San Diego County Regional Airport Authority

Federal Aviation Administration (FAA)

Overall Airport Concessionaire Disadvantage Business Enterprise (ACDBE) Goal-Setting Methodology

Federal Fiscal Years (FFY) 2021-2023
Goal Period: October 1, 2020 - September 30, 2023

Overall ACDBE Race-Neutral Goal for Non-Car Rental Concessions: 10.8%
Overall ACDBE Race-Neutral Goal for Car Rental Concessions: 2.9%

December 1, 2020

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ACDBE GOAL METHODOLOGY

I. INTRODUCTION

The San Diego County Regional Airport Authority ("the Authority"), as a recipient of federal funds, is required under 49 Code of Federal Regulations (CFR) Part 23 to establish an Airport Concessionaire Disadvantaged Business Enterprise (ACDBE) program. Under these regulations, recipient airports are required to establish goals for ACDBE participation in airport concessionaire opportunities if concessionaire revenues annually exceed prescribed amounts. The goals are determined for a three (3) year period on a triennial basis. The following sections detail the methodologies used to determine ACDBE participation goals for car rental concessionaires and non-car rental concessionaires. The methodology for setting each goal includes a determination of a base figure, followed by an adjustment to that base figure, and recognition of several factors.

Due to the COVID-19 pandemic and transportation limitations, the Authority anticipates a decrease in passenger traffic and revenue. This adjustment has been incorporated into the analysis of both the non-car rental and car rental concessions.

Market Area

The Authority's market area is the geographical area in which the substantial majority of firms which seek to do concessions business with the Authority and in which the firms receive a substantial majority of concessions related revenues are located. The Authority has defined their market area as the State of California.

II. ACDBE GOAL METHODOLOGY FOR NON-CAR RENTAL CONCESSIONS FOR FFYs 2021-2023

Based on historical data, the Authority annually has non-car rental concession revenues greater than $200,000. Because revenues exceed this amount, according to Part 23, the Authority must establish a goal for non-car rental ACDBE participation. The goal is intended to cover the three (3) year period for Federal Fiscal Years (FFYs) 2021-2023. The following subsections outline the methodology used to determine the goal for non-car rental ACDBE participation.

Current Non-Car Rental Concessions

Currently the Airport has contracts with seventy-six (76) non-car rental concessionaires. These include retail, food & beverage, advertising. The non-car rental concessionaires are listed below with their gross receipts for FFY 2019 and the projection of gross receipts for the upcoming triennial period. The Airport's current gross receipts for non-car rental concessionaires exceed $200,000 as shown in Table 1 below.

Table 1

Non-Car Rental Concessionaire	Gross Receipts for FFY 2019	Projection of Gross Receipts
10 News	$1,221,478	$341,926
AC Holdings	$39,977	$225,000
Airspace Swissport	$4,000,392	$6,395,665
Apricot Lane Boutique	$391,457	$469,750
Artisan Marketplace	$4,332,992	$6,066,914

Non-Car Rental Concessionaire	Gross Receipts for FFY 2019	Projection of Gross Receipts
At Your Gate	$47,349	$55,431
Baggage Nanny	$6,414	$325,599
Ballast Point Bar	$56,559	N/A
Bank of America	$202,194	$1,581,212
Banker's Hill & Bar Restaurant	$9,162,020	$11,329,607
Bay Books of Coronado	$345,433	$463,489
Be Relax Spa	$1,094,332	$552,829
Beaudevin	$766,419	$910,005
Big City Bagels	$540,434	$664,404
Brighton	$1,317,959	$536,735
Brookstone	$532,609	$731,365
Bubbles Seafood & Wine Bar	$706,491	$802,223
California Pizza Kitchen	$1,822,899	$2,346,461
Camden Food Company	$3,883,747	$4,840,089
Certified Folder Display	$97,426	$164,540
CIAO	$3,135,162	$4,208,176
Clear Channel	$2,933,894	$5,131,072
CNBC Express	$316,022	$123,340
CNBC News San Diego	$1,918,911	$700,427
Craft Brews on 30th St	$3,277,961	$3,253,020
Dunkin Donuts	$155,758	N/A
Einstein Bros Bagels	$4,655,617	$6,229,192
Elegant Desserts	$512,354	$679,712
Emerald Express	$413,082	$490,061
Fuelrod	$114,835	$161,236
Gaslamp Marketplace	$1,325,469	$491,098
Hudson News	$13,168,661	$7,573,704
In Motion Entertainment	$1,329,409	$694,459
Irvine Leasing, LLC dba Rainbow Vending	$407,464	$662,648
Jack in the Box	$3,475,328	$5,243,597
Jet Box	$2,020,734	$1,917,850
Kids Love San Diego	$681,663	$770,689
Kusi News	$4,089,475	$5,059,619
Lindbergh Field News	$409,841	$242,425
MAC Cosmetics	$617,108	$300,198
Mindworks	$407,818	$497,933
New Zoom Inc.	$1,426,954	$1,300,700
Old Town News & Market	$3,746,202	$4,914,940
Pacifica Breeze Café	$2,641,446	$3,147,353
Panda Express	$2,769,212	$4,975,816

Non-Car Rental Concessionaire	Gross Receipts for FFY 2019	Projection of Gross Receipts
Pannikin Coffee & Tea	$1,862,739	$2,375,221
Peet's Coffee	$6,250,675	$7,954,145
PGA Tour Grill	$2,078,962	$2,424,983
PGA Tour Shop	$741,116	$289,505
Phil's BBQ	$5,386,037	$6,610,502
Prado at the Airport	$5,859,468	$11,204,941
Qdoba	$2,030,518	$3,468,168
Ready Credit	$53,840	$96,628
Red Mango	$478,784	$562,310
Rip Curl	$669,271	$380,412
Ryan Bros	$765,829	$549,229
Saffron Thai	$2,279,933	$2,746,120
San-D News Cart	$350,464	$130,461
See's Candy	$614,279	$819,619
Shades of Time	$75,966	N/A
Sky Duty Free	$1,307,380	$1,757,338
Smarte Carte	$744,519	$1,145,957
Soundbalance	$1,793,935	$736,677
Starbucks	$4,560,055	$5,957,374
Stellar News Express	$3,665,843	$4,353,496
Stone Brewing Co	$4,224,458	$5,209,452
Sunglass Hut	$422,302	$210,786
Swarovski	$443,590	$512,297
Tech on the Go	$450,126	$490,587
The Beach House	$336,971	$424,776
The Classic Shine	$238,630	$369,381
The Counter	$6,398,840	$7,626,452
Tommy V's	$1,289,513	$1,437,852
Travelex	$36,000	$108,000
Urban Crave	$9,570,500	$11,161,983
US News & World Report	$2,985,391	$3,881,911
Warwick's	$2,029,251	$1,234,346
Where Traveler San Diego	$140,907	$137,791
TOTAL	**$156,655,052**	**$183,941,210**

Step 1: Determination of the Base Figure

To establish the Base Figure of the relative availability of ACDBEs to all comparable firms (ACDBEs and non-ACDBEs) available to bid or propose on concessions, the Authority followed one of the five prescribed federal goal-setting methodologies in accordance with the 49 CFR Part 23 regulations. This was

accomplished by accessing the California Unified Certification Program (CUCP) Directory of Certified ACDBE Firms and the 2018 U.S. Census Bureau County Business Patterns Database.

Table 2 represents the projected gross receipts for each concessionaire type for Federal Fiscal Years 2021-2023. Table 2 also shows the concessionaire type weighting. This percentage is the amount of each concessionaire type divided by the total projected gross receipts for FFY 2021-2023.

Table 2

Concessionaire Type	NAICS Codes	Projection of Gross Receipts	% by Type
Electronics Stores	443142	$2,814,324	1.5%
Cosmetics, Beauty Supplies, and Perfume Stores	446120	$300,198	0.2%
Women's Clothing Stores	448120	$469,750	0.3%
Clothing Accessories Stores	448150	$747,521	0.4%
Jewelry Stores	448310	$512,297	0.3%
Sporting Goods Stores	451110	$289,505	0.2%
Hobby, Toy, and Game Stores	451120	$1,268,622	0.7%
Book Stores	451211	$1,697,835	0.9%
News Dealers and Newsstands	451212	$27,460,038	14.9%
All Other General Merchandise Stores	452319	$2,562,526	1.4%
Gift, Novelty, and Souvenir Stores	453220	$491,098	0.3%
Vending Machine Operators	454210	$1,808,605	1.0%
Local Messengers and Local Delivery	492210	$381,030	0.2%
Financial Transactions Processing, Reserve, and Clearinghouse Activities	522320	$1,677,840	0.9%
Commodity Contracts Dealing	523130	$108,000	0.1%
Outdoor Advertising	541850	$5,520,612	3.0%
Other Services Related to Advertising	541890	$1,300,700	0.7%
Drinking Places (Alcoholic Beverages)	722410	$17,355,294	9.4%
Full-Service Restaurants	722511	$53,837,852	29.3%
Limited-Service Restaurants	722513	$62,415,352	33.9%
Other Personal Care Services	812199	$922,210	0.5%
Total		**$183,941,210**	**100.00%**

To determine the base figure for the relative availability of ACDBEs within the market area, the Airport calculated the ratio of ready, willing and able ACDBE firms to all firms (ACDBEs and non-ACDBEs) located in the market area for each of the concessionaire types.

$$\sum \frac{\text{Number of Ready, Willing, and Able ACDBEs}}{\text{Number of All Available Firms}} \times \text{Concessionaire Type \%} = \text{ACDBE Relative Availability}$$

- For the numerator: California Unified Certification Program Directory of Certified ACDBE Firms
- For the denominator: 2018 U.S. Census Bureau's County Business Pattern (CBP) Database

The Base Figure resulting from this weighted calculation is shown in Table 3 below.

Table 3

Concessionaire Type	NAICS Code	ACDBE[1]	CBP[2]	ACDBE Relative Availability	Weighting %[3]	Adjusted Base Figure[4]
Electronics Stores	443142	0	2,413	0.0%	1.5%	0.0%
Cosmetics, Beauty Supplies, and Perfume Stores	446120	1	2,343	0.0%	0.2%	0.0%
Women's Clothing Stores	448120	2	3,440	0.1%	0.3%	0.0%
Clothing Accessories Stores	448150	3	1,071	0.3%	0.4%	0.0%
Jewelry Stores	448310	0	2,614	0.0%	0.3%	0.0%
Sporting Goods Stores	451110	0	2,250	0.0%	0.2%	0.0%
Hobby, Toy, and Game Stores	451120	1	936	0.1%	0.7%	0.0%
Book Stores	451211	1	605	0.2%	0.9%	0.0%
News Dealers and Newsstands	451212	2	87	2.3%	14.9%	0.3%
All Other General Merchandise Stores	452319	2	2,346	0.1%	1.4%	0.0%
Gift, Novelty, and Souvenir Stores	453220	11	2,204	0.5%	0.3%	0.0%
Vending Machine Operators	454210	2	263	0.8%	1.0%	0.0%
Local Messengers and Local Delivery	492210	0	666	0.0%	0.2%	0.0%
Financial Transactions Processing, Reserve, and Clearinghouse Activities	522320	0	661	0.0%	0.9%	0.0%
Commodity Contracts Dealing	523130	1	136	0.7%	0.1%	0.0%
Outdoor Advertising	541850	7	307	2.3%	3.0%	0.1%
Other Services Related to Advertising	541890	2	830	0.2%	0.7%	0.0%
Drinking Places (Alcoholic Beverages)	722410	1	3,328	0.0%	9.4%	0.0%
Full-Service Restaurants	722511	3	31,770	0.0%	29.3%	0.0%
Limited-Service Restaurants	722513	8	32,534	0.0%	33.9%	0.0%
Other Personal Care Services	812199	0	2,649	0.0%	0.5%	0.0%
Total ACDBE Goal Figure					**100.0%**	**0.4%**

Step 2: Adjusting the Base Figure

Upon establishing the Base Figure, the Authority reviewed and assessed other known evidence potentially impacting the relative availability of ACDBEs within the market area, in accordance with prescribed narrow tailoring provisions set forth under 49 CFR Part 23.51 Step 2 ACDBE Goal Adjustment guidelines.

Historical Non-Car Rental ACDBE Participation

Past ACDBE participation attainment provides demonstratable evidence of ACDBE availability and capacity to perform on the Authority's non-car rental concessions. Table 4 shows the ACDBE participation achieved on non-car rental concessionaires for the last five (5) federal fiscal years.

Table 4

	Non-Car Rental ACDBE Goals	Non-Car Rental ACDBE Participation
FFY 15	23.90%	15.59%
FFY 16	23.90%	17.79%
FFY 17	23.90%	21.25%
FFY 18	19.10%	23.97%
FFY 19	19.10%	23.14%
Median ACDBE Participation Within the Last Five (5) Years		**21.25%**

To arrive at an overall goal, the Authority added the Step 1 ACDBE Base Figure with the Step 2 Adjustment Figure and then averaged the total.

Non-Car Rental ACDBE Base Figure (0.4%)	+	Non-Car Rental Median ACDBE Participation Within the Last Five (5) Years (21.25%)	÷ 2	=	Non-Car Rental ACDBE Triennial Goal (10.8%)

1) Disparity Studies

The Authority has not conducted a Disparity Study for non-car rental concessions nor are they aware of any relevant studies of a similar size and location. Therefore, no adjustment was made to the base figure based on disparity study data.

2) Other Considerations

The Authority is not aware of any other factors or adverse considerations that would have a material effect on ACDBE availability within the Authority's marketplace or on ACDBE's ability to participate (meeting bonding, insurance and financial requirements) in the Authority's FAA-assisted contracting program. Therefore, no further consideration toward a goal adjustment was made. The Authority will continue to explore and consider all available evidence that materially would affect the opportunities for ACDBEs to form, grow, and compete in the Airport's concessionaire program.

ACDBE Triennial Goal for Non-Car Rental Concessions FFY 2021-2023

The Airport Non-Car Rental ACDBE Triennial Goal for FFY 2021-2023 is 10.8%.

The Airport must project the amount of the goal that will be met with both race-conscious and race-neutral means. The Airport operates a strictly race-neutral ACDBE program and will meet all of the goal with race-neutral means, as shown below.

Non-Car Rental ACDBE Goal	10.8%
Race-Conscious Projection	0.0%

Race-Neutral Projection	10.8%

Race -Neutral Measures

49 CFR Part 23 requires that airports meet the maximum feasible portion of their overall ACDBE goals utilizing race-neutral means. Race-neutral participation includes any time that an ACDBE wins a contract through customary competitive procedures. Race-conscious methods are those that are focused specifically on assisting only ACDBEs, such as establishing a contract goal of ACDBE participation. Although the airport has not achieved its non-car rental participation goals in the past, the Authority will provide greater effort in executing the following race-neutral measures to help achieve the non-car rental ACDBE goal:

- Locating and identifying ACDBEs and other small businesses who may be interested in participating as concessionaires.
- Notifying ACDBEs of concession opportunities and encouraging them to compete, when appropriate.
- When practical, structuring concession activities so as to encourage and facilitate the participation of ACDBEs.
- Ensuring that competitors for concession opportunities are informed during pre-solicitation meetings about how the Airport's ACDBE program will affect the procurement process;
- Providing technical assistance to ACDBEs in overcoming limitations, such as obtaining bonding or financing.

III. ACDBE GOAL METHODOLOGY FOR CAR RENTAL CONCESSIONS FOR FFYs 2021-2023

The Authority annually has car rental concessionaire revenues greater than $200,000. Because revenues exceed this amount, according to Part 23, the Authority must establish a goal for car rental ACDBE participation. The goal is intended to cover the three (3) year period for FFY 2021-2023. The following subsections outline the methodology used to determine the goal for non-car rental ACDBE participation.

Current Car Rental Concessionaires

Current car rental concessionaires and their FFY 2019 revenues are listed in Table 5 below.

Table 5

Concessionaire	Gross Receipts for FFY 2019	Contract Commencement Date	Contract Termination Date
Advantage	$4,389,152	January 16, 2016	June 30, 2026
Alamo Rent a Car	$29,169,812	January 16, 2016	June 30, 2026
Avis Rent a Car	$45,485,207	January 16, 2016	June 30, 2026
Budget Rent a Car	$25,103,394	January 16, 2016	June 30, 2026
Dollar Thrifty Automotive Group	$24,694,336	January 16, 2016	June 30, 2026
Enterprise Rent a Car	$31,328,175	January 16, 2016	June 30, 2026
E-Z Rent-A-Car	$912,482	January 16, 2016	June 30, 2026
Fox Rent-A-Car	$10,732,746	January 16, 2016	June 30, 2026
Hertz Rent A Car	$58,760,758	January 16, 2016	June 30, 2026
National Car Rental	$29,490,855	January 16, 2016	June 30, 2026
Payless Car Rental	$11,089,894	January 16, 2016	June 30, 2026

Sixt Car Rental	$1,476,793	January 16, 2016	June 30, 2026

Source: San Diego County Regional Airport Authority's Car Rental Concessionaires' Contractor Agreements

Since the car rental concessionaires at the Authority has annually seen average revenues in excess of $200,000 over the past three years, the Authority is required to establish a goal of ACDBE participation for car rental concessions.

Step 1: Determination of Base Figure

The methodology used to determine a base figure of car ACDBE rental participation is to obtain the number of ready, willing and able ACDBE firms that provide car rental services or provide goods and services to car rental concessionaires and dividing that number by the total number of ready, willing and able firms in the market area. For the purpose of determining this goal, the market area is considered to be the State of California as car rental firms generally operate on a regional basis, shifting cars and resources among a region as needs dictate.

Table 6 below details the types of firms that are expected to be able to provide car rental sales and or goods and services to the Authority.

Table 6

Type of Service	NAICS Code	ACDBE Firms	All Firms	% ACDBE Availability
Commercial and institutional building construction	236220	2	4,378	0.0%
Highway, street, and bridge construction	237310	1	778	0.1%
Poured concrete foundation and structure contractors	238110	0	1,840	0.0%
Siding contractors	238170	0	226	0.0%
Electrical contractors and other wiring installation contractors	238210	2	8,824	0.0%
Plumbing, heating, and air-conditioning contractors	238220	0	10,492	0.0%
Other building equipment contractors	238290	2	703	0.3%
Drywall and insulation contractors	238310	0	2,213	0.0%
Painting and wall covering contractors	238320	1	4,632	0.0%
Flooring contractors	238330	0	1,986	0.0%
Commercial printing (except screen and books)	323111	1	2,159	0.0%
Pump and pumping equipment manufacturing	333911	0	0	0.0%
Radio and television broadcasting and wireless communications equipment manufacturing	334220	0	167	0.0%
Sign manufacturing	339950	0	607	0.0%
Motor vehicle supplies and new parts merchant wholesalers	423120	2	1,992	0.1%
Tire and tube merchant wholesalers	423130	1	273	0.4%
Computer and computer peripheral equipment and software merchant wholesalers	423430	0	1,533	0.0%
Plumbing and heating equipment and supplies (hydronics) merchant wholesalers	423720	1	659	0.2%
Warm air heating and air-conditioning equipment and supplies merchant wholesalers	423730	1	445	0.2%
Service establishment equipment and supplies merchant wholesalers	423850	2	538	0.4%

Type of Service	NAICS Code	ACDBE Firms	All Firms	% ACDBE Availability
Stationery and office supplies merchant wholesalers	424120	2	533	0.4%
Petroleum and petroleum products merchant wholesalers (except bulk stations and terminals)	424720	5	212	2.4%
New car dealers	441110	0	1,918	0.0%
Used car dealers	441120	0	1,520	0.0%
Automotive parts and accessories stores	441310	0	3,370	0.0%
Office supplies and stationery stores	453210	4	662	0.6%
Specialized freight (except used goods) trucking, long-distance	484230	0	805	0.0%
Motor vehicle towing	488410	0	1,158	0.0%
Couriers and express delivery services	492110	1	1,092	0.1%
Insurance agencies and brokerages	524210	2	14,584	0.0%
Passenger car rental	532111	3	1,312	0.2%
Consumer electronics and appliances rental	532210	0	359	0.0%
Offices of certified public accountants	541211	0	7,343	0.0%
Administrative management and general management consulting services	541611	63	11,430	0.6%
Human resources consulting services	541612	9	1,300	0.7%
Marketing consulting services	541613	28	6,688	0.4%
Advertising agencies	541810	11	2,186	0.5%
Repossession services	561491	0	95	0.0%
Security systems services (except locksmiths)	561621	1	778	0.1%
Locksmiths	561622	0	479	0.0%
Exterminating and pest control services	561710	0	1,798	0.0%
Janitorial services	561720	10	5,730	0.2%
Landscaping services	561730	1	8,620	0.0%
Carpet and upholstery cleaning services	561740	1	792	0.1%
Hazardous waste treatment and disposal	562211	1	100	1.0%
All other miscellaneous ambulatory health care services	621999	0	488	0.0%
General automotive repair	811111	3	9,549	0.0%
Automotive exhaust system repair	811112	0	201	0.0%
Automotive body, paint, and interior repair and maintenance	811121	1	4,246	0.0%
Automotive glass replacement shops	811122	0	629	0.0%
Automotive oil change and lubrication shops	811191	1	695	0.1%
Car washes	811192	4	1,984	0.2%
All other automotive repair and maintenance	811198	1	1,006	0.1%
Consumer electronics repair and maintenance	811211	0	224	0.0%
Linen supply	812331	1	114	0.9%
Total				**10.4%**

Step 2: Adjusting the Base Figure

After determining the base figure of ACDBE participation, the figure may be adjusted based upon local supporting evidence such as historic participation, disparity study information, and local availability of ACDBE firms.

3) Historical ACDBE Participation

Table 7 below shows the historical car rental ACDBE participation obtained by the Airport for the last five (5) federal fiscal years (FFY).

Table 7

Federal Fiscal Year	Car Rental ACDBE Goal	Car Rental ACDBE Participation
FFY 2015	0.0%	0.0%
FFY 2016	2.4%	6.6%
FFY 2017	2.4%	11.7%
FFY 2018	2.4%	13.4%
FFY 2019	2.4%	9.3%

The Authority exceeded ACDBE car rental participation with race-neutral means during the last five (5) federal fiscal years due to the high ACDBE participation of one ACDBE-certified car rental concessionaire, Santa Monica Ford. In FFY 2019, Santa Monica Ford was acquired by a non-ACDBE certified concessionaire. Therefore, their participation will no longer be counted towards the overall ACDBE goal.

The Airport evaluated the ACDBE car rental participation excluding Santa Monica Ford in Table 8 below. These figures more accurately reflect the Airport's anticipated ACDBE participation for car rental concessions and will be used to adjust the base figure.

Table 8

Federal Fiscal Year	Car Rental ACDBE Goal	Car Rental ACDBE Participation
FFY 2015	0.0%	0.0%
FFY 2016	2.4%	0.4%
FFY 2017	2.4%	1.6%
FFY 2018	2.4%	5.3%
FFY 2019	2.4%	2.0%
Median ACDBE Participation		1.6%

An adjustment to the base figure was made based on historical car rental ACDBE participation, excluding Santa Monica Ford, as shown below.

To arrive at an adjusted base figure, the airport added our Step 1 ACDBE Base Figure with our Step 2 Adjustment Figure (the median ACDBE participation) and divided by two (2) to get the average.

Car Rental ACDBE Base Figure	+	Car Rental Median ACDBE Participation Within the Last Five (5) Years	÷ 2	=	Car Rental ACDBE Triennial Goal

(4.3%) (1.6%) (2.9%)

4) Disparity Studies

The Authority has not conducted a Disparity Study nor are they aware of any relevant studies of a similar size and location. Therefore, no adjustment was made to the base figure based on disparity study data.

5) Other Considerations

The Authority is not aware of any other factors or adverse considerations that would have a material effect on ACDBE availability within the Airport marketplace or on ACDBE's ability to participate (meeting bonding, insurance and financial requirements) in the Authority's FAA-assisted contracting program. Therefore, no further consideration toward a goal adjustment was made. The Authority will continue to explore and consider all available evidence that materially would affect the opportunities for ACDBEs to form, grow, and compete in the Authority's concessionaire program.

ACDBE TRIENNIAL GOAL FOR CAR RENTAL CONCESSIONS FFY 2021-2023

In accordance with the requirements of 49 CFR Part 23, the Authority has established a Car Rental ACDBE Triennial Goal for FFY 2021-2023 of 2.9%.

The Authority must project the amount of the goal that will met with both race-conscious and race-neutral means. As the Authority has exceeded car-rental ACDBE goals in the past, it expects to meet the triennial goal with race-neutral means. Further, the Authority operates a strictly race-neutral ACDBE program all will meet all of the goal with race-neutral means, as shown below.

Car Rental ACDBE Goal	2.9%
Race-Conscious Projection	0.0%
Race-Neutral Projection	2.9%

IV. RACE-NEUTRAL IMPLEMENTATION MEASURES

The Authority is currently implementing a number of race- and gender-neutral remedies. In order to outreach and promote the participation of ACDBEs and small businesses in the Authority FAA-assisted contracting program and to increase the effectiveness of these remedies, the Authority plans to continue utilizing existing remedies and will continue to explore other options for consideration based on the Authority success in meeting its overall ACDBE goals based on these efforts.

The Authority will:

- Encourage ACDBEs and the small business contracting community to register and receive solicitation notices through its on-line procurement website: https://www.san.org/business

- Arrange contract solicitations, times for the presentation of bids, quantities, specifications, and delivery schedules in ways that facilitate and maximize ACDBE and other small business participation.
    - The Authority will encourage prime contractors to identify subcontracting work that ACDBEs may bid on.
    - The Authority will provide greater detail on the importance of the ACDBE program at pre-bid/proposal meetings.
    - The Authority will invite all ACDBEs in the market area that perform the type of work included in a solicitation to the pre-bid/proposal meeting.

  - The Authority will provide time before or after pre-bid/proposal meetings to allow for prime and subcontractor networking.
  - The Authority will disseminate bid opportunity information to Minority and Women Business Organizations within the market area.

- The Authority will offer instructions and clarification on bid specifications, procurement policy, procedures, and general bidding requirements. The Authority will provide information on sub-contracting practices and bonding requirements and provide instructions and clarification on job performance requirements.
  - The Authority will review and revise solicitation language to provide a greater emphasis on the importance of the ACDBE program.
  - The Authority will utilize the California Unified Certification Program website to provide prospective bidders with a list of all ACDBEs in the market area that perform the type of work included in a solicitation: http://www.dot.ca.gov/hq/bep/find_certified.htm

- Maintain a file of successful bid documents from past procurements and permit potential participants to review and evaluate such documents.
  - The Authority will offer unsuccessful ACDBE bidders the opportunity for a debrief to help them understand areas in which they can improve their bid/proposal in the future.

- Host and participate in workshops for the ACDBE and small business contracting community.
  - The Authority will attend and participate in vendor fairs hosted by other public agencies in order to learn about best practices for ACDBE and small business inclusion on procurement.
  - The Authority will host a conference for ACDBEs and potential ACDBEs for how to do business with the airport. The conference includes networking, upcoming projects, and ACDBE certification.

- As a supportive service to help develop and improve immediate and long-term business management, record keeping, and financial and accounting capability for ACDBEs and other small businesses, the Authority will actively promote the small business conferences, programs, and support services offered by other agencies that have established ACDBE and other small business programs.
  - The Authority will refer ACDBEs and other small businesses to the local Small Business Development Centers, and other local government related entities for technical assistance and other business development services.

- The Authority will advise its contracting community of the online directory of certified ACDBEs, found at the California Unified Certification Program website: www.dot.ca.gov/hq/bep/find_certified.htm

- The Authority will advise the contracting community of the available small businesses certified by the California Department of General Services (DGS): http://www.dgs.ca.gov/pd/Programs/eprocure.aspx

- On a case-by-case basis and depending on the availability and capacity of small businesses to perform subcontract opportunities, the Authority will implement race-neutral Small Business Enterprise goals on federally funded contracts.

Fostering Small Business Participation[1]

The Authority has implemented several strategies to foster small business participation in its contracting process. These include the following:

- Conducting "How to do Business with San Diego County Regional Airport Authority" and ACDBE Certification workshops.
- On larger prime contracts requiring the prime contractor to consider subcontracting opportunities of a size that small businesses, including ACDBEs, can reasonably perform, rather than self-performing all the work involved.
- Ensuring that a reasonable number of prime contracts are of a size that small businesses, including ACDBEs, can reasonably perform.
- Provide outreach to current Authority's contractors or past Authority's contractors who may qualify for ACDBE-certification by encouraging them to seek and obtain ACDBE-certification.

V. PUBLIC PARTICIPATION AND FACILITATION

In accordance with Public Participation Regulatory Requirements of Title 49 CFR Part 26, minority, women, local business associations, and community organizations within the Authority's market area were consulted and provided an opportunity to review the triennial goal analysis and provide input.

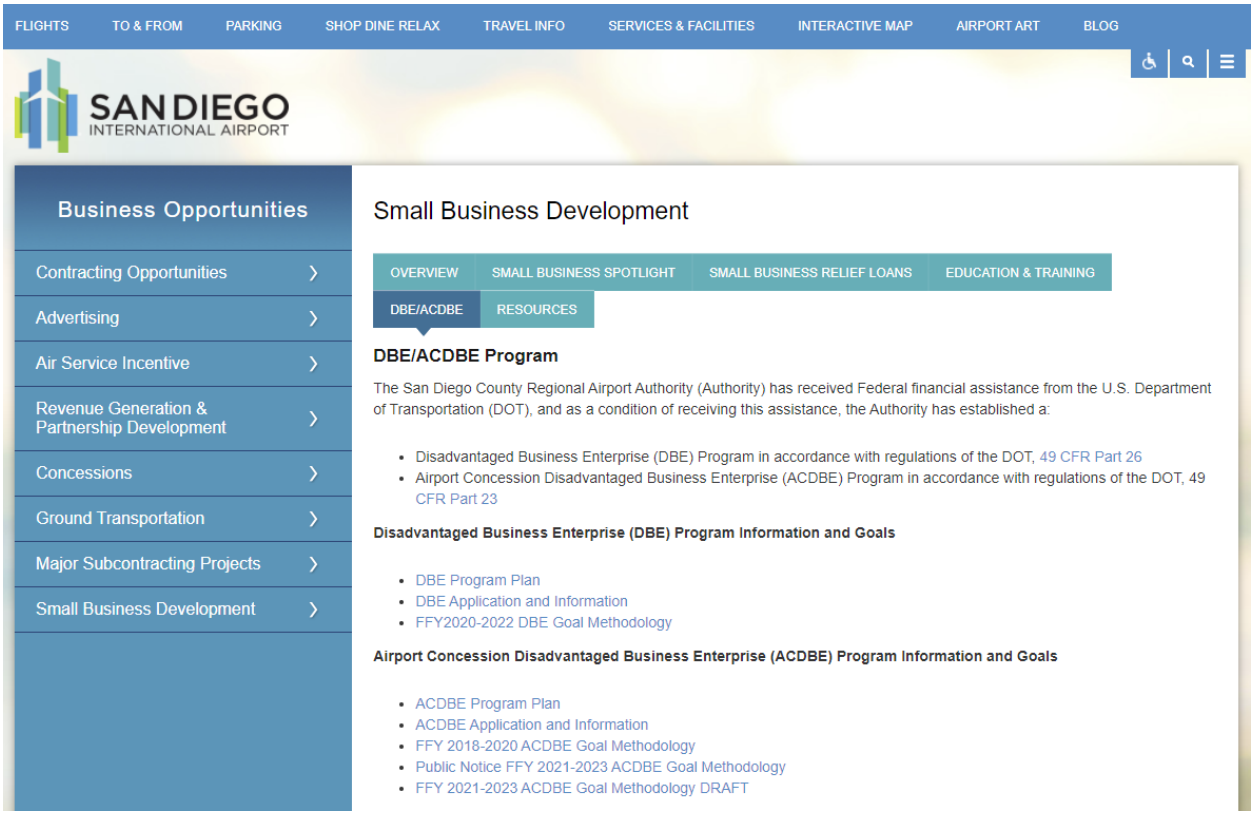
The Authority issued a Public Notice on the website publishing the Authority's Draft Proposed FAA Overall ACDBE Goal-Setting Methodology for FFY 2021-FFY 2023 (ATTACHMENT 1). The notice informed the public of the proposed non-car rental and car rental goal settings and the Authority would accept comments on the goal analysis for 30 days.

The Authority reached out to local minority, women, and community business organizations to provide them information on the Authority ACDBE program and specifically the Draft Proposed FAA Overall ACDBE Goal-Setting Methodology for FFY 2021-2023. Each organization was contacted and given an opportunity to participate in a webinar. The Authority hosted a webinar on December 15, 2020 and presented a brief overview of the ACDBE program and the goal and methodology for FFY 2021-23 (ATTACHMENT 3). To encourage participation at the webinar, the Authority presented "How to Become ACDBE Certified" with information on required documents and certifying agencies in California (ATTACHMENT 4).

A summary of all comments received on the goal methodology, and efforts made to contact organizations is listed in ATTACHMENT 2.

[1] See Title 49 CFR Part 26 Section 26.39 "Fostering Small Business Participation."

ATTACHMENT 1



ATTACHMENT 2

Organization	Point of Contact	Outreach	Comments
Asian Business Association - San Diego 7675 Dagget Street, Suite 340 San Diego, CA 92111	Jason Paguio, President jason@abasd.org 858-277-2822	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority spoke to the receptionist and shared information about the upcoming webinar. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail with details about the webinar. 12/14 The Authority sent a follow-up email notice.	None received.
Central San Diego Black Chamber of Commerce P.O. Box 153344 San Diego, CA 92195	Mike Allen ~~858-202-2389~~ info@sdblackchamber.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority attempted to call the organization; however, the call could not be completed. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
Chicano Federation of San Diego County 3180 University Ave. #317 San Diego, CA 92104	619-285-5600 X 308 info@chicanofederation.org ncastaneda@chicanofederation.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority spoke with the receptionist who provided her contact email for additional information to be shared with her CEO. The Authority sent the webinar information via email. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice.	None received.
Chula Vista Chamber of Commerce 233 4th Ave. Chula Vista, CA 91910	Lisa Cohen lisa@chulavistachamber.org 619-420-6603	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority left a voicemail with details about the upcoming webinar and callback information. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail with details about the webinar. 12/14 The Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
Contractor News & Views 31735 Riverside Dr., #C154 Lake Elsinore, CA 92530	Mike Caples mcaples@contractor-news.com 760-466-7790 info@contractor-news.com	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority left a voicemail with details about the upcoming webinar and callback information. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail with details about the webinar. 12/14 The Authority sent a follow-up email notice.	None received.
Elite SDVOB Network 3829 University Avenue San Diego, CA 92105	Bob Mulz chairman@elitesdvob.org Joe Bessler, President - SD Chapter 619-981-3270 Rick Fowler, Director of Business Development rickfowlercont@sbcglobal.net 760-271-1222	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority left a voicemail with details about the upcoming webinar and callback information. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail with details about the webinar. 12/14 The Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
East County Chamber of Commerce 201 South Magnolia Ave. El Cajon, CA	Renae Arabo renaearabo@gmail.com rarabo@rjslawfirm.com 619-440-6161 X 112 619-595-1655 info@eastcountychamber.com rickw@eastcountychamber.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority left a voicemail with details about the upcoming webinar and callback information. 12/3 The Authority sent a follow-up email notice. 12/4 The Authority received a voicemail from the Rick Wilson, CEO of the San Diego East County Chamber of Commerce. He requested additional information on the webinar. 12/7 The Authority returned Mr. Wilson's call and left him a voicemail with contact information. 12/8 The Authority sent a follow-up email notice. The Authority spoke to Rick and provided additional information on the upcoming webinar. Rick expressed interest in advertising the upcoming webinar and requested information be sent to him. The Authority sent an email to Rick with the public notice and a summary of the webinar. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice.	None received.
Greater San Diego Business Association P.O. Box 33848 San Diego, CA 92163	Tom Luhnow info@sdeba.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
Mana De San Diego 2515 Camino Del Rio, South, Suite 228 San Diego, CA 92108	Samantha Jimenez manasd@manasd.org 619-297-0115	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority left a voicemail with details about the upcoming webinar and callback information. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail with details about the webinar. 12/14 The Authority sent a follow-up email notice.	None received.
Mexican American Busienss and Professional Association 3462 Rialto Drive Bonita, CA 91902	Josie Calderon josie@mabpasandiego.com 619-475-8524 mabpa@cox.net	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority left a voicemail with details about the upcoming webinar and callback information. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail with details about the webinar. 12/14 The Authority sent a follow-up email notice.	None received.
National Association of Women Business Owners- San Diego P.O. Box 880263 San Diego, CA 92168	Adrienne Moch info@nawbo-sd.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
National City Chamber of Commerce 901 National City Blvd. San Diego, CA 91950	Jacqueline L. Reynoso reynoso@nationalcitychamber.org jacqueline.reynoso@cordobacorp.com Liz liz@nationalcitychamber.org 619-477-9339 thechamber@nationalcitychamber.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority left a voicemail with details about the upcoming webinar and callback information. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority spoke to Jacqueline who informed the Authority that she is no longer with the chamber; however, she expressed interest in participating in the webinar. The Authority sent an email with information about the webinar to Jacqueline to share with her colleagues. 12/14 The Authority sent a follow-up email notice.	None received.
San Diego Contracting Opportunity Center 4007 Camino del Rio South, Suite 210 San Diego, CA 92108	Rachel Fischer rfischer@ptac-sandiego.org Brett Housholder 619-285-7020 X 3 sdcoc@ptac-sandiego.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority left a voicemail with details about the upcoming webinar and callback information. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail with details about the webinar. 12/14 the Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
San Diego North Chamber of Commerce 11650 Iberia Place Suite 220 San Diego, CA	Debra Rosen drosen@sdbusinesschamber.com 858-487-1767 X 101	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority spoke with Debra and she did not have any feedback at this time regarding the Triennial ACDBE Goal. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice.	None received.
San Diego North Economic Development Council	Karen Pearson kpearson@sdnedc.org info@sdnedc.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority attempted to call the organization; however, the call could not be completed. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
San Diego Regional Chamber of Commerce 402 West Broadway, Suite 100 San Diego, CA 92101	Jerry Sanders webinfo@sdchamber.org jsanders@sdchamber.org 619-544-1300 X 310	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority left a voicemail with details about the upcoming webinar and callback information. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail with details about the webinar. 12/14 The Authority sent a follow-up email notice.	None received.
San Diego Urban League 720 Gateway Center Drive San Diego, CA 92102	Ray King, President ray.king@sdul.org 619-266-6257 619-727-8401 kea@sdul.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority spoke with Ray about the upcoming webinar. The Authority sent Ray the webinar information via email. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
San Ysidro Chamber of Commerce 663 E San Ysidro Blvd. San Ysidro, CA 92173	Jason Wells jwells@sanysidrochamber.org 619-428-1281	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority attempted to call the organization; however, the call could not be completed. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice	None received.
San Diego County Hispanic Chamber of Commerce	Carlos Diaz info@sdchcc.org 858-268-0790	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/3 The Authority sent a follow-up email notice. The Authority attempted to call the organization; however, the call could not be completed. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice	None received.

Organization	Point of Contact	Outreach	Comments
San Diego Regional Minority Supplier Development Corporation 10679 Westview Parkway San Diego, CA	Ron Garnett rgarnett@supplierdiversitysd.org 858-537-2281 info@supplierdiversitysd.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/3 The Authority sent a follow-up email notice. The Authority attempted to call the organization; however, the call could not be completed. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice	None received.
Small Business Administration San Diego P.O. Box 713 Bonita, CA 91908	Ruben Garcia Ruben.Garcia@sba.gov 619-727-4880 Chung Liu chung.liu@sba.gov	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/3 The Authority sent a follow-up email notice. The Authority left a voicemail with details about the upcoming webinar and callback information. 12/7 The Authority spoke to Chung Liu. He had received information about the webinar from one of his colleagues and was interested in marketing the webinar to his members. The Authority sent him information to be shared with the organization's members. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice	None received.
South County Economic Devleopment 4393 Imperial Avenue San Diego, CA	James O'Callaghan jim@southcountyedc.com 619-424-5143 SCEDC@SouthCountyEDC.com	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/3 The Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
		The Authority spoke to the receptionist who informed the Authority that a new CEO has been elected and provided their contact information. The Authority updated the contact records for future outreach. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority spoke to the receptionist and left contact information with her. The Authority spoke with Jim and he expressed interest in participating in the webinar. The Authority sent him the link to register. 12/14 The Authority sent a follow-up email notice.	
South Eastern Economic Development Corporation 404 Euclide Avenue, Suite 221 San Diego, CA 92114	Lisa Holmes, Sr. Vice President lholmes@seedcorp.com 508-822-1020 X 315	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/3 The Authority sent a follow-up email notice. The Authority left a voicemail with details about the upcoming webinar and callback information. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail. 12/14 The Authority sent a follow-up email notice.	None received.
Union of Pan Asian Communities 1031 25th Street San Diego, CA 92102	Brittany Bockman jleedom@upacsd.com 619-232-6454	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/3 The Authority sent a follow-up email notice. The Authority left a voicemail with details about the upcoming webinar and callback information. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail. 12/14 The Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
Women in Construction Coalition	Sandy Caples Jennifer Parker, Head of Communications info@wccsd.org 858-395-7844	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/3 The Authority sent a follow-up email notice. The Authority spoke with Sandy and she said she had received the email notice for the webinar. She will be forwarding the email to Jennifer Parker who will distribute the email to the membership. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice.	None received.
Associated General Contractors of America San Diego Chapter	Marcy Knopman marcy@agcsd.org 858-731-8162 info@agcsd.org	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/2 The Authority attempted to call the organization; however, the call could not be completed. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/14 The Authority sent a follow-up email notice.	None received.

Organization	Point of Contact	Outreach	Comments
NAMC Mid California	Wendell Stemley, Chapter President wrstemley@namcmidcal.com 619-804-1376	11/11 The Authority sent email to organization to notify them about the upcoming triennial period goal settings for car rental and non-car rental concessions. The email contained a link to register for the webinar and contact information for questions and/or comments. 11/23 The Authority sent a follow-up email notice. 11/25 The Authority sent a follow-up email notice. 12/1 The Authority sent a follow-up email notice. 12/3 The Authority left a voicemail with details about the upcoming webinar and callback information. 12/3 The Authority sent a follow-up email notice. 12/8 The Authority sent a follow-up email notice. 12/10 The Authority sent a follow-up email notice. 12/11 The Authority left a voicemail. 12/14 The Authority sent a follow-up email notice.	None received.

ATTACHMENT 3

SAN DIEGO INTERNATIONAL AIRPORT

Federal Aviation Administration

Airport Concessions Disadvantaged Business Enterprise Triennial Goal Setting Methodology

Federal Fiscal Years 2021-2023

SAN DIEGO COUNTY REGIONAL AIRPORT AUTHORITY



1

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GROUND RULES

- Please keep your microphone muted during the presentation.
- If you have any questions or comments, be sure to use the Microsoft Teams chat function.
- We will be answering questions and responding to comments at specified times during the presentation.
- This presentation is being recorded.
- If you have questions or comments after the presentation, please contact Nicole Chang at nchang@gcapservices.com.

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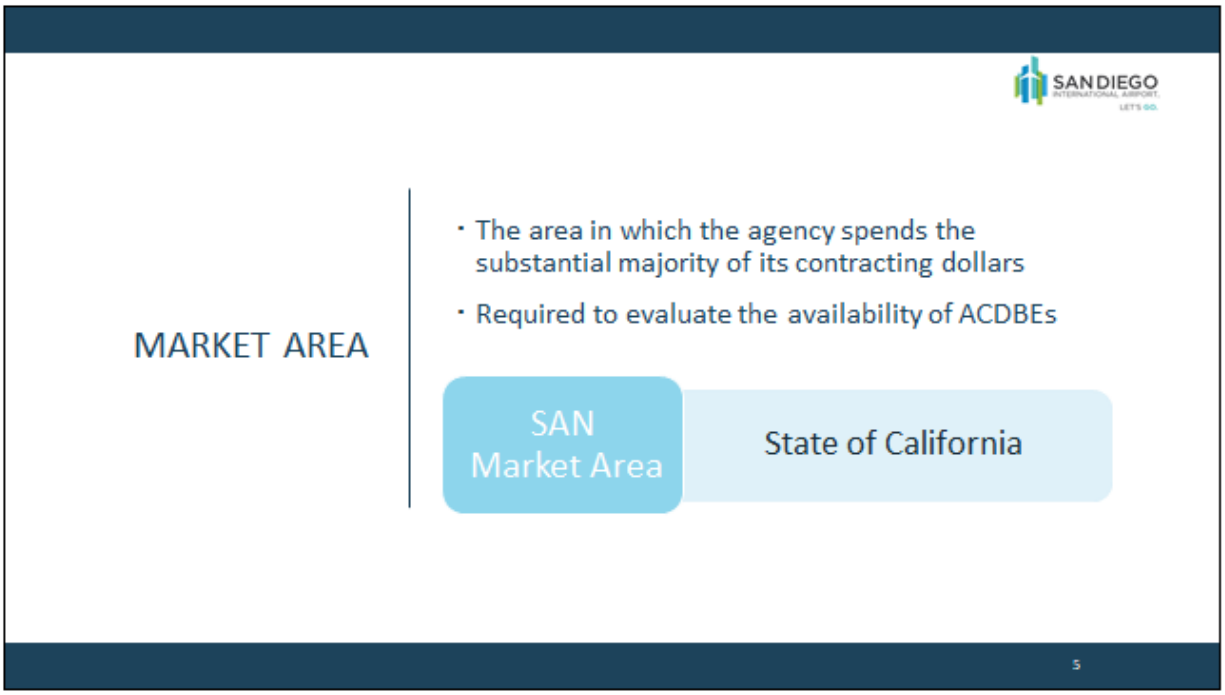
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ACDBE Program Introduction
• Title 49 CFR Part 23
• Title 49 CFR Part 26
• Triennial Goal Period
ACDBE Goal Development
• Non-Car Rental Concessions
• Car Rental Concessions
Next Steps
AGENDA
3

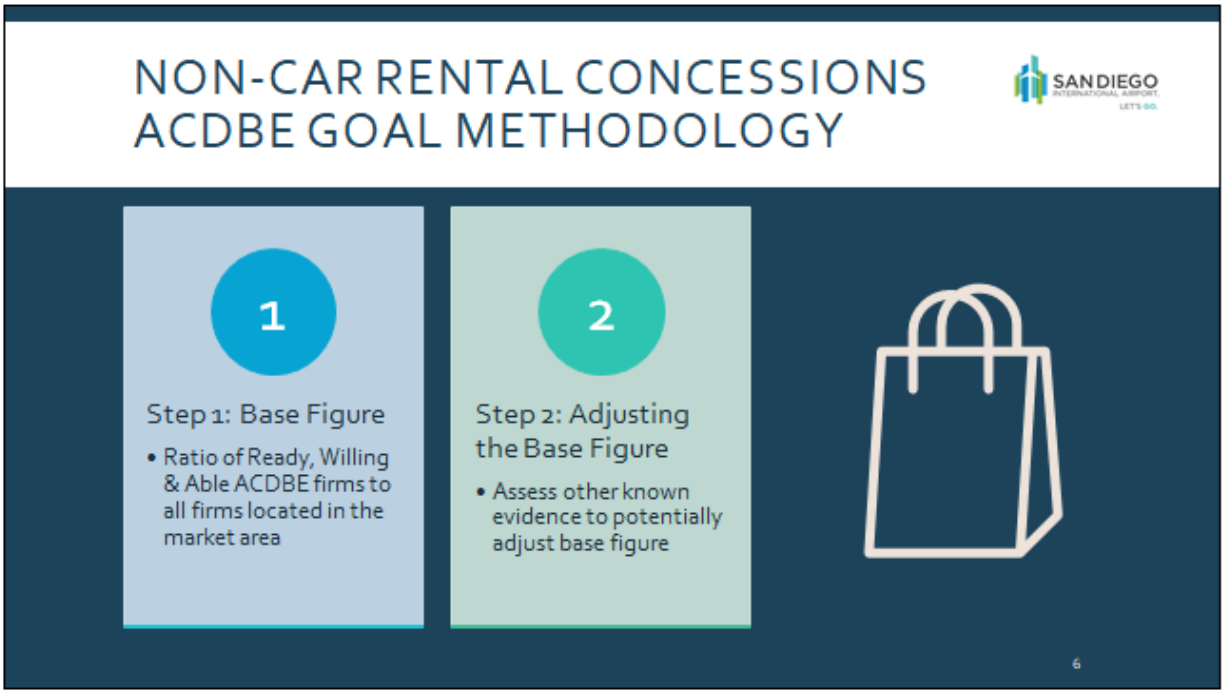
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ACDBE PROGRAM INTRODUCTION
Title 49 CFR Part 23
Participation by Disadvantaged Business Enterprises in Airport Concessions
Title 49 CFR Part 26
Participation by Disadvantaged Business Enterprises in U.S. Department of Transportation Programs
Triennial Goal Period
Goal Setting Methodology FFY 2021-2023
(October 1, 2020 through September 30, 2023)
4

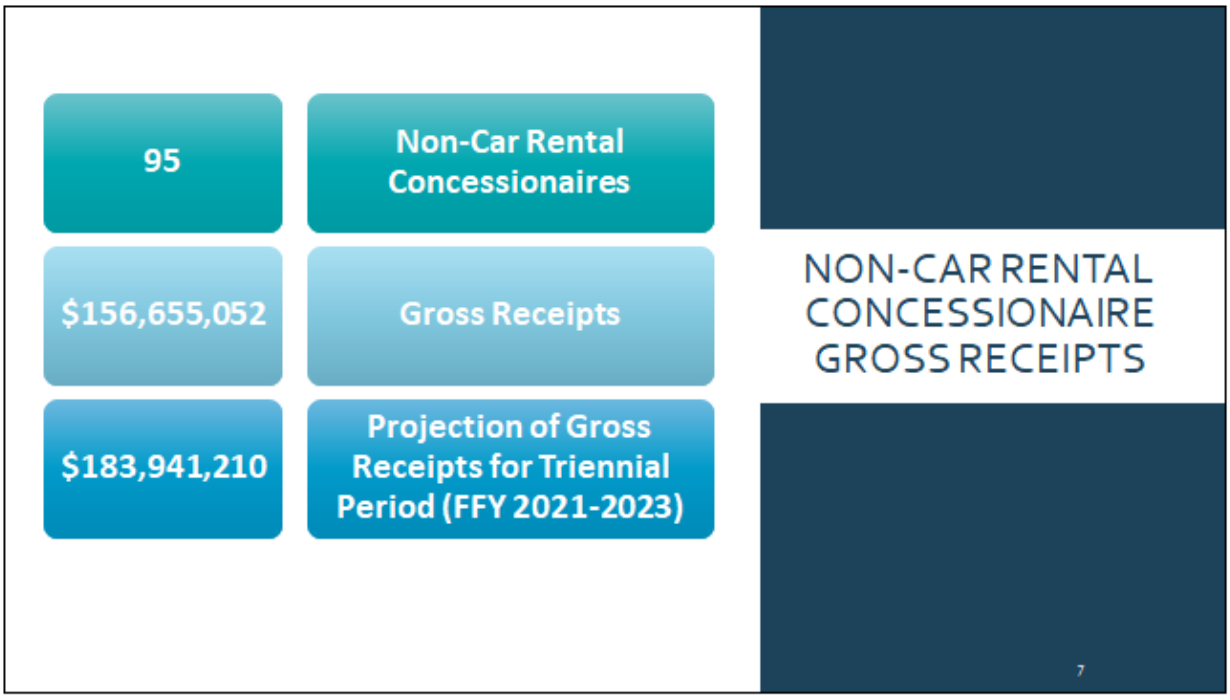
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SAN DIEGO
MARKET AREA
• The area in which the agency spends the substantial majority of its contracting dollars
• Required to evaluate the availability of ACDBEs
SAN Market Area
State of California
5

5


NON-CAR RENTAL CONCESSIONS ACDBE GOAL METHODOLOGY
SAN DIEGO
1
Step 1: Base Figure
• Ratio of Ready, Willing & Able ACDBE firms to all firms located in the market area
2
Step 2: Adjusting the Base Figure
• Assess other known evidence to potentially adjust base figure
6

6



7

NON-CAR RENTAL CONCESSIONAIRE CATEGORIZATION OF WORK

Concessionaire Type	NAICS Codes	Projection of Gross Receipts	% by Type
Electronics Stores	443142	$2,814,324	1.5%
Cosmetics, Beauty Supplies, and Perfume Stores	446120	$300,198	0.2%
Women's Clothing Stores	448120	$469,750	0.3%
Clothing Accessories Stores	448150	$747,521	0.4%
Jewelry Stores	448310	$512,297	0.3%
Sporting Goods Stores	451110	$289,505	0.2%
Hobby, Toy, and Game Stores	451120	$1,268,622	0.7%
Book Stores	451211	$1,697,835	0.9%
News Dealers and Newsstands	451212	$27,460,038	14.9%
All Other General Merchandise Stores	452319	$2,562,526	1.4%
Gift, Novelty, and Souvenir Stores	453220	$491,098	0.3%
Vending Machine Operators	454210	$1,808,605	1.0%
Local Messengers and Local Delivery	492210	$381,030	0.2%
Financial Transactions Processing, Reserve, and Clearinghouse Activities	522320	$1,677,840	0.9%
Commodity Contracts Dealing	523130	$108,000	0.1%
Outdoor Advertising	541850	$5,520,612	3.0%
Other Services Related to Advertising	541890	$1,300,700	0.7%
Drinking Places (Alcoholic Beverages)	722410	$17,355,294	9.4%
Full Service Restaurants	722511	$53,837,852	29.3%
Limited Service Restaurants	722513	$62,415,352	33.9%
Other Personal Care Services	812199	$922,210	0.5%
Total		**$183,941,210**	**100.0%**

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$$\sum \left(\frac{\text{Ready, Willing and Able ACDBEs}}{\text{All Ready, Willing and Able Firms}} \right) \times \text{Weighted Type \%} = \text{ACDBE Base Figure}$$

Concessionaire Type	NAICS Code	ACDBE	CBP	ACDBE Relative Availability	Weighting %	Adjusted Base Figure
Electronics Stores	443142	0	2,413	0.0%	1.5%	0.0%
Cosmetics, Beauty Supplies, and Perfume Stores	446120	1	2,343	0.0%	0.2%	0.0%
Women's Clothing Stores	448120	2	3,440	0.1%	0.3%	0.0%
Clothing Accessories Stores	448150	3	1,071	0.3%	0.4%	0.0%
Jewelry Stores	448310	0	2,614	0.0%	0.3%	0.0%
Sporting Goods Stores	451110	0	2,250	0.0%	0.2%	0.0%
Hobby, Toy, and Game Stores	451120	1	936	0.1%	0.7%	0.0%
Book Stores	451211	1	605	0.2%	0.9%	0.0%
News Dealers and Newsstands	451212	2	87	2.3%	14.9%	0.3%
All Other General Merchandise Stores	452319	2	2,346	0.1%	1.4%	0.0%
Gift, Novelty, and Souvenir Stores	453220	11	2,204	0.5%	0.3%	0.0%
Vending Machine Operators	454210	2	263	0.8%	1.0%	0.0%
Local Messengers and Local Delivery	492210	0	666	0.0%	0.2%	0.0%
Financial Transactions Processing, Reserve, and Clearinghouse Activities	522320	0	661	0.0%	0.9%	0.0%
Commodity Contracts Dealing	523130	1	136	0.7%	0.1%	0.0%
Outdoor Advertising	541850	7	307	2.3%	3.0%	0.1%
Other Services Related to Advertising	541890	2	830	0.2%	0.7%	0.0%
Drinking Places (Alcoholic Beverages)	722410	1	3,328	0.0%	9.4%	0.0%
Full Service Restaurants	722511	3	31,770	0.0%	29.3%	0.0%
Limited Service Restaurants	722513	8	32,534	0.0%	33.9%	0.0%
Other Personal Care Services	812199	0	2,649	0.0%	0.5%	0.0%
Total ACDBE Goal Figure					**100.0%**	**0.4%**

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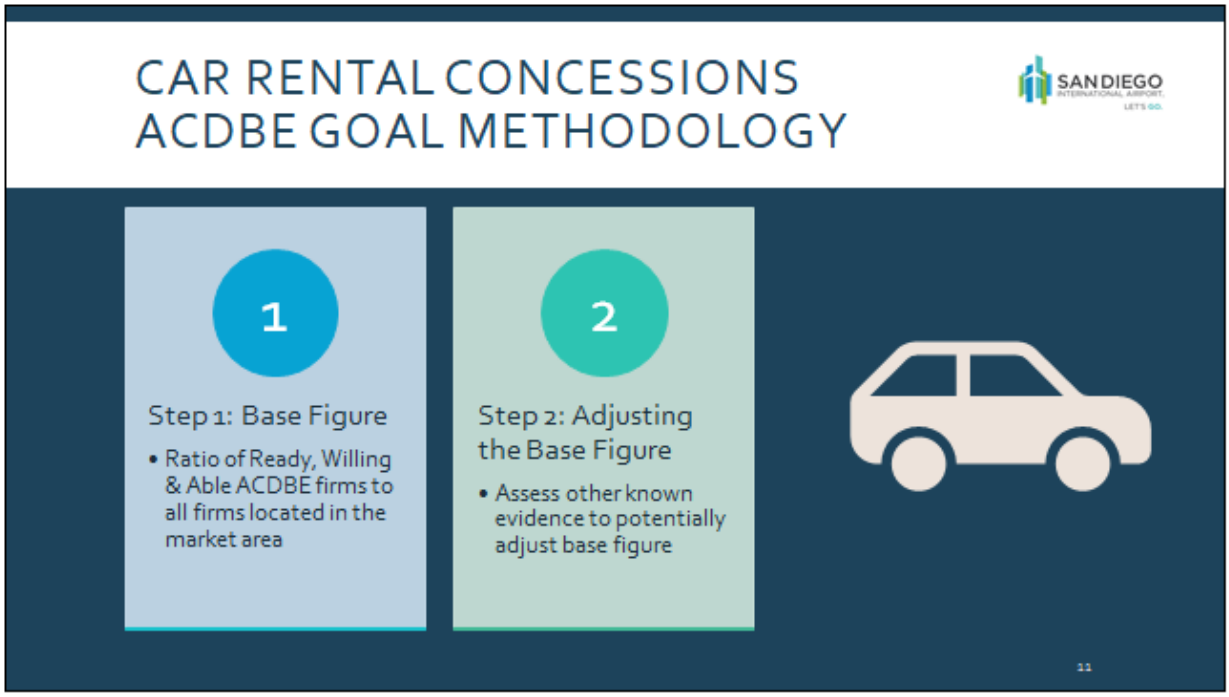
ADJUSTMENT TO THE BASE FIGURE

Federal Fiscal Year	Non-Car Rental ACDBE Goals	Non-Car Rental ACDBE Participation
FFY 15	23.90%	15.59%
FFY 16	23.90%	17.79%
FFY 17	23.90%	21.25%
FFY 18	19.10%	23.97%
FFY 19	19.10%	23.14%
Median ACDBE Participation Within the Last Five (5) Years		21.25%

Non-Car Rental ACDBE Base Figure	0.4%
Median Non-Car Rental ACDBE Participation	21.25%
Non-Car Rental ACDBE Adjusted Goal	10.8%

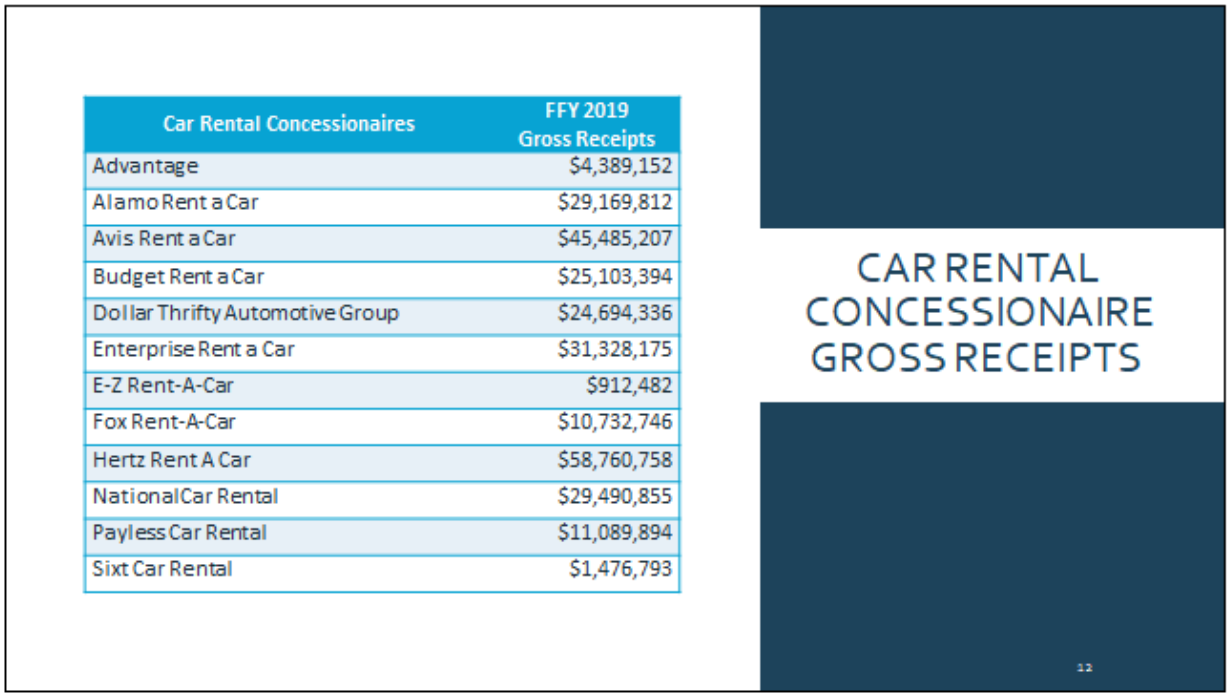
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Car Rental Concessionaires	FFY 2019 Gross Receipts
Advantage	$4,389,152
Alamo Rent a Car	$29,169,812
Avis Rent a Car	$45,485,207
Budget Rent a Car	$25,103,394
Dollar Thrifty Automotive Group	$24,694,336
Enterprise Rent a Car	$31,328,175
E-Z Rent-A-Car	$912,482
Fox Rent-A-Car	$10,732,746
Hertz Rent A Car	$58,760,758
NationalCar Rental	$29,490,855
Payless Car Rental	$11,089,894
Sixt Car Rental	$1,476,793



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Type of Service	NAICS Code	ACDBE Firms	All Firms	% ACDBE Availability
Commercial and institutional building construction	236220	0	4,378	0.0%
Highway, street, and bridge construction	237310	0	778	0.0%
Poured concrete foundation and structure contractors	238110	0	1,840	0.0%
Siding contractors	238170	0	226	0.0%
Electrical contractors and other wiring installation contractors	238210	1	8,824	0.0%
Plumbing, heating, and air conditioning contractors	238220	0	10,492	0.0%
Other building equipment contractors	238290	0	703	0.0%
Drywall and insulation contractors	238310	0	2,213	0.0%
Painting and wall covering contractors	238320	0	4,632	0.0%
Flooring contractors	238330	0	1,986	0.0%
Commercial printing (except screen and books)	323111	0	2,159	0.0%
Pump and pumping equipment manufacturing	333911	0	0	0.0%
Radio and television broadcasting and wireless communications equipment manufacturing	334220	0	167	0.0%
Sign manufacturing	339950	0	607	0.0%
Motor vehicle supplies and new parts merchant wholesalers	423120	1	1,992	0.1%
Tire and tube merchant wholesalers	423130	0	273	0.0%
Computer and computer peripheral equipment and software merchant wholesalers	423430	0	1,533	0.0%
Plumbing and heating equipment and supplies (hydronics) merchant wholesalers	423720	0	659	0.0%
Warm air heating and air conditioning equipment and supplies merchant wholesalers	423730	0	445	0.0%

BASE FIGURE FOR CAR RENTAL CONCESSIONS

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Type of Service	NAICS Code	ACDBE Firms	All Firms	% ACDBE Availability
Service establishment equipment and supplies merchant wholesalers	423850	2	538	0.4%
Stationery and office supplies merchant wholesalers	424120	2	533	0.4%
Petroleum and petroleum products merchant wholesalers (except bulk stations and terminals)	424720	1	212	0.5%
New car dealers	441110	0	1,918	0.0%
Used car dealers	441120	0	1,520	0.0%
Automotive parts and accessories stores	441310	0	3,370	0.0%
Office supplies and stationery stores	453210	4	662	0.6%
Specialized freight (except used goods) trucking, long distance	484230	0	805	0.0%
Motor vehicle towing	488410	0	1,158	0.0%
Couriers and express delivery services	492110	1	1,092	0.1%
Insurance agencies and brokerages	524210	0	14,584	0.0%
Passenger car rental	532111	2	1,312	0.2%
Consumer electronics and appliances rental	532210	0	359	0.0%
Offices of certified public accountants	541211	0	7,343	0.0%
Administrative management and general management consulting services	541611	31	11,430	0.3%
Human resources consulting services	541612	5	1,300	0.4%
Marketing consulting services	541613	21	6,688	0.3%
Advertising agencies	541810	8	2,186	0.4%
Repossession services	561491	0	95	0.0%
Security systems services (except locksmiths)	561621	1	778	0.1%
Locksmiths	561622	0	479	0.0%

BASE FIGURE FOR CAR RENTAL CONCESSIONS

Continued

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Type of Service	NAICS Code	ACDBE Firms	All Firms	% ACDBE Availability
Exterminating and pest control services	561710	0	1,798	0.0%
Janitorial services	561720	7	5,730	0.1%
Landscaping services	561730	1	8,620	0.0%
Carpet and upholstery cleaning services	561740	1	792	0.1%
Hazardous waste treatment and disposal	562211	0	100	0.0%
All other miscellaneous ambulatory health care services	621999	0	488	0.0%
General automotive repair	811111	3	9,549	0.0%
Automotive exhaust system repair	811112	0	201	0.0%
Automotive body, paint, and interior repair and maintenance	811121	1	4,246	0.0%
Automotive glass replacement shops	811122	0	629	0.0%
Automotive oil change and lubrication shops	811191	1	695	0.1%
Car washes	811192	3	1,984	0.2%
All other automotive repair and maintenance	811198	1	1,006	0.1%
Consumer electronics repair and maintenance	811211	0	224	0.0%
Linen supply	812331	0	114	0.0%
TOTAL				4.3%

BASE FIGURE FOR CAR RENTAL CONCESSIONS

Continued

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ADJUSTED GOAL BASED ON PARTICIPATION

Federal Fiscal Year	Car Rental ACDBE Goals	Car Rental ACDBE Participation		Car Rental ACDBE Participation Adjusted (excluding Santa Monica Ford)
2015	0.0%	0.0%	Santa Monica Ford acquired by non-ACDBE in FFY 2019	0.0%
2016	2.4%	6.6%		0.4%
2017	2.4%	11.7%		1.6%
2018	2.4%	13.4%		5.3%
2019	2.4%	9.3%		2.0%

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ADJUSTED GOAL BASED ON PARTICIPATION

Federal Fiscal Year	Car Rental ACDBE Goals	Car Rental ACDBE Participation
2015	0.0%	0.0%
2016	2.4%	0.4%
2017	2.4%	1.6%
2018	2.4%	5.3%
2019	2.4%	2.0%
Median ACDBE Participation Within the Last Five (5) Years		1.6%

Car Rental ACDBE Base Figure	4.3%
Median Car Rental ACDBE Participation	1.6%
Car Rental ACDBE Adjusted Goal	2.9%

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SAN OVERALL TRIENNIAL ACDBE GOAL

10.8% Non-Car Rental ACDBE Goal

2.9% Car Rental ACDBE Goal

Next Steps:

1. Accept Comments
2. Analyze Responses
3. Revise Goal, as needed
4. Finalize Goal
5. Submit Final Goal to FAA

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Non-Car Rental Concessionaire	Gross Receipts for FFY 2019	Projection of Gross Receipts
10 News	$1,221,478	$341,926
AC Holdings	$39,977	$225,000
Airspace Swissport	$4,000,392	$6,395,665
Apricot Lane Boutique	$391,457	$469,750
Artisan Marketplace	$4,332,992	$6,066,914
At Your Gate	$47,349	$55,431
Baggage Nanny	$6,414	$325,599
Ballast Point Bar	$56,559	N/A
Bank of America	$202,194	$1,581,212
Banker's Hill & Bar Restaurant	$9,162,020	$11,329,607
Bay Books of Coronado	$345,433	$463,489
Be Relax Spa	$1,094,332	$552,829
Beaudevin	$766,419	$910,005
Big City Bagels	$540,434	$664,404
Brighton	$1,317,959	$536,735
Brookstone	$532,609	$731,365
Bubbles Seafood & Wine Bar	$706,491	$802,223
California Pizza Kitchen	$1,822,899	$2,346,461
Camden Food Company	$3,883,747	$4,840,089
Certified Folder Display	$97,426	$164,540
CIAO	$3,135,162	$4,208,176
Clear Channel	$2,933,894	$5,131,072
CNBC Express	$316,022	$123,340
CNBC News San Diego	$1,918,911	$700,427
Craft Brews on 30th St	$3,277,961	$3,253,020
Dunkin Donuts	$155,758	N/A
Einstein Bros Bagels	$4,655,617	$6,229,192

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Non-Car Rental Concessionaire	Gross Receipts for FFY 2019	Projection of Gross Receipts
Elegant Desserts	$512,354	$679,712
Emerald Express	$413,082	$490,061
Fuelrod	$114,835	$161,236
Gaslamp Marketplace	$1,325,469	$491,098
Hudson News	$13,168,661	$7,573,704
In Motion Entertainment	$1,329,409	$694,459
Irvine Leasing, LLC dba Rainbow Vending	$407,464	$662,648
Jack in the Box	$3,475,328	$5,243,597
Jet Box	$2,020,734	$1,917,850
Kids Love San Diego	$681,663	$770,689
Kusi News	$4,089,475	$5,059,619
Lindbergh Field News	$409,841	$242,425
MAC Cosmetics	$617,108	$300,198
Mindworks	$407,818	$497,933
New Zoom Inc.	$1,426,954	$1,300,700
Old Town News & Market	$3,746,202	$4,914,940
Pacifica Breeze Café	$2,641,446	$3,147,353
Panda Express	$2,769,212	$4,975,816
Pannikin Coffee & Tea	$1,862,739	$2,375,221
Peet's Coffee	$6,250,675	$7,954,145
PGA Tour Grill	$2,078,962	$2,424,983
PGA Tour Shop	$741,116	$289,505
Phil's BBQ	$5,386,037	$6,610,502
Prado at the Airport	$5,859,468	$11,204,941
Qdoba	$2,030,518	$3,468,168
Ready Credit	$53,840	$96,628

NON-CAR RENTAL CONCESSIONAIRE GROSS RECEIPTS

Continued

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Non-Car Rental Concessionaire	Gross Receipts for FFY 2019	Projection of Gross Receipts for Triennial Period
Red Mango	$478,784	$562,310
Rip Curl	$669,271	$380,412
Ryan Bros	$765,829	$549,229
Saffron Thai	$2,279,933	$2,746,120
San D News Cart	$350,464	$130,461
See's Candy	$614,279	$819,619
Shades of Time	$75,966	N/A
Sky Duty Free	$1,307,380	$1,757,338
Smarte Carte	$744,519	$1,145,957
Soundbalance	$1,793,935	$736,677
Starbucks	$4,560,055	$5,957,374
Stellar News Express	$3,665,843	$4,353,496
Stone Brewing Co	$4,224,458	$5,209,452
Sunglass Hut	$422,302	$210,786
Swarovski	$443,590	$512,297
Tech on the Go	$450,126	$490,587
The Beach House	$336,971	$424,776
The Classic Shine	$238,630	$369,381
The Counter	$6,398,840	$7,626,452
Tommy V's	$1,289,513	$1,437,852
Travelex	$36,000	$108,000
Urban Crave	$9,570,500	$11,161,983
US News & World Report	$2,985,391	$3,881,911
Warwick's	$2,029,251	$1,234,346
Where Traveler San Diego	$140,907	$137,791
TOTAL	$156,655,052	$183,941,210

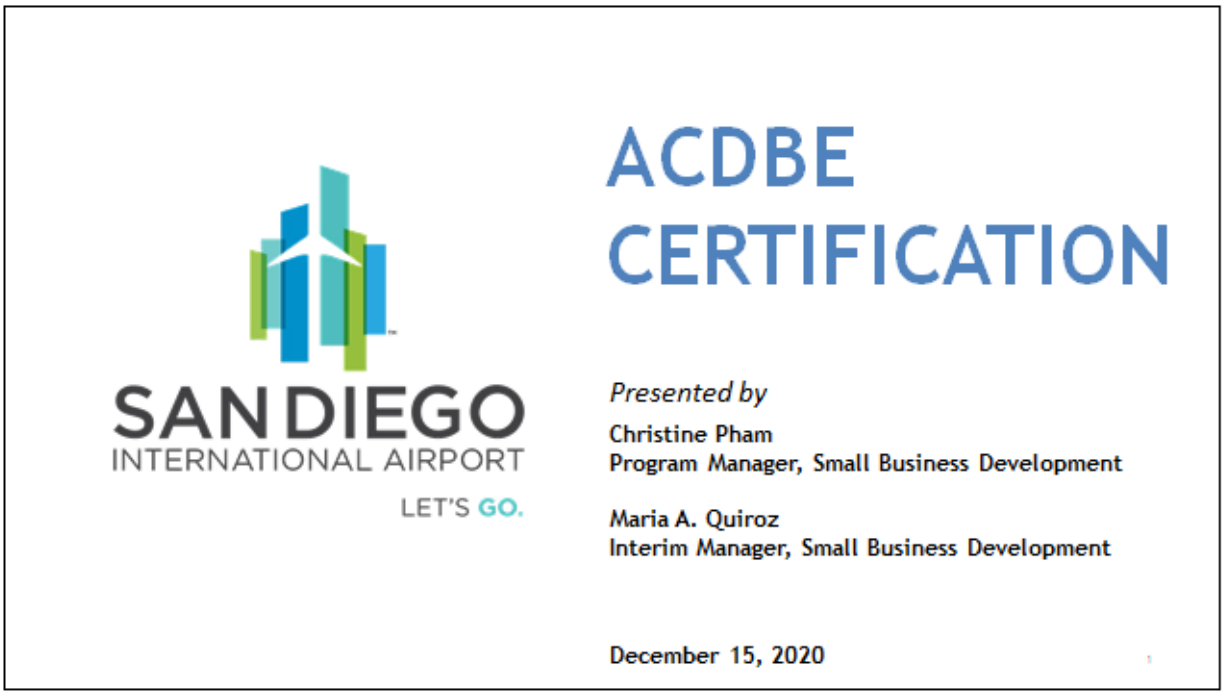
NON-CAR RENTAL CONCESSIONAIRE GROSS RECEIPTS

Continued

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ATTACHMENT 4



1



2

What is the FAA ACDBE Program?

- Federal program applicable to AIRPORT CONCESSIONS
- Program governed by Code of Federal Regulations (CFR) Title 49 Part 23 – Participation by Disadvantaged Business Enterprises in Airport Concessions
- Mandates that airport receiving federal funds from Federal Aviation Administration (FAA) must have:

  ACDBE Program approved by FAA that "creates level playing field for ACDBEs to compete fairly" for concession opportunities

3

3

What is the FAA ACDBE Program?

- Mandates that airport receiving federal funds from Federal Aviation Administration (FAA) must have:
  - 3 Year ACDBE participation goals approved by FAA
  - Firm must be ACDBE certified by RFP/RFQ submittal deadline to be counted towards Airport's ACDBE goal
  - Participate in statewide Unified Certification Program (UCP) that provides:
    - "One-Stop Shop" certification services for small businesses seeking to participate in USDOT funded contracts; Eliminates need for firms to obtain certifications from multiple agencies within the State

4

California Unified Certification Program (CUCP)

- Implementation of a UCP in California – 2006
- 10 agencies participate in California Unified Certification Program (CUCP)
  - Maximize resources and minimizes duplication of work for certifying and non-certifying agencies
- Recipients opt to become ACDBE/DBE certifying agency or not
- All CUCP certifying agencies follow same certification procedures, review certification decisions
- Statewide ACDBE/DBE directory - http://www.dot.ca.gov/hq/bep/find_certified.htm)

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California Unified Certification Program (CUCP)
ROSTER

San Diego International Airport
(619) 400-2568
Email: sbd@san.org

CALIFORNIA DEPARTMENT OF TRANSPORTATION (CALTRANS)
Office of Business Economic Opportunity
(916) 324-1700
Email: DBE.Certification@dot.ca.gov

City of Los Angeles
(213) 847-2684
Email: bca.certifications@lacity.org

Los Angeles County Metropolitan Transportation Authority (METRO)
(213) 922-2600
Email: certificationunit@metro.net

S.F. BAY AREA RAPID TRANSIT DISTRICT (BART)
(510) 464-6100

San Francisco Municipal Transportation Agency (SFMTA)
(415) 701-4436

San Francisco International Airport (SFO)
(650) 821-5021 (SFO Concessions Only)

City of Fresno
(559) 621-1163

Santa Clara Valley Transportation Authority (VTA)
(408) 321-5962
Email: Osdb.osdb@vta.org

San Mateo County Transmit District (SAMTRANS)
(650) 508-7939

6

Concession Definition

- For-profit business:
  1) Located at an airport (or for which the business activity takes place at an airport) engaged in the sale of goods and/or services to the public under an agreement with airport/concessionaire/owner or lessee of terminal or a business; provides goods and services to those businesses.
  2) Conducting one or more of following covered activities, even if it doesn't maintain office, store, or business location on airport; as long as activities take place on airport.
     Examples: Management contracts/subcontracts, web-based electronic business in terminal in which passenger can access at terminal
- Concession Examples:
  - Food & Beverage
  - Retail
  - Passenger Services
  - Suppliers
  - Car Rental Companies
  - Vendors to Car Rental Companies



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ACDBE/DBE Certification Criteria

	DBE	ACDBE
Ownership & Control	At least 51% owner and controlled by one or more socially and economically disadvantaged individuals[1]	
Qualifying Owner's Personal Net Worth	< $1,320,000 (excluding equity in primary residence and applicant business)	
Size Standards: (Avg. of 3 yrs gross receipts, including affiliates)	Small Business Administration Size Standards up to $23.98 million *($26.29 mil effective 1/13/21 for FHWA and FTA assisted projects)*	< $56.42 million
Type of Business	Any for-profit, independent business doing business on Federal DOT funded contracts (e.g. airport, highway, bridge, transit construction)	A business that is located on the airport providing goods or services to the public **or** A business not located at the airport that provides good and services to concessions.

[1] Members of the following minority groups – Black American, Hispanic American, Native American, Asian-Pacific American, or Subcontinent Asian American – and women are presumed to be disadvantaged. Any other individual may be determined to be a socially and economically disadvantaged on a case-by-case basis.

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ACDBE Size Standards

- Banks and financial institutions: $1 billion in assets
- Car rental companies: $75.23 million average annual gross receipts over the firm's three previous fiscal years
- Pay telephones: 1,500 employees
- Automobile dealers: 350 employees
- All other: $56.42 million average annual gross receipts over the firm's three previous fiscal years

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Certification Process



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Interstate ACDBE Certification

- Participation in other state's ACDBE program
- Out-of-state firms must be certified in their home state prior to becoming certified in another state
- Provide home state application packet, notices/correspondences from other states, appeal documents, onsite reports

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After You Are Certified

- Certification maintenance
  - Submit annual affidavit of no change
  - 5 year renewal support documents (business and personal taxes, etc...)
  - Notification of material changes to firm - changes in ownership, control or other areas that would affect your certification status (i.e. exceeding the size standard or personal net worth)
  - Contact information (email, address, phone number, etc...)
- Benefits of Certification
  - Listed in public CUCP DBE/ACDBE Directory
  - Competitive edge
  - May fulfill airport's ACDBE participation goals
- Market your firm:
  - Add certification on website, business cards, capability statement, etc

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After You Are Certified

- Be proactive, stay on top of upcoming opportunities :
  - To receive solicitation notifications, register your firm on Airport vendor portal www.san.org/business and other portals
  - Airport's Small Business Development website www.san.org/smallbusiness
- Build connections and partnerships
  - Attend Airport concession solicitation pre-submittal meetings
  - Attend Airport concession conferences (Airport Experience Conference (AXN), Airport Diversity Conference (AMAC), etc)
  - Join airport concession organizations and networks (Airport Restaurant & Retail Association, Airport Minority Advisory Council (AMAC)
- Other focus areas in preparing your business
  - Capital/finances
  - Experience
  - Business arrangement type appropriate for your firm
  - Strategic partnerships
  - Putting together solicitation
  - Staffing and resources

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Questions

Small Business Development Contacts

Department Contact Information:
Small Business Development
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