restrictive work timeframes. The prime must also coordinate all the work and subcontractors to minimize impacts to the District's transit operations. The work will take place primarily on the water requiring specialized marine vessels, barges, and equipment. The duration of the project is estimated at approximately 3 years, which will require the prime contractor to have adequate cash flow and resources.

District staff researched available websites for the 47 DBE firms certified in NAICS code 237990, *Other Heavy and Civil Engineering* in the District's local market area to review DBE capabilities to perform as a prime on this project. On May 3, 2025, staff sent e-mails to all 47 firms to inquire if their firm was experienced in marine construction, and their ability to perform prime duties described above. Research findings suggest this type of work is outside the normal scope of work DBE firms provide and bonding requirements are beyond DBE firm's capacity.

Engineering staff also reviewed the list of 47 DBE firms in the District's local market area certified in NAICS code 237990, for pile driving services and 21 DBE firms certified in NAICS code 238120, *Structural Steel and Precast Concrete Contractors* for pre-cast concrete. Staff researched available websites and capabilities notated in their certification profiles and determined none of the firms have mechanical/hydraulic capabilities. On May 9, 2025, staff sent an inquiry e-mail requesting if the DBE firms were capable of performing subcontractor work that was described in detail. No DBE firms responded to the request.

After further discussion with Engineering staff, the District determined DBE firms were unlikely to perform as a prime contractor or as subcontractors for pile driving, pre-cast concrete work or mechanical/hydraulic work for this contract. Therefore, the District's Step Two adjustment is based on an assessment of DBE availability and capacity solely on selected subcontracting opportunities, and excludes the prime work in NAICS code 237990, subcontractor work for pile driving, and mechanical/hydraulic work for this contract.

See below **Exhibit 4.1** to make the necessary adjustments for realistic DBE goal participation. Percentages are rounded to the nearest ones spot.

EXHIBIT 4.1: Adjusted Base Figure Breakdown Per Individual Contract

Adjusted Base Figure Breakdown Per Individual Contract				
Description of Contract	NAICS Code and Description for Prime and Subcontracting Opportunities	% of Individual Contract Dollars	Relative DBE Availability	Adjusted Base Figure Per Contract
Dry Docking and Capital Improvements for M.S. Marin (2025)	Prime: 336611, Ship Building and Repairing	97.5%	0.0%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.7%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.4%	0.0%
	Contract Total	100%		0.0%

Dry Docking and Capital Improvements for M.V. Napa (2025)	Prime: 336611, Ship Building and Repairing	94.5%	0.0%	0.0%
	Sub: 336611, Ship Building and Repairing	4.0%	0.0%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.0%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.5%	0.4%	0.0%
	Contract Total	100%		0.0%
Dry Docking and Capital Improvements for M.V. Golden Gate (2025)	Prime: 336611, Ship Building and Repairing	94.5%	0.0%	0.0%
	Sub: 336611, Ship Building and Repairing	4.0%	0.0%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.0%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.5%	0.4%	0.0%
	Contract Total	100%		0.0%
Dry Docking and Capital Improvements for M.V. Mendocino (2026)	Prime: 336611, Ship Building and Repairing	94.5%	0.0%	0.0%
	Sub: 336611, Ship Building and Repairing	4.0%	0.0%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors		1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	1.0%	0.4%	0.0%
	Contract Total	100%		0.0%
Dry Docking and Capital Improvements for M.S. San Francisco (2026)	Prime: 336611, Ship Building and Repairing	95.8%	0.0%	0.0%
	Sub: 336611, Ship Building and Repairing	3.0%	0.0%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	0.8%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.4%	0.4%	0.0%
	Contract Total	100%		0.0%
Dry Docking and Capital Improvements for Del Norte (2026)	Prime: 336611, Ship Building and Repairing	97.5%	0.0%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.7%	1.5%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.4%	0.0%
	Contract Total	100%		0.0%
Dry Docking and Capital Improvements for Sonoma (2027)	Prime: 336611, Ship Building and Repairing	97.5%	0.00%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.7%	1.52%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.40%	0.0%
	Contract Total	100%		0.0%
Dry Docking and Capital Improvements for M.V. Napa (2027)	Prime: 336611, Ship Building and Repairing	97.7%	0.0%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.7%	1.5%	0.0%

	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.4%	0.0%
	Contract Total	100%		0.0%
Dry Docking and Capital Improvements for M.V. Golden Gate (2027)	Prime: 336611, Ship Building and Repairing	97.7%	0.00%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.5%	1.52%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.40%	0.0%
	Contract Total	100%		0.0%
Dry Docking and Capital Improvements for M.V. Mendocino (2028)	Prime: 336611, Ship Building and Repairing	97.7%	0.00%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.7%	1.52%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.8%	0.40%	0.0%
	Contract Total	100%		0.0%
Dry Docking and Capital Improvements for M.V. Marin (2028)	Prime: 336611, Ship Building and Repairing	95.5%	0.00%	0.0%
	Sub: 336611, Ship Building and Repairing	3.0%	0.00%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	1.0%	1.52%	0.0%
	Sub: 238220, Plumbing, Heating, and Air-Conditioning Contractors	0.5%	0.40%	0.0%
	Contract Total	100%		0.0%
Larkspur Mooring Camels Restoration	Prime: 336611, Ship Building and Repairing	94.6%	0.00%	0.0%
	Sub: 238210, Electrical Contractors and Other Wiring Installation Contractors	3.8%	1.52%	0.1%
	Sub: 483211, Inland Water Freight Transportation	1.5%	0.00%	0.0%
	Contract Total	100%		0.1%
Gangways and Piers - Sausalito Construction	Prime: 237990 Other Heavy and Civil Engineering Construction	37.6%	0.0%	0.0%
	Sub: 237990 Other Heavy and Civil Engineering Construction (Pile Driving)	11.3%	0.0%	0.0%
	Sub: 238110 Poured Concrete Foundation and Structure Contractors	2.7%	6.5%	0.2%
	Sub: 238120 Structural Steel and Precast Concrete Contractors (Mechanical)	18.1%	0.0%	0.0%
	Sub: 238120 Structural Steel and Precast Concrete Contractors (Bar Reinforcing)	2.3%	20.0%	0.5%
	Sub: 238210 Electrical Contractors and Other Wiring Installation Contractors	4.5%	1.5%	0.1%
	Sub: 238220 Plumbing and HVAC Contractors	18.1%	0.4%	0.1%
	Sub: 488330 Navigational Services to Shipping	4.5%	0.0%	0.0%
	Sub: 541370 Surveying and Mapping (except Geophysical) Services	0.9%	13.0%	0.1%
	Contract Total	100%		0.9%

Overall Goal

To determine FTA dollars projected for DBEs on each contract, the FTA dollars budgeted for each contract (from **Exhibit 1, Column B**) was multiplied by the adjusted availability per contract. The total of the projected DBE participation dollars was then divided by the total of the budgeted FTA dollars for all contracts, resulting in a **1.1%** overall goal. See **Exhibit 5 below**.

EXHIBIT 5: Overall Triennial DBE Goal

Division	A. DESCRIPTION OF CONTRACT	B. FTA DOLLARS	C. DBE AVAILABILITY PER CONTRACT	FTA \$ Projected for DBEs
	Anticipated for award in FFY 2025/2026 -2027/2028			
Ferry	Dry Docking and Capital Improvements for M.S. Marin (2025)	\$480,000	0.0%	\$0
Ferry	Dry Docking and Capital Improvements for M.V. Napa (2025)	\$800,000	0.0%	\$0
Ferry	Dry Docking and Capital Improvements for M.V. Golden Gate (2025)	\$800,000	0.0%	\$0
Ferry	Dry Docking and Capital Improvements for M.V. Mendocino (2026)	\$800,000	0.0%	\$0
Ferry	Dry Docking and Capital Improvements for M.S. San Francisco (2026)	\$1,040,000	0.0%	\$0
Ferry	Dry Docking and Capital Improvements for M.V. Del Norte (2026)	\$480,000	0.0%	\$0
Ferry	Dry Docking and Capital Improvements for M.S. Sonoma (2027)	\$480,000	0.0%	\$0
Ferry	Dry Docking and Capital Improvements for M.V. Napa (2027)	\$520,000	0.0%	\$0
Ferry	Dry Docking and Capital Improvements for M.V. Golden Gate (2027)	\$520,000	0.0%	\$0
Ferry	Dry Docking and Capital Improvements for M.V. Mendocino (2028)	\$520,000	0.0%	\$0
Ferry	Dry Docking and Capital Improvements for M.V. Marin (2028)	\$800,000	0.0%	\$0
Ferry	Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Professional Service)	\$360,000	7.8%	\$28,080
Ferry	Larkspur Ferry Terminal Drainage Culvert Rehabilitation (Construction)	\$560,000	12.2%	\$68,320
Ferry	Larkspur Mooring Camels Restoration	\$1,040,000	0.1%	\$1,040
Ferry	Larkspur Ferry Terminal Berth and Channel Maintenance Dredging Design and Permit Support Services	\$640,000	6.4%	\$40,960
Ferry	Gangways & Piers Sausalito Construction	\$17,680,000	0.9%	\$159,120

Total FTA Funds:	\$27,520,000		\$297,520
Step Two Adjustment:	1.1%		

Race/Gender-Neutral Measures

Summary of Race-Neutral Methods of Achieving DBE Participation

U.S. DOT regulations require that the maximum feasible portion of the overall DBE goal be achieved through race-neutral measures. Race-Neutral efforts are programs and other initiatives that assist small businesses in general and are not limited to minority- or women-owned firms. While the District has historically had success in meeting its DBE participation goals on FTA-assisted contracts through race-neutral measures, it has also faced challenges, particularly due to the significant proportion of FTA funding allocated to maritime related projects. These projects often present limited to no opportunities for DBE participation due to DBE availability in the required scopes of work areas. See **Table 1** for DBE achievement from 2000 to current.

TABLE 1: Goals and DBE Achievement 2000 through Current:

Fiscal Year	Overall Goal	Achievement	% of Goal Achieved
2000-2001	7%	8%	114%
2001-2002	8%	10%	125%
2002-2003	3%	4%	133%
2003-2004	4%	6%	150%
2004-2005	5%	8%	160%
2005-2006	7%	7%	100%
2006-2007	1%	1%	100%
2007-2008	4%	.5%	13%
2008-2009	4.5%	.3%	7%
2009-2010	3.4%	8.4%	247%
2010-2011*	3.1%	1.9%	61%
2011-2012	3.1%	5.9%	190%
2012-2013	3.1%	4.9%	158%
2013-2014	5.9%	11.4%	193%
2014-2015*	5.9%	.4%	7%
2015-2016*	5.9%	1.1%	19%
2016-2017	3.3%	5.4%	164%
2017-2018	3.3%	5.3%	161%
2018-2019*	3.3%	0.4%	12%
2019-2020*	3.2%	0.6%	19%
2020-2021*	3.2%	1%	28%
2021-2022	3.2%	0.8%	25%
2022-2023	1.4%	0.4%	28%
2023-2024	1.4%	2.8%	200%

* Shortfall Analysis and Corrective Action plan completed.

The District continues to expand its race and gender-neutral efforts to connect small businesses with contracting and procurement opportunities. As part of this effort, a *Doing Business Guide* is published on the District's official website to inform DBEs and all businesses about how to engage and do business with the District. The guide includes details on procurement methods, vendor registration, DBE/SBE program, and key staff contact information.

The District's procurement portal allows vendors to register, create firm profiles, identify their certification status as a DBE, SBE, or other certification categories, and express interest in participating as subcontractors on selected solicitations. District staff actively use this portal to identify registered DBE firms with relevant NAICS codes aligned with posted solicitations.

Additionally, the District leverages its SBE Program by setting contract-specific SBE goals on FTA-assisted contracts to promote both DBE and SBE participation. This program has been successful in securing DBE/SBE involvement on construction and professional services contracts across the District, Bridge, and Bus divisions.

Another race and gender-neutral method to encourage DBE/SBE participation is extensive outreach. The District is an active participant in the Business Outreach Committee (BOC), a consortium of 30 Bay Area transit and transportation agencies dedicated to assisting DBEs and small businesses grow their presence with public agencies and the prime contracting community. Through the BOC, the District is able to publicize its contracting opportunities to a wide array of construction and engineering firms, as well as product suppliers and manufacturers. The BOC also helps promote vendor registration, coordinate DBE/SBE meet and greet sessions with prime contractors/consultants, offer DBE/SBE certification workshops, and provide technical assistance trainings. The BOC serves as a conduit for building lasting relationships between small businesses and public agencies, expanding access to procurement opportunities, and fostering a more inclusive and competitive contracting environment throughout the Bay Area.

In addition to outreach events, the BOC publishes a quarterly newsletter that highlights upcoming contracting opportunities from participating agencies, provides key contact information, announces Bay Area public meetings and events, and shares other relevant updates for the DBE/SBE community. The District hosts the BOC webpage on its official website at <https://www.goldengate.org/district/doing-business/business-outreach-committee/> which serves as a central resource for all small businesses. The page includes contact information, access to current and archived newsletters, details about upcoming and past events, and links to procurement portals for multiple public agencies all in one convenient location.

The following is a sampling of BOC outreach events the District has participated or hosted in past federal fiscal years:

- Annual 2 Day DBE/ACDBE certification workshops presented by certifying CUCP agencies – Northern and Southern California;
- Meet the Buyers Procurement Forum;
- Meet the Primes Panel Discussion and Business Networking – Construction and Professional Services; and
- DBE Legal Update Webinar

The BOC also collaborates with Norcal Apex Accelerators, and Caltrans Mentor Protégé program for Architectural and Engineering firms. The following is a sample of events the District has participated in:

- Caltrans Quarterly Joint Professional Liaison Meeting and Networking and Matchmaking
- Caltrans Annual Calmentor Luncheon – Panel Discussions
- Caltrans Annual DBE Summit
- Santa Clara Valley Transportation Authority (VTA) Contracts and Contacts
- San Francisco International Airport (SFO) Annual Resource Fair
- California High Speed Rail (HSR) Small Business Summit
- Bay Area Rapid Transit District (BART) DBE Small Business Summit

Upcoming BOC outreach events planned for the remainder of 2025 include a DBE/ACDBE and SBE Certification workshop, Meet the Primes Business Networking – Construction/Professional Services, How to do Business with Public Agencies, and other technical assistance workshops.

The District will continue its regular race/gender-neutral activities, including:

- Ensuring that bidding and contract requirements facilitate participation by DBEs and other small businesses by including DBE/SBE language throughout District bid documents:
 - ✓ The District's DBE Program policy.
 - ✓ A nondiscrimination assurance from the contractor (and each subcontract the prime contractor signs with a subcontractor).
 - ✓ A statement that encourages prime contractors to use financial institutions owned and controlled by socially and economically disadvantaged individuals in the community.
 - ✓ The website address for the DBE directory identifying all firms eligible to participate as DBEs in the District's program.
 - ✓ A section that provides the DBE certification standards.
 - ✓ A section providing areas for possible subcontracting, and of the availability of ready, willing, and able subcontractors, including DBE firms, to perform such work.
- Ensuring contracts are accessible to small businesses, and if not, making efforts to unbundle large contracts to make them more accessible.
- Encouraging prime contractors to subcontract portions of the work that they might otherwise perform themselves.
- Providing technical assistance and other support services to facilitate consideration of DBEs and other small businesses.
- Advertising contracts in the *Small Business Exchange*, a minority-owned small business-focused publication.
- At pre-bid conferences, providing prospective contractors/consultants with the following:
 - ✓ Applicable small business/DBE requirements.
 - ✓ Areas for possible subcontracting opportunities.
 - ✓ A helpful guide to navigate through the CUCP database to create lists of ready, willing, and able small businesses, including DBE firms, to perform such work.

- ✓ Bidder's request for small business/DBE assistance form.
 - ✓ Guidance to identify firms as interested in subcontracting opportunities on the District's procurement portal viewable to potential bidders/proposers.
 - ✓ Small business/DBE database websites.
- Providing the link to the District procurement portal and encouraging all firms to register as vendors to be informed of newly-posted contracting opportunities that match their products/services.
 - Regularly notifying certified DBEs and non-DBEs about networking events and newly posted contracting opportunities on the District procurement portal.
 - Encouraging DBEs and non-DBEs to sign up on the "Interest in Subcontracting" list for applicable solicitations and download the planholders list to market their firm to potential bidders or proposers.
 - On a quarterly basis, reminding and encouraging officers, division managers, department heads, purchasers, and buyers to utilize DBE firms.

Public Participation

Consultation with Various Groups, Organizations and Officials

In accordance with 49 C.F.R. Section 26.45(g)(1)(i), the District is required to consult with minority, women's and general contractor groups, community organizations, and other officials or organizations which could be expected to have information concerning the availability of DBEs and non-DBEs, the effects of discrimination on opportunities for DBEs, and efforts made to establish a level playing field for the participation of DBEs. Meetings are expected to be an interactive exchange with Community-Based Organizations (CBOs) and with as many stakeholders as possible.

As a collaborative effort with the BOC, the District hosted a virtual consultation meeting with CBOs on May 7, 2025 at 10:00 a.m. – 11:00 a.m., Pacific Standard Time (PST). On April 21, 2025, an e-mail notification inviting CBOs to attend was sent to over 200 e-mail addresses, which included Chambers of Commerce, members of the Builders Exchange, the U.S. Small Business Administration, Small/Minority/Women Business Development agencies, and Veteran Outreach organizations throughout the Bay Area, in addition to the event flyer posted on the BOC webpage. There were 51 registrations from firms/agencies; however, 38 attended (10 CBOs and 28 BOC member representatives).

For the consultation session, the BOC provided a presentation that included content of the DBE goal-setting process, proposed triennial DBE goals of participating agencies, areas of challenges for DBE and non-DBE availability, and suggestions on how CBOs can assist agencies in increasing DBE participation on contracting opportunities. Some of the questions proposed include:

1. What kinds of training, mentorship, or business development support do DBEs in your network need to compete successfully for contracts?

2. What role do you see for your organization in helping transportation agencies meet their DBE goals?
3. From your perspective, what are the most significant barriers DBEs in your community face when trying to access DOT-funded contracting opportunities?
4. What are some recommended strategies to attract and increase DBE participation?
5. What long-term impacts have you seen when DBEs are repeatedly passed over or excluded from opportunities?
6. What suggestions do you have for agencies to work together with your organization/clients to level the playing field?

Some Comments and Questions Received by CBOs:

- How can we help out with race neutral and race conscious goals for the clients that we serve with certification, including DBE certification, proposals and bids reviews?
- One attendee inquired about what kinds of training, mentorship, or business development support do DBEs in your network need. One thing noticed is that among the small businesses that are very good in their profession, one area of concern is the business-to-business communication skills and networking skills necessary to take the next step. It was suggested to develop a workshop to cultivate business to business networking skills and create a value proposition to present to prime contractors.
- One CBO mentioned they can help small businesses with preparing their capabilities statement. They also assist with 45 seconds elevator pitch training.
- The Caltrans' Calmentor protégé program was mentioned that assists with elevator pitch and agency critique.
- A DBE firm commented on the discussion around training, pitch competitions, and programing. Their comments suggest the following: the landscape for DBEs is very different from an established business. DBEs are unfamiliar with certain language and feel there is a strike already against the firm. It is challenging to turn an opportunity into a deal. One way DBE firms can benefit is go through a step-by-step process in finding opportunities, putting together a proposal or pitch, and receiving hands-on approach. DBE firms already have limited resources and have to give more attention to their current clients before putting energy and time in networking. Often times, DBEs do not bother with participating in responding to opportunities because goals are too low. What is important is to meet folks where they are.

Public Participation Meetings

Following the consultation session, the BOC hosted a stakeholder meeting on May 7, 2025, at 12:00 p.m. – 1:30 p.m. (PST), that included similar content as the consultation session, the goal setting process and demonstration of the goal calculation, proposed agency's DBE goals, public comment on proposed goals, and healthy discussion of concerns regarding the proposed goals among the contracting community.

The BOC distributed an electronic invitation and event flyer to approximately over 1,000 businesses and posted the flyer on its webpage. The event flyer was also advertised in the Small Business Exchange on April 24, 2025, and May 1, 2025. A copy of these advertisements are in Appendix A.

The stakeholder meeting received 92 registrations from firms/agencies; however, 50 attended (30 firms from the public and 20 BOC member representatives).

Some Comments and Questions Received by stakeholders:

- Is there any data around the allocation of dollars based on different demographics?
- Small businesses are not necessarily looking for high dollar volume bids. How do we access opportunities that do not go to bid?
- It is great to see a consortium of agencies working together for DBEs and should be continued as best practice.
- We are AI centric and looking at how we can work with the different agencies to examine pain points in design and construction support using AI. The biggest thing the firm can use is advocacy to get in front of the program people to discuss their value proposition.
- The RFQ and RFP process can be quite the undertaking when you only have a handful of staff who prepare the necessary documents. How can firms advocate for themselves to get assigned a task order?
- Is there a central database that lists all of the NAICS codes for each DBE firm?
- Some DBEs do not know exactly how DBE goal steps are calculated. This has been very informative, particularly in the Step Two calculation. It's curious to know the past participation calculation is collected. How do agencies track DBE participation when there is no contract goal?

The BOC also held an in-person public participation meeting on May 13, 2025 at 10:30 a.m. – 12:30 p.m., at the Bay Area Metro Center, 375 Beale Street, Suite 800, San Francisco, CA 94105 as another opportunity to receive public comment on agencies proposed goals and to discuss challenges, and effective efforts to increase DBE participation with our agencies. Attendees were provided a link to submit comments through June 7, 2025 to consider necessary adjustments to proposed goals.

The BOC distributed the event flyer to approximately 9200 businesses, advertised the event through Eventbrite, posted the flyer to the BOC webpage and District's official website, and advertised the flyer in the Small Business Exchange on April 24, 2025, and May 1, 2025. A copy of these advertisements are in Appendix A.

The stakeholder meeting received 24 registrations from firms/agencies; however, 23 attended (10 firms from the public and 13 BOC member representatives).

Some Comments and Questions Received by Stakeholders:

- Why do some agencies have race conscious DBE goals and other agencies do not?
- How effective are disparity studies?
- How can DBEs work directly with agencies or be awarded on-call contracts?
- Can DBEs partner with primes as joint ventures without violating federal regulations?
- Is there any oversight on prime contractors to ensure they are meeting DBE goals?
- Does RN/RC include construction?
- With the current Administration, have agencies received comments about DBE participation, and is the 8(a) program under question?

- Consider hosting more Meet the Prime events or programs. There are many DBEs who do not have the experience to connect with other businesses.
- Is there a set aside program, and are there any incentives for DBE participation without a task-by-task?
- It is helpful to see the history of goal attainment by each of the agencies.

The registration and attendee lists, presentations, and recordings for the above-mentioned BOC meetings are posted to the District's website at <https://www.goldengate.org/district/doing-business/business-outreach-committee/>.

In addition to BOC public participation meetings, the District participated in a consultation outreach event organized by SamTrans and Caltrain on June 17, 2025 from 10:00 a.m. – 1:00 p.m., in San Carlos, CA to propose its 1.1% DBE goal. No comments were received that warranted consideration for an adjustment.

Adjustments Made Based on Comments from Various Groups, Organizations, and Officials

Since the comments received at the public participation sessions do not specifically address the District's contracting opportunities or proposed goal projected for FFY 2025/2026 through 2027/2028, no additional adjustments will be made to the DBE availability figures. The District will focus on areas of concern received from the public in an effort to improve its race-neutral measures. This includes working closely with prime contractors/consultants to encourage the use of new DBEs to work on projects, collaborating with resource groups to offer meaningful outreach, providing additional technical assistance trainings, scheduling outreach events during times that are favorable to small business firms' schedule, and providing additional resources to DBEs and SBEs. The BOC plans to consider the feedback received when conducting outreach activities.

Publication of Goal

On May 24, 2025, the District published its proposed 1.1% overall goal and a draft of its goal methodology, accompanied by an electronic comment card, on its official website at www.goldengate.org (see **Appendix B**). As an additional source to inform the public of its proposed goal, the District publish its proposed goal in the Small Business Exchange on May 26, and June 2, 2022.

The District has allow the 30-day comment period; however, information on the development of the District's proposed goal and rationale are only available on the District's website for review. In the event significant comments are made on the District's proposed goal, the District will consider making any adjustments or modifications before August 1, 2025.

Conclusion

The overall triennial DBE goal for FTA-assisted contracts for FFY 2025-2026 is **1.1% Race Neutral / 0% Race-Conscious**.

Proof of Public Participation Meeting Advertisements

[illegible]

EVENTS

Three event cards for the 2025 BOC Public Participation Meeting. The first card is for the Stakeholder Meeting, the second for the Travel to this event on Golden Gate Transit, and the third for the 2025 BOC Public Participation Meeting. Each card includes a title, subtitle, and a 'Read More' link.

Proof of Proposed Goal Posted to Official Website and Small Business Exchange

**GOLDEN GATE BRIDGE, HIGHWAY AND TRANSPORTATION DISTRICT
PROPOSED DISADVANTAGED BUSINESS ENTERPRISE TRIENNIAL GOAL FOR
FEDERAL FISCAL YEARS 2025/2026 THROUGH 2027/2028**

Information on the development of the proposed goal and its rationale is available on the District's website at <https://www.goldengate.org/district/doing-business/dbe-sbe/>.

/s/Amorette Ko-Wong, Secretary of the District. Dated: May 24, 2025

