



SMALL BUSINESS SUPPORT SERVICES

FY 2021
ANNUAL REPORT
BART - OFFICE OF CIVIL RIGHTS

A65
C





SMALL BUSINESS SUPPORT SERVICES

CONTENTS

SBSS Program Overview	3
Key Performance Indicators - Year 2	5
Success Stories	10
SBSS Program Resources	15

FY 2021 ANNUAL REPORT BART – OFFICE OF CIVIL RIGHTS

“

Fiscal Year 2021 will be known as the year that small businesses, including those owned by minority, women, disabled veteran, and LGBT individuals, faced nearly insurmountable challenges brought on by the COVID-19 pandemic. Through it all, the BART Small Business Support Services (SBSS) Program was constantly adapting and evolving to effectively meet the needs of small businesses, allowing them to restart and recover with resilience. Nowhere was this more evident than in the delivery of both the Pre-Construction and Construction phases of the BART Headquarters Project provided by the SBSS Program, where not only did we meet, but we surpassed our small business goals

”

—MACEO WIGGINS



SMALL BUSINESS SUPPORT SERVICES

With continued significant investment in planned capital infrastructure projects, the Small Business Support Services (SBSS) Program, which is a free resource the Bay Area Rapid Transit District (BART) has instituted, is designed to assist small, minority, women, disabled veteran and lesbian, gay, bisexual and transgender (LGBT) businesses with identifying construction opportunities and guide their efforts to successfully bid on these projects. Once a contract is secured, the BART SBSS program provides relevant support services to ensure the successful delivery of that project from start to finish. The two branches of the SBSS Program include:

PRE-AWARD: Assist with the identification of, and engagement with, small businesses who are ready, willing and able to compete on BART construction projects; and

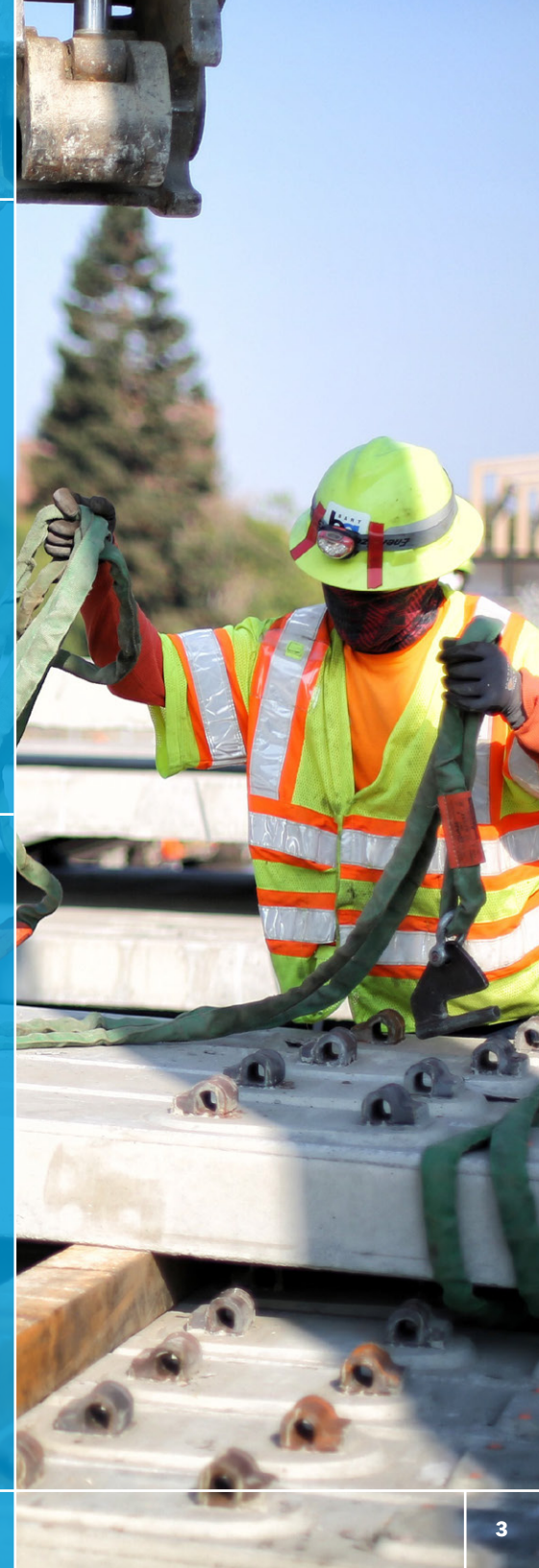
POST-AWARD: Provide support to existing small businesses (SBs) to meet project scope and contractual requirements to ensure successful outcomes for BART construction projects.

PRE-AWARD

- SB/DBE/SB Certification Assistance
- BART Procurement Portal Navigation
- Estimating and Bidding Strategies
- Plans, Scope & Specs Analysis
- Matchmaking & Teaming Introductions
- Communication Asset Analysis & Development
- Presentation Skills Training
- Financial Resiliency and Education
- Workforce Education & Compliance
- Assistance with Schedule of Values & Site Specific Workplan Development

POST-AWARD

- Preconstruction Submittals
- Base Line Schedule and Schedule of Values
- Health and Safety Requirements
- Site Specific Work Plans (SSWP's)
- Invoicing/Progress Payment Processing
- Differing Site Conditions
- Request for Information (RFIs)
- Change Notices / Change Orders
- Time Impact Evaluations
- Claims filing and supporting documentation
- Elations / Certified Payroll Reporting
- Notice of Potential Claims and documentation





SMALL BUSINESS SUPPORT SERVICES

BART
SMALL BUSINESS SUPPORT SERVICES

Accessing Financial Resources for Round Two of the Payment Protection Program (PPP)


A WEBINAR

MONDAY, JANUARY 11, 2021
10:30am to 11:30am

DON'T MISS OUT ON THIS VALUABLE INFORMATION, INCLUDING NEW RULES AND ELIGIBILITY CRITERIA

Webinar Highlights to Include:

- Overview of round two of the PPP Program
- Guidance from the US SBA on the new PPP Program
- Action steps to prepare your new PPP application
- Follow up on items related to round one of the PPP Program (i.e. guidelines for forgiveness)
- Questions and answers



Ms. Julie Clowes
District Director,
United States Small Business Administration

Ms. Julie Clowes currently serves as the District Director of the Small Business Administration's (SBA) San Francisco District Office (SFDO) where she oversees delivery of SBA's programs and services within 14 counties in Northern California. Prior to joining the SFDO Ms. Clowes served as the Deputy District Director of SBA's Washington Metropolitan Area District Office (overseeing the largest SBA portfolio in the country).

REGISTER TO PARTICIPATE IN WEBINAR

BART
SMALL BUSINESS SUPPORT SERVICES

BART SBSS WORKSHOP

BART HEADQUARTERS (BHQ) QUALITY ASSURANCE AND CLOSEOUT REQUIREMENTS FOR SUCCESSFUL CO

APRIL 29, 2021

Procure Access Contact:
Homero Morales
hmorales@tcco.com
408.8864087
Gab Warburton
gwarburton@tcco.com
415.314.0887
Procure Access Contact:

Project Specifications Reference:
017823 - Operation & Maintenance Data
017839 - Project Record Documents
017844 - Spare Parts & Maintenance Materials
017900 - Training
018113 - LEED Requirements
<https://support.procure.com/tc/Turner#tab=logIn>



BART
SMALL BUSINESS SUPPORT SERVICES

SBSS PROGRAM FOCUS

- LOCATE ASSIGNED CLOSEOUT SUBMITTALS
- Increase the pool of qualified SBEs bidding on BART contracts
- Provide support to build SBE capacity
- Provide technical assistance to SBEs to improve success rates

PRE-AWARD SERVICES	POST-AWARD SERVICES
CERTIFICATION ASSISTANCE	CONTRACT & SUPPLEMENTARY CONDITIONS
OUTREACH	PRECONSTRUCTION SUBMITTALS
CONSTRUCTION BID DOCUMENT SUPPORT	HEALTH AND SAFETY PLAN REQUIREMENTS
FACILITY RELATIONSHIPS BETWEEN POTENTIAL PRIME, SUBCONTRACTORS & STAKEHOLDERS	SCHEDULING/COORDINATION REQUIREMENTS
PRESENTATION SKILLS TRAINING	CERTIFIED PAYROLL PRODUCTION AND SUBMISSION
ACCESS TO CAPITAL, BIDDING DEVELOPMENT AND CONTRACTING OPPORTUNITIES	INVOICING/PROGRESS PAYMENT PROCESSING
TECHNICAL ASSISTANCE WORKSHOPS	CHANGE ORDER PROCESS
TRACKING/REPORTING/COMMUNICATIONS	TRACKING/REPORTING/COMMUNICATIONS

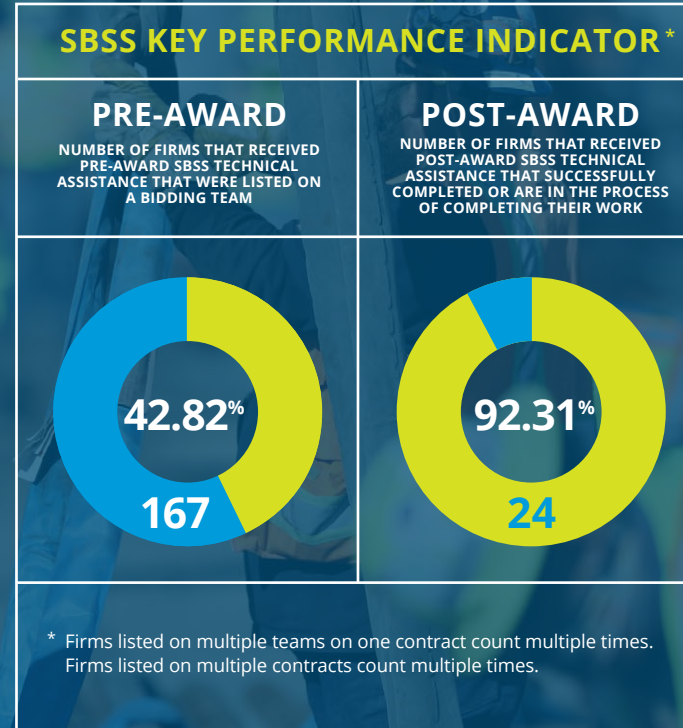
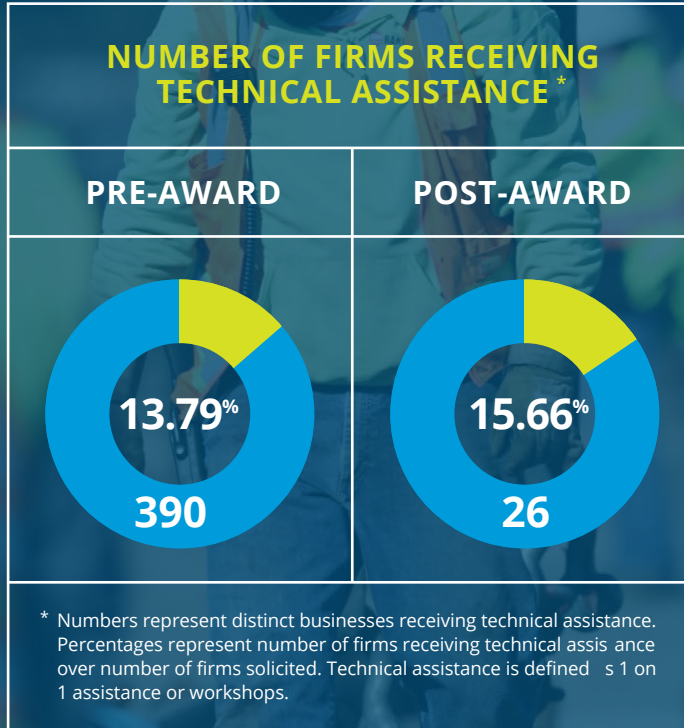
6

YEAR 2 ACCOMPLISHMENTS/HIGHLIGHTS

YEAR 2 KEY PERFORMANCE INDICATORS



SMALL BUSINESS SUPPORT SERVICES



YEAR TO YEAR COMPARISON		2019	2020
NUMBER OF FIRMS SOLICITED	PRE-AWARD	4681	2828 *
	POST AWARD	107	166
NUMBER OF FIRMS RECEIVING TECHNICAL ASSISTANCE	PRE-AWARD	514 (10.98%)	390 (13.79%)
	POST AWARD	36 (33.64%)	26 (15.66%)
SBSS KEY PERFORMANCE INDICATOR	PRE-AWARD	162 (32%)	167 (42.82%)
	POST AWARD	34 (94%)	24 (92.31%)

NUMBER OF FIRMS SOLICITED

PRE-AWARD	POST-AWARD
2,828	166

Solicitation is defined as sending emails inviting firms to avail themselves of SBSS services. Focused on DBEs, SBs, WBEs, DVBEs, and SBs certified by DGS.

* The reduction in the number of firms solicited between 2019 and 2020 is due to the number of solicitations released by the district during that time period.

YEAR 2 WORK PROGRAM INITIATIVE HIGHLIGHTS



SMALL BUSINESS SUPPORT SERVICES

CONSTRUCTION OUTREACH EVENTS: From July 2021 through October 2021 the SBSS, in concert with Turner Construction, held four virtual outreach events to engage and build small business participation in the BART HQ Project. Each of the events were held at a different time of day to ensure the busy schedules of small contractors were being taken into consideration. The event provided a project overview and featured 'breakout' room where each of the small, local minority/women/DVBE/LGBT firms could meet directly with the project decision makers. The SBSS Program outreached to 4,673 firms for these events and 309 firms participated in the actual events.

CUSTOMIZED MATCHMAKING SERIES: From late August 2021 through mid-October SBSS worked with Turner Construction to organize and conduct one-on-one matchmaking meetings where small/minority contractors had the ability to meet with project decision makers. A total of 65 matchmaking meetings were schedule and each followed the same format which included a statement of qualifications followed by a focused question and answer period. The 65 small, minority firms who took part in this activity matched the following scopes of work (among others):

- Millwork
- Glazing
- Steel
- Iron
- Acoustical Ceilings
- Doors/Frames/Hardware
- Painting
- Flooring
- Ceramic Tiles
- Way-finding Signage

MEASURING SUCCESS: The SBSS Program conducted a survey of the 65 participants of the matchmaking sessions of which 14 firms responded with the following feedback:

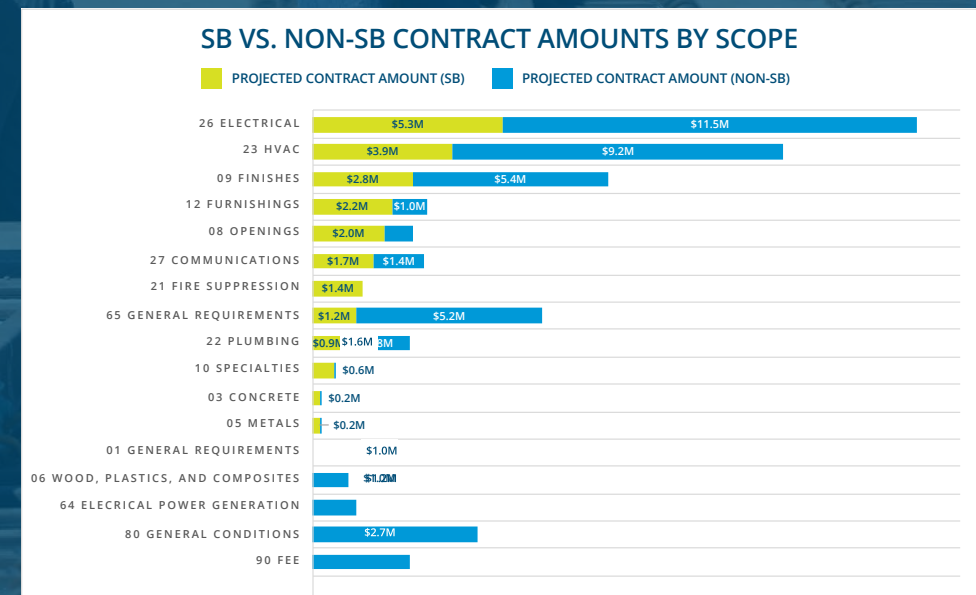
On a scale of 1–10, on average, firms rated their firm’s interest in submitting a bid on the BART HQ Project BEFORE matchmaking, a score of 9.

On a scale of 1–10, on average, firms rated their firm’s interest in submitting a bid on the BART HQ Project AFTER matchmaking, a score of 9.

All 14 firms indicated that working with the BART SBSS Program would provide benefit to them bidding on the BART HQ Project.

BART HQ project awarded 34.7% of work to SB. 77% of the 51 companies awarded SB contracts received SBSS support.

CONSTRUCTION SB TRACKING: BART HQ OAKLAND



YEAR 2 WORK PROGRAM INITIATIVE HIGHLIGHTS



SMALL BUSINESS SUPPORT SERVICES

BART HEADQUARTERS COMMUNITY ENGAGEMENT: The BART SBSS Program, working in collaboration with Turner Construction, conducted extensive outreach and engagement with key community-based business groups. These community-based organizations became collaborators with SBSS and Turner to ensure contract opportunity information, relevant deadlines, qualifications were reaching deep into the regional minority, women, disabled veteran, and LGBT communities. The community-based organizations/collaborators included:



AAAE Asian American Architects & Engineers
Alameda County Bldg & Construction Trades Council
Asian American Architects
Asian Pacific Environmental Network
Builders Exchange of Alameda County
CalAsian Chamber of Commerce
California American Indian Chamber
California Disabled Veterans Alliance
California Hispanic Chamber
Contractors Assistance Center
Cypress Mandela Training Center

Filipinos for Affirmative Action
Golden Gate Business Association
MBDA Business Center
Metro Chamber
NorCal PTAC (Procurement Technical Assist Center)
Oakland Black Board of Trade & Commerce
Oakland Builders Alliance
Oakland Chinatown Chamber of Commerce
Oakland Private Industry Council
Port of Oakland
Richmond Works

RichmondBuild
Sacramento Rainbow Chamber
SF Contractors Assistance Center
Silicon Valley Hispanic Chamber
Silicon Valley Rainbow Chamber of Commerce
Tradeswomen
Unity Council
US Small Business Administration
Vietnamese Chamber of Commerce
West Oakland Job Resource Center
WRMSDC

ASK ME ANYTHING EVENTS: The SBSS Program conducted a total of 8 'Ask Me Anything' Events with the goal of preparing small/minority-owned firms with the access to customized information as they prepared for their BART HQ Project between October 2021 through January 2021. These 'small group' events (ten participants and under) were designed to provide a 'safe environment' where small/minority owned businesses could ask questions of key subject matter experts that would pertain directly to their firm. The Ask Me Anything events were focused on delivering customized information regarding:

- Bidding/Estimating Strategies
- Certified Payroll
- Strategic Team Building
- Project Stabilization Agreement
- Workforce Development

YEAR 2 WORK PROGRAM INITIATIVE HIGHLIGHTS: WORKSHOPS



SMALL BUSINESS SUPPORT SERVICES

SUBCONTRACTORS WHO HAVE ATTENDED SBSS WORKSHOPS (PARTIAL LIST)

BHQ SUBCONTRACTORS LISTED IN BOLD

Air and Lube Systems Inc.
360 Total Concept

All Bay Area Glass

All Modular Systems

Ascent HVAC

Baines Group Construction

Big Mouth Productions

Big Pipe Mechanical

Brown 3 Plumbing

Caryatid

Chavez and Associates

Collective Space

Cordoba Corporation

Crusader Fence

Digital Concrete Scanning

FMK Construction Inc.

Lowe Consulting Group

Mack 5 Team

Metro Contract Group

Ojo Technologies

Pacific States Insulation and

Acoustical Services

Paulette Taggart Associates

Professional Glass Installations

Red Dipper Electric

Rubicon Construction

Temper Insulation

BHQ WORKSHOPS HELD IN 2021

1	SBSS Introduction
2	Pre-Construction Submittals: Getting Started the critical submittals required to get onsite and begin a BART Construction project
3	Understanding and Using B2Gnow: B2Gnow for subcontractor awards, commitments and payment including prompt payment status
4	Elations-CPR Uploads: Overview of the Elations software and how to upload Certified Payroll reports
5	Understanding General & Supplemental Conditions: Overview of the basic BART contractual requirements
6	BART Headquarters (BHQ) Quality Assurance and Closeout Requirements for Successful Completion

WORKSHOPS: Fiscal year 2021, began with a focus on the construction of a new BART Headquarters (BHQ) Tenant Improvement Project. The SBSS Post-Award Team hosted a series of workshops to provide subcontractors with key operating knowledge on BART contracting experiences. The BHQ workshops were specifically designed to assist firms in the following areas: Certified payroll record, Subconsultant Payment Tracking, Rules and Regulations, and Closeout Policies and Procedures. Each of these workshops were presented by experienced BART construction professionals who previously managed contracts, understand the challenges of construction contracting.

YEAR 2 WORK PROGRAM INITIATIVE HIGHLIGHTS: BHQ VISITS



SMALL BUSINESS SUPPORT SERVICES



BHQ VISITS:

BHQ visits consisted of outreach to Construction Management (CM) teams, General Contractors (GC), and subcontractors to promote awareness of the supportive services available at all levels of the construction process. With the aggressive construction schedule of the BART Headquarters Tenant Improvement Project the SBSS Team conducted periodic visits to ensure a proactive approach to any upcoming issues.

The SBSS team conducted 10 BHQ Visits over the initial five months of BHQ construction; meeting directly with the CM team and small business contractors.

SUBCONTRACTORS ON SITE (PARTIAL LIST):

- DMS Dry Wall,
- Baines Group
- Beci Electric
- Big Pipe Mechanical
- Brown 3 Plumbing
- Bullard Construction
- Net Electric
- Org Metrics
- RCM Fire
- Red Dipper Electric



SMALL BUSINESS SUPPORT SERVICES

Right-of-Way Relocation Refuse Handling

Housing Authorities' and ROW Consultants' preferred partner for large-scale relocation and rehabilitation projects.

Why Lagestic?

- Right-of-Way (ROW) Experience
- Centralized Coordination Across Projects
- Transparency
- Speed
- Results-Oriented Culture

We specialize in removal of abandoned personal property, including:

- Furniture
- Home Appliances & Electronics
- Yard or Outdoor Waste
- Garage Removal
- And anything else that you need out of the way!



M. DEFREITAS CONSTRUCTION

SERVICES

- Pre-Construction, Post Bid, Change Management
- Claim & Dispute Resolution, and Technical Writing & Analysis services focused on infrastructure construction.
- Pre-Construction: Constructability review, phase construction analysis, procurement/outreach, schedule development, quantity take-off, risk analysis, plan/specification review, site investigation, proposal development
- Post Bid: CPM scheduling, planning/coordination, change analysis, project documentation/correspondence, advance problem solving, quantity documentation, project accounting, procurement/contract administration, hourly project management/engineering labor
- Change Management - Claim & Dispute Resolution: Change management, cost estimating, schedule analysis, claim mitigation-documentation-preparation, negotiation, dispute resolution, DRB/DMA technical support, 3rd party review and analysis.
- Technical Writing and Analysis: Review complicated technical matters, in-depth analysis of technical & numerical details, detailed document & report preparation, independent 3rd party review, reports & presentations for a wide variety of audiences.

ABOUT US

Segeant Construction, Machado & Sons Construction, Phoenix Electric, R.J. Barry, Jr., Inc.

COMPANY PROFILE

M. Defreitas Construction & Project Management (MDCPM) was formed in March 2020 to provide contract and change management support services to public and private clients.

Mitch Defreitas (Owner) has 18 years experience in the entire pre-bid and post award construction process with a proven history of methodically and analytically seeking resolution to complex problems involving schedule and financial impacts. Mr. Defreitas thrives on solving complex technical issues with a high level of detail.

NAICS CODES:
237310, 237990, 541210, 541330, 541618, 541611, 541990

BUSINESS CERTIFICATIONS:
City & County of San Francisco Local Business Enterprise (LBE)

BUSINESS TYPE:
LLC

415.601.5056
mitch@mcdpm.com
912 Cole Street #172
San Francisco, CA 94117
mcdpm.com

YCAT-C
YOLANDA'S CONSTRUCTION ADMINISTRATION & TRAFFIC CONTROL, INC.

CONTACT
Yolanda Jones
PHONE: 415-442-3462
FAX: 415-431-9703
EMAIL: yjones@ycat-c.com
WEB: www.ycat-c.com
ADDRESS: 100 Wendell Street, San Francisco, CA 94134

OUR SERVICES

- CONSTRUCTION SCHEDULING APPLICATIONS
- GLASS WALLS
- PAINTING PHASES
- SAFETY FLAGS
- WINDOW INSTALLATION & REPLACEMENT

PROFILE

Yolanda's Construction Administration and Traffic Control, Inc. (YCAT-C) is an African American, woman-owned business that offers a range of construction project administrative and traffic control services to support public and private sector clients on infrastructure and development projects.

SERVICES

- Accounting
- Administrative and General Management Consulting
- Administrative staffing
- Business support
- Construction Equipment and Leasing
- Document Preparation and Control
- Human Resource Management
- Project Controls
- Propose Minutes and Agenda
- (2) Safety Officers trained OSHA 30

CERTIFICATIONS, LICENSES & INSURANCE

- Class A/B Contractors License # 166284
- DB (California, Oregon, Washington, Nevada, Tennessee) |
- M/WBE (California, Seattle, Oregon, Tennessee)
- Errors & Omissions | Workers Comp | General Liability | Automobile

BUSINESS INFO

Years in Business: 15
Total Employees: 18

AWARDS

- 2017 - San Francisco Small Business of the Year - California State Assembly
- 2016 - IPHSA Lebron James Small Business CNBC Cleveland Hustles Show - Lebron James and Kevin Brown
- 2015 - National Council of Negro Women recipient of "Business Leader of the Year 2015"
- 2012 - Small Business of the Year by the San Francisco Small Business Network (SFBAN)

CLIENT	PROJECT	SCOPE OF WORK
AECOM	SSP- CS165 Program Planning	Admin - Document Control
Conduent	San Fran Traffic Tickets	Data Entry
EMRD	Various Locations	Traffic Control
Gordon Ball	Come Cove Park Improve	Traffic Control
Granite	Mission Rock	Dust Control
Proven Management	C23 Interlocking Removal	Admin - Document Control
SFO Airport	SFO Terminal Boarding Area	Admin - Document Control
Hosaley	Hillside	Construction Clean-Up
Plum	Plum 70 Horizontal Improvement	Equipment/Water Truck
McLoud Drilling	SEWOP Bioshield	Security/Equipment/Culbar
Pankow Builders	1550 Evans SE Community Center	Community Liaison/Workforce Development
Pre Science Corp	BART On-Call CH Services Project	Public Community Services

SBSS SUCCESS STORIES



BAINES GROUP INC.



With over fifty years of experience, the Baines Group Inc. (BGI) is a leading General Contractor in the San Francisco Bay Area specializing in commercial tenant improvement projects, construction management, and the development of residential affordable housing projects. **BGI was awarded the \$1.2M General Requirements Package on the BART Headquarters Project.**

The BGI team regularly attended workshops, pre-bid meetings and matchmaking session offered by the BART SBSS Program.

“ You’ve got to show up, make the connections and communicate your value to the General Contractors on projects like the BART Headquarters. And, you can’t just do it one time - you need to be persistent, focused and resourceful. ”

MICHAEL BAINES
MANAGING PARTNER, BAINES GROUP, INC.

TULUM INNOVATIVE ENGINEERING, INC.



Based in Oakland, CA, Tulum Systems specializes in communications engineering, design, and contractor installation of voice, data and video network infrastructure, equipment, and services. They also offer expertise with a full array of engineering, design, and contractor services for all electrical systems including photovoltaic systems (Solar), intrusion/security, and fire alarm. Tulum worked as a subcontractor to Rosendin Electric on the BART HQ Project. Small Business Support Services has assisted Tulum with general branding, presentation skills coaching, and professional headshots. Tulum also regularly attends SBSS educational workshops.

“ Normally, small businesses would have to hold off on paying for the services offered by the BART SBSS program, as SBs would much rather use that money for payroll or other business expenses. The BART SBSS program makes SBs more knowledgeable and provides them with better leverage in pursuit of projects. ”

MARISSA ZAMORA
PRESIDENT & CEO, TULUM INNOVATIVE ENGINEERING, INC.



YCAT-C



Ms. Jones passed away in February 2021 and, leaves behind a legacy of what it truly means to ‘build community.’ She was relentless in her efforts to build her business from the ground up, provide opportunities for those who were often overlooked, and provide an example of what it means to be tenacious, giving and resourceful.

The BART SBSS Program is committed to supporting YCAT and its staff’s efforts to grow through tragedy.

“ From the time Yolanda started the business BART was a very important client for us. We started working on projects that were part of BART’s Earthquake Safety Program and we never stopped growing! Yolanda always utilized the services of the BART SBSS Program and we will continue her legacy forward. ”

CRYSTAL TIMMS
TECHNICAL SUPPORT ADMINISTRATOR, YCAT-C

MITCHELLS TRANSPORT



Mitchells Transport is a minority, women-owned business offering full service hauling and logistic services. The organization acts as a dedicated and reliable carrier for cargo, transporting goods Intrastate since 2018. Small Business Support Services has offered assistance with personal branding, BART portal navigation, and presentation coaching. Mitchell’s Transport is a regular attendee of SBSS educational workshops and matchmaking opportunities.

“ Learning about the BART portal and how to access the projects and planholder lists, combined with the presentation coaching helped us connect effectively with the project planholders, giving us an opportunity and advantage to be recognized on the BART agency platform. ”

CATHEREAN MITCHELL
CO-FOUNDER, MITCHELLS TRANSPORT



ALL BAY AREA GLASS



All Bay Area Glass (ABAG) is an African American/Woman-owned business firm located in Oakland. The firm is a second generation Glass and Glazing company with a proven 15 year track record providing services on Public, Private, State and Local Projects. **Under Shaune Gbana's ownership ABAG has been awarded two BART contracts: BHQ and the BART canopies in San Francisco.**

All Bay Area Glass has participated in the following workshops and has benefited from the following services:

- Matchmaking Services
- Change Order Services

“ SBSS has been a great liaison with providing essential information to our small business that is not always accessible! The workshops are strategic for success and we are glad to have been given the opportunity to participate! ”

SHAUNE GBANA
TITLE, ALL BAY AREA GLASS

BECI ELECTRIC



Beci Electric is a family-owned business that was established in 1985. Starting out with two electricians that were trained in-house, they now have 25 employees. Their electricians take pride in the projects they've participated in throughout the greater Bay Area over the last 36 years.

Beci Electric has participated in the following workshops:

- Matchmaking
- Certification Process
- Safety
- NDA
- Badging Process Schedule of Values

“ We are appreciative of the opportunities afforded us through BART's Small Business program. These large projects with their set-asides, have given us a growth opportunity that we would not have otherwise had. ”

REBECCA ANDERSON
PRESIDENT & CEO, BECI ELECTRIC

RUBECON



Rubecon Builders, Inc. was founded 1993, by President Ruben Santana in San Francisco (SF) to provide building construction services in Northern California. Ruben, a SF native, is a trusted general contractor and construction manager.

Rubecon has participated in the following workshops and has benefited from the following services:

- BHQ Quality Assurance and Closeout
- Requirement for Successful Completion
- Elations-Certified Payroll Report (CPR's)

“ The SBSS program has surrounded our small business with full support to our estimating and project management needs. It’s a great consolation to know we’re not alone as they’re constantly providing support that we need for success. The Allen Group is highly commendable and appreciated! ”

RUBEN SANTANA
OWNER / PRESIDENT / CEO, RUBECON BUILDERS, INC.

RED DIPPER



Founded in 2009, Red Dipper, Inc., an African American owned C-10 Electrical firm located in SF’s Bayview Hunter’s Point neighborhood is headed up by Chief Executive Officer Doug Parrish. The firm has worked on three BART projects: The Civic Center Station in SF, the 19th Street Station and BHQ located in Oakland.

The SBSS team worked closely with Red Dipper and helped them navigate transportation contracts.

- Know Your Rights: Stop Payment Notices and Subcontractor Bond Rights
- Certified Payroll
- Schedule of Vales workshops to provide a roadmap to a successful partnership with BART

“ The SBSS Team’s dedication to see us become successful on our various BART projects was evident in every meeting. We appreciate their attention to detail and creative approaches to ensure that BART and Red Dipper were both successful! ”

DOUGLAS M. PARRISH
CHIEF EXECUTIVE OFFICER, RED DIPPER, INC.

WHO DO I CONTACT?



SMALL BUSINESS SUPPORT SERVICES



FEI LIU
SBSS Program Administrator
510-874-7348
fliu@bart.gov



PAUL PENDERGAST
Pre-Award Program Administrator
415-290-7780
paul@pendergastconsultinggroup.com



HARRY OVERSTREET II
Post-Award Program Administrator
510-989-2434
harry@the-allen-group.com

FOR MORE INFORMATION ON THE SBSS PROGRAM VISIT:

WEB: www.bart.gov/about/business/ocr/services

EMAIL: SBSupportServices@bart.gov