

MEMORANDUM

FROM: Kyle Morales, PMC

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CONTRACT NAME AND NUMBER: Strategic Advising and Program Management Services, BART Agreement No. 6M6155

DATE: 04/02/2024

SUBJECT: Draft Stage Gate 2 Disadvantaged Business Enterprise (DBE)/Small Business Entity (SBE) Involvement Memorandum

Background

Purpose and Content

This *Stage Gate 2 DBE/SBE Involvement Memorandum* (memo) serves as evidence that the Link21 Program (Link21) has “fully implemented the Equity commitment through the whole development process and has recommended a Preliminary Project that advances equity.” This memo documents the inclusion of disadvantaged and small businesses by highlighting the key contributions DBE¹ and BART SBE² firms have made on Link21.

Link21’s Equity Commitment

Advancing equity is a core goal for Link21. The Link21 Team³ is committed to engaging the disadvantaged and small business community to create equitable work and to provide economic benefits to communities that have been marginalized.

¹ Throughout this memo, DBE refers to firms that meet the [United States Department of Transportation’s definition](#) of a Disadvantaged Business Enterprise and are certified through the California Unified Certification Program.

² Throughout this memo, SBE refers specifically to BART’s Small Business Entity certification. For more information about this certification, refer to the [San Francisco Bay Area Rapid Transit District Small Business Entity \(SBE\) Certification Application](#).

³ San Francisco Bay Area Rapid Transit District (BART)/Capitol Corridor Joint Powers Authority (CCJPA), Program Management Consultants (PMC), and Consultants supporting program identification/project selection (Consultants)

Per Link21’s [Equity Commitment](#), the Link21 Team will:

“Ensure that disadvantaged and small businesses are key participants in Link21’s development.”

The Link21 Team has created opportunities for over 50 disadvantaged and small businesses to secure meaningful roles for them and to make key contributions that have influenced Link21’s direction.

DBE/SBE Involvement By Contract

This section describes the key contributions made by DBE and SBE firms on the PMC and Consultant teams.⁴ Each prime consultant’s project manager, deputy project manager, and task leads provided the information.

Program Management Consultants

HNTB Corporation is the Prime Consultant for the PMC contracts. Sixteen DBEs and 19 SBEs have actively worked on the PMC Team. **Table 1** describes the key contributions made by the PMC’s DBE and SBE firms. These firms have supported the PMC in key roles for all aspects of the program, including program controls, engagement and outreach, program integration, equity, and various other technical services. Table 1 provides some of the DBE and SBE firms’ key contributions to the PMC.

Table 1. PMC DBE and SBE Firms’ Key Contributions

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
Alternative and Renewable Construction LLC	DBE, SBE	<ul style="list-style-type: none"> Administrative Program Management Support 	<ul style="list-style-type: none"> Provided key administrative support for meeting coordination and onboarding new staff on the program.
CauseIMPACTS LLC	DBE, SBE	<ul style="list-style-type: none"> Equity Tactics and Support 	<ul style="list-style-type: none"> Developed the <i>Community Benefits Paper</i> that outlines the considerations for approaching community benefits on Link21. Supporting the development of a detailed Link21 community benefits framework.

⁴ Content in this memo reflects DBE and SBE firms’ key contributions as of June 2023.

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
Chaves & Associates LLC	SBE	<ul style="list-style-type: none"> Program Management and Document Control Support 	<ul style="list-style-type: none"> Provided key program controls support, including development and management of the SharePoint site.
Convey, Inc.	DBE, SBE	<ul style="list-style-type: none"> Engagement and Outreach 	<ul style="list-style-type: none"> Created graphics for several deliverables, including Stage Gate 1 materials and the Phase 0 public-facing progress report. Developed overall messaging for the spring 2022 outreach. Defined and created story maps for the market analysis, priority populations, and program concepts. Coordinated on language translation, American Sign Language (ASL), captioning, and accessibility protocols.
Elite Transportation Group, Inc.	DBE, SBE	<ul style="list-style-type: none"> Travel Demand Modeling 	<ul style="list-style-type: none"> Provided key input into the travel demand model approach and concept evaluation procedures, including the implementation of an Emergent Network Modeling Framework.
Intueor Consulting Inc.	DBE, SBE	<ul style="list-style-type: none"> Program Management/ Controls 	<ul style="list-style-type: none"> Providing key program controls support, including labor reporting and maintaining the master program schedule.
Kalamuna	SBE	<ul style="list-style-type: none"> Website Design 	<ul style="list-style-type: none"> Provided key support for the development and maintenance of the Link21 website.
LK Planning, LLC	DBE, SBE	<ul style="list-style-type: none"> Land Use Planning Support 	<ul style="list-style-type: none"> Provided key support in the development of land use metrics for the Stage Gate 2 evaluation and a land use framework to guide program evaluation.

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
Luster National, Inc.	DBE, SBE	<ul style="list-style-type: none"> • Program Management/ Controls • Equitable Outreach Strategy 	<ul style="list-style-type: none"> • Providing key program controls support, including development and management of the SharePoint site. • Contributed to the development of equitable engagement strategies. • Assisted in securing letters of support for federal grant applications.
M Lee Corporation	DBE, SBE	<ul style="list-style-type: none"> • Cost Estimating 	<ul style="list-style-type: none"> • Developed a cost estimating tool and provided rough order of magnitude cost estimates for potential concepts.
Performance Excellence, LLC	DBE, SBE	<ul style="list-style-type: none"> • Integration Support 	<ul style="list-style-type: none"> • Oversees alignment between Engagement and Outreach activities and tasks performed by other parts of the Link21 Team.
Quality Engineering Inc.	DBE, SBE	<ul style="list-style-type: none"> • Quality Management 	<ul style="list-style-type: none"> • Maintained the Client Deliverable Quality Matrix and supported quality control of deliverables.
Reflex Design Collective LLC	DBE, SBE	<ul style="list-style-type: none"> • Equity Strategy 	<ul style="list-style-type: none"> • Developed the <i>Equity Blueprint Paper</i> that established Link21's equity framework, including introducing co-creation as a key tool for Link21's equity work. • Led the implementation of the first round of co-creation and provided critical guidance for Rounds 2 and 3.
SHA Analytics, LLC	DBE, SBE	<ul style="list-style-type: none"> • Quantitative Analysis • Decision-making Funding Support 	<ul style="list-style-type: none"> • Developed a cash flow model that was key to understanding the program's funding status and needs. • Played a key role in the development of a funding strategy.

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
Sperry Capital	SBE	<ul style="list-style-type: none"> Strategic Advisory for Policy Development 	<ul style="list-style-type: none"> Provided support for the development of value capture materials and strategy.
Strategy Driver Inc.	DBE, SBE	<ul style="list-style-type: none"> Collaboration Council Support 	<ul style="list-style-type: none"> Provided key support for developing the Collaboration Council and facilitating government relations.
The Mark USA Inc.	DBE, SBE	<ul style="list-style-type: none"> Equity Tactics and Support 	<ul style="list-style-type: none"> Conducting complex statistical analyses that allow the Link21 Team to better understand the relationship between priority populations and demographics and current transportation-related disparities in the Link21 study area.
Two Hundred Inc.	DBE, SBE	<ul style="list-style-type: none"> Engagement and Outreach 	<ul style="list-style-type: none"> Provided key leadership in the production of the introductory video on the Link21 website.
UNICO Engineering, Inc.	DBE, SBE	<ul style="list-style-type: none"> Integration Support 	<ul style="list-style-type: none"> Assisted in the development of several integration tools used by Link21, including the <i>Integration and Interface Management Plan</i>, Interface Matrix, and SharePoint Integration Dashboard.

Engagement and Outreach

HDR is the Prime Consultant for the Engagement and Outreach (E&O) contract. Seven firms with both DBE and SBE certifications have actively worked on the E&O Team. In addition to their stakeholder engagement and public outreach roles, DBE and SBE firms also supported leading the implementation of the Equity Advisory Council (EAC) and managing the administration of compensation payments for community-based organizations (CBO) and EAC members.

Table 2 describes the key contributions made by DBE/SBE firms on the E&O Team.

Table 2. Engagement and Outreach DBE/SBE Firms' Key Contributions

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
Civic Edge Consulting	DBE, SBE	<ul style="list-style-type: none"> • San Francisco Community Area Liaison • Stakeholder Engagement Manager • Stakeholder Engagement • California Environmental Quality Act (CEQA)/National Environmental Policy Act (NEPA) Support • Governmental Affairs • Public Outreach/ Facilitation 	<ul style="list-style-type: none"> • Implements equitable engagement along the Peninsula and within San Francisco. • Supports government relations and public affairs work, from briefing elected officials to hosting transit advocacy briefings.
IMAGEN LLC	DBE, SBE	<ul style="list-style-type: none"> • Central Valley Community Area Liaison • Stakeholder Engagement • CEQA/NEPA Support • Public Outreach/ Facilitation • Governmental Affairs 	<ul style="list-style-type: none"> • Implements equitable engagement in the Central Valley, including Stockton, Modesto, and Merced.

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
Prosio Communications	DBE, SBE	<ul style="list-style-type: none"> • Stakeholder Engagement • Public Outreach/ Facilitation • Media Relations/ Training • Social Media • Database and Contact Management • Data Analytics • Website Development • Communication Materials (Virtual/Print) 	<ul style="list-style-type: none"> • Manages the compensation program to administer the payments for CBO participation and the EAC honorarium pilot. • Led the development and implementation of the earned and social media program.
Rainwater & Associates, LLC	DBE, SBE	<ul style="list-style-type: none"> • North Bay Community Area Liaison • Stakeholder Engagement • Public Outreach/ Facilitation 	<ul style="list-style-type: none"> • Implements equitable engagement in Marin and Napa counties. • Serves as a strategic advisor for the EAC.
Sagent	DBE, SBE	<ul style="list-style-type: none"> • Sacramento Community Area Liaison • Stakeholder Engagement • CEQA/NEPA Support • Public Outreach • Media Relations • Social Media • Database and Contact Management • Data Analytics • Website Development • Video/Animation • Communication Materials (Virtual/Print) 	<ul style="list-style-type: none"> • Implements equitable engagement from the Sierra Foothills to Sacramento and Vacaville. • Supports creative services (graphics/ collateral), youth engagement, and marketing efforts.

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
Urban Planning Partners Inc.	DBE, SBE	<ul style="list-style-type: none"> • East Bay Community Area Liaison • Stakeholder Engagement • CEQA/NEPA Support • Public Outreach 	<ul style="list-style-type: none"> • Implements equitable engagement in and around Alameda County.
Winter Consulting Group	DBE, SBE	<ul style="list-style-type: none"> • South Bay Community Area Liaison • Stakeholder Engagement • CEQA/NEPA Support • Public Outreach/ Facilitation • Communication Materials (Virtual/Print) 	<ul style="list-style-type: none"> • Implements equitable engagement from San Jose to Monterey and portions of the East Bay. • Facilitates the EAC and supports meeting development and implementation. • Supports government relations and public affairs work, from briefing elected officials to hosting transit advocacy briefings.

Travel Demand and Land Use

Cambridge Systematics is the Prime Consultant for the Travel Demand and Land Use (TDLU) contract. Five firms with both DBE and SBE certifications have actively worked on the TDLU Team. DBE/SBE firms brought key expertise in forecasting transit ridership and using Regional Economic Models, Inc. (REMI) models to perform economic forecasting. describes the key contributions made by DBE/SBE firms on the TDLU Team.

Table 3 describes the key contributions made by DBE/SBE firms on the TDLU Team.

Table 3. TDLU DBE/SBE Firms' Key Contributions

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
Connetics Transportation Group	DBE, SBE	<ul style="list-style-type: none"> • Transit Modeling • Model Validation • FTA CIG Lead 	<ul style="list-style-type: none"> • Contributed to the scoping of travel demand model development.
Insight Transportation Consulting Inc.	DBE, SBE	<ul style="list-style-type: none"> • Transit Modeling • Model Validation • FTA CIG Lead 	<ul style="list-style-type: none"> • Supported travel demand model development. • Conducted model validation and network coding. • Leading the application of the travel demand model.
Land Econ Group LLC	DBE, SBE	<ul style="list-style-type: none"> • Economics and REMI Support 	<ul style="list-style-type: none"> • Developed and applied the REMI model for economic forecasting.
MMTAM, LLC	DBE, SBE	<ul style="list-style-type: none"> • Travel Modeling 	<ul style="list-style-type: none"> • Developed socioeconomic inputs to the travel demand model.
TJKM	DBE, SBE	<ul style="list-style-type: none"> • Travel Modeling 	<ul style="list-style-type: none"> • Supported development of the travel demand model.

FTA CIG = Federal Transit Administration Capital Investments Grants

Planning and Engineering

The Arup/WSP Joint Venture (JV) is the Prime Consultant for the Planning and Engineering (P&E) contract. Eleven DBE firms and 12 SBE firms have actively worked on the P&E Team. DBE and SBE firms have supported the P&E Team with various services, including the development of the *Megaregion Program Report*, capital cost estimating, complex track design and utilities assessments, and other technical services.

Table 4 describes the key contributions made by DBE/SBE firms on the P&E Team.

Table 4. Planning and Engineering DBE and SBE Firms' Key Contributions

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
A3GEO, Inc.	DBE, SBE	<ul style="list-style-type: none"> Geotechnical 	<ul style="list-style-type: none"> Collected and compiled existing geotechnical subsurface information in support of engineering alignments within San Francisco and Oakland; focused on data collection within the East Bay.
Acumen Building Enterprise, Inc.	DBE, SBE	<ul style="list-style-type: none"> Engineering Support 	<ul style="list-style-type: none"> Provided document control support, including schedule monitoring and monthly P6 updates. Provided copy editing/proofreading support for major Link21 work products and deliverables.
CHS Consulting Group	DBE, SBE	<ul style="list-style-type: none"> Transportation Planning 	<ul style="list-style-type: none"> Led development of the <i>Megaregion Program Report</i>. Developed service plans for the representative concepts. Provided key production support for the <i>Concept Planning and Engineering Report</i>. Supported the development of P&E materials for public engagement.
Earth Mechanics, Inc.	DBE, SBE	<ul style="list-style-type: none"> Marine and Onshore Geotechnical 	<ul style="list-style-type: none"> Collected and compiled existing geotechnical subsurface information in support of engineering alignments within San Francisco and Oakland; focused on data collection within San Francisco and for the new transbay passenger rail crossing.
Estolano Advisors	DBE, SBE	<ul style="list-style-type: none"> Equity Consulting 	<ul style="list-style-type: none"> Supported the development of an equity log to track equity considerations.

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
JMA Civil	SBE	<ul style="list-style-type: none"> Track, Civil 	<ul style="list-style-type: none"> Supports the development of track alignments for standard-gauge rail. Conducted feasibility studies for freight and standard-gauge rail options and grade crossing/grade separation options. Assisted in the preparation of a megaregional freight report.
M Lee Corporation	DBE, SBE	<ul style="list-style-type: none"> Cost Estimating 	<ul style="list-style-type: none"> Conducted a peer review of the cost estimating work provided by Saylor Consulting Group.
Monument ROW, Inc.	DBE, SBE	<ul style="list-style-type: none"> Right-of-Way (ROW)⁵ 	<ul style="list-style-type: none"> Led the assessment of ROW requirements for each representative concept, including displacement and relocation impacts and conceptual cost estimates for acquiring or relocating displaced land uses. Prepared cost estimates to acquire property.
Robin Chiang & Co.	DBE, SBE	<ul style="list-style-type: none"> Station Architecture 	<ul style="list-style-type: none"> Collected information related to station design, such as historical and cultural local context, land use and demographic information, and active mobility infrastructure assessment, at defined station planning areas.
Saylor Consulting Group, Inc.	DBE, SBE	<ul style="list-style-type: none"> Cost Estimating 	<ul style="list-style-type: none"> Provided cost estimates for the three representative concepts, including documentation of the Basis of Cost Estimate.

⁵ Note: All ROW work in Phase 1 is preliminary and intended to inform the Link21 Team's understanding of potential costs and risks. Exact alignments, station locations, and other decisions impacting surrounding land uses have not been determined.

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
SPS Engineers	DBE, SBE	<ul style="list-style-type: none"> • Building Protection • Seismic 	<ul style="list-style-type: none"> • Supported the new transbay passenger rail crossing tunnel design by assessing the ventilation methods and tunnel impacts on adjacent buildings and structures. • Assessed a tunnel boring machine's constructability and potential launch portal locations.
VST Engineering Inc.	DBE, SBE	<ul style="list-style-type: none"> • Civil • Track Design • Utility Relocation Coordination 	<ul style="list-style-type: none"> • Supports the development of engineering alignments for the concepts, including track geometry, horizontal and vertical alignments, cross-sections, terminal infrastructure assessment, and engineering studies. • Completed assessments of the major utilities in the vicinity of the conceptual alignments.

Environmental

ICF is the Prime Consultant for the Environmental contract. Ten firms with both DBE and SBE certifications have actively worked on the Environmental Team. DBE/SBE firms have provided services in areas such as P6 scheduling and GIS constraints mapping.

Table 5 describes the key contributions made by DBE/SBE firms on the Environmental Team.

Table 5. Environmental DBE/SBE Firms' Key Contributions

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
CHS Consulting Group	DBE, SBE	<ul style="list-style-type: none"> • Transportation 	<ul style="list-style-type: none"> • Working on regional transportation constraints and opportunities, including data collection, report writing, and providing GIS data.
Cross-Spectrum Acoustics Inc.	DBE, SBE	<ul style="list-style-type: none"> • Noise and Vibration 	<ul style="list-style-type: none"> • Identified sensitive receptors for environmental constraints and opportunities work.

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
egret, inc.	DBE, SBE	<ul style="list-style-type: none"> Technical Editing 	<ul style="list-style-type: none"> Provides technical editing support for deliverables.
LCW Consulting	DBE, SBE	<ul style="list-style-type: none"> Transportation 	<ul style="list-style-type: none"> Worked on San Francisco-centric transportation constraints and opportunities.
NSI Engineering, Inc.	DBE, SBE	<ul style="list-style-type: none"> Quality Assurance/Quality Control (QA/QC) Scheduler 	<ul style="list-style-type: none"> Serves as QA/QC manager and P6 scheduler. Prepared the <i>Quality Management Plan</i> (QMP) for the team and conducts regular quality audits per the QMP. Worked on the integrated schedule platform.
PanGIS, Inc.	DBE, SBE	<ul style="list-style-type: none"> GIS 	<ul style="list-style-type: none"> Provides GIS support, including preparing map books and publishing GIS data to the Link21 web portal. Supported mapping of environmental constraints.
PARIKH Consultants, Inc.	DBE, SBE	<ul style="list-style-type: none"> Geotechnical Hazardous Materials 	<ul style="list-style-type: none"> Identified hazardous materials constraints as part of the environmental constraints and opportunities work.
Reddy Anthropology Consulting, Inc.	DBE, SBE	<ul style="list-style-type: none"> Archaeology 	<ul style="list-style-type: none"> Works closely with the E&O Team to provide advice and guidance on identifying tribal resources and on how to conduct tribal consultation.
Sequoia Ecological Consulting, Inc.	DBE, SBE	<ul style="list-style-type: none"> Terrestrial Biology 	<ul style="list-style-type: none"> Identified biological resource constraints and opportunities across the Megaregion. Was responsible for data collection, report writing, and providing GIS data.

FIRM NAME	CERTIFICATION	ROLE	KEY CONTRIBUTION TO LINK21
Terry A. Hayes Associates Inc.	DBE, SBE	<ul style="list-style-type: none"> Air Quality/ Greenhouse Gas Emissions Land Use Community Impacts Strategic Guidance 	<ul style="list-style-type: none"> Provided support on the identification of Section 4(f) and community constraints and opportunities in the region. Supported land use tasks.

Conclusion

The information presented in this memo documents the Link21 Team’s commitment to engage disadvantaged and small businesses as key participants in all program workstreams. Link21’s progress to Stage Gate 2 has been supported by the work of 51 DBE and/or SBE firms. The PMC and Consultants were encouraged to utilize DBE and SBE firms on their contracts.

Table 6 demonstrates how the firms’ participation helped the PMC and Consultants meet their DBE and SBE subcontracting commitments (i.e., participation goals). The DBE and SBE utilization percentages are as of the PMC and Consultants’ June 2023 progress reports.

Table 6. Link21 DBE/SBE Utilization

LINK21 PRIME CONTRACT AND AGREEMENT NO.	DBE/SBE SUBCONTRACTING COMMITMENT	DBE/SBE UTILIZATION	REMAINING AUTHORIZED CONTRACT AMOUNT
Strategic Advising and Program Management (6M8159)	25.0% SBE	25.46% SBE	\$384,503.95
Strategic Advising and Program Management (6M6155)	25.0% DBE	17.99% DBE	\$7,761,156.96
Engagement and Outreach (6M6146-SC1)	30.0% DBE	21.51% DBE	\$3,428,258.88
Travel Demand and Land Use (6M6146-SC2)	22.5% DBE	22.50% DBE	\$925,466.53
Planning and Engineering (6M6146-SC3)	30.0% DBE	28.93% DBE	\$8,192,380.73
Environmental (6M6146-SC4)	30.0% DBE	20.90% DBE	\$3,389,979.97

Meeting the contract commitments is a priority for the firms on the Link21 Team. As the program advances to future phases of work, the PMC and Consultants will continue to provide opportunities for disadvantaged and small businesses to serve in key and meaningful roles. Additional DBE and SBE subconsultants will take on key scope following Stage Gate 2.