

City of Phoenix
Phoenix Sky Harbor International Airport
Overall Goal Calculation for Concessions Other Than Car Rentals (49 CFR Part 23.51)
Federal Fiscal Years 2024 - 2026

Amount of Goal

The City of Phoenix (the “City”) overall goal for ACDBE participation in non-car rental concessions at Phoenix Sky Harbor International Airport (“PHX”) during the period beginning October 1, 2023, and ending September 30, 2026, is **29.3%** of the total gross receipts for concessions at PHX. If conditions change, for example gross revenues increase for specific contracts at a rate disproportionate to the other contracts or a new contract goal is established as provided in the City’s approved ACDBE Program, the City will adjust the goal accordingly. The goal methodology is detailed below. The following are not included in the total gross receipts for concessions: (a) the gross receipts of car rental operations, (b) the dollar amount of a management contract or subcontract with a non-ACDBE, (c) the gross receipts of business activities to which a management contract or subcontract with a non-ACDBE pertains, and (d) any portion of a firm’s estimated gross receipts that will not be generated from a concession. The calculation for determining the overall goal for the three-year period is as follows.

Methodology used to Calculate Overall Goal

Overall goals for PHX have been determined by consolidating the total estimated gross revenues and estimated ACDBE gross revenues for continuing and new or anticipated concession agreements that will become effective during the goal period. Goals for each new concession are determined through an analysis of the opportunity, potential for ACDBE participation and the relative availability of ACDBE firms ready, willing, and able to perform under the agreement.

Step 1 – Development of a Base Goal

Continuing Contracts

The following is a summary of PHX concession contracts that will not be re-solicited during this three-year reporting period. Goals for these contracts are as previously established in the approved methodology developed during the last goal cycle and weighted by current and projected gross revenue performance in each concession category. Federal Fiscal Year 2022 gross revenues are shown on the charts below. Projections for FFY 2024 – 2026 are as described in the section of this report that discusses weighting.

Table 1 – Continuing Concession Contracts					
Terminal	Concession	FFY 2022 Gross Rev	EXP DATE	ACDBE \$	ACDBE %
T3	Food/Beverage 1	\$19,000,272	1/31/33		
*T4	Food/Beverage 2	\$78,838,702	8/31/26		
T3	Food/Beverage 3	\$17,940,124	1/31/33		
*T4	Food/Beverage 4	\$53,973,563	8/31/26		
RCC	Food/Beverage	\$436,778	5/31/30		
	Total Food/Beverage	\$170,189,439		\$53,957,262	31.7%

Table 1 – Continuing Concession Contracts					
Terminal	Concession	FFY 2022 Gross Rev	EXP DATE	ACDBE \$	ACDBE %
T3	Gift/News/Retail	\$23,632,118	1/31/33		
T4	Gift/News/Retail/ Duty Free	\$68,688,847	12/31/29- 1/31/33		
		\$92,320,965		\$19,479,724	21.1%
Various	Screening, Lounge, Wi-Fi	\$17,612,185	4/19/29- 11/30/30		
**All	Advertising	\$4,035,836	5/31/26		
		\$21,648,021		\$0	0.0%
		\$284,158,425		\$73,436,985	25.8%

*Contracts will expire 1 month before the end of the goal cycle. Goals for any contract solicited during the goal period are included in this document. However, because the period for the new goal implementation is 1 month, we have not included the new goal in these calculations.

**Contract will expire 4 months before the end of the goal cycle. The contract does not currently have a goal and we have not included the new goal in these calculations as there are no ACDBE advertising firms in Arizona.

Expiring or New Contracts

There are relatively few new concession contracts anticipated during this goal period as many contracts were resolicited during the previous three-year goal cycle in accordance with the previous triennial ACDBE goal. New concession contracts anticipated for FFY 2024 – 2026 are as described in Table 2 below.

Table 2 - Concession Contracts To Be Awarded During the Three-Year Goal Period					
Terminal	Concession	Projected FFY 2024	Projected FFY 2025	Projected FFY 2026	Total Projected FFY 24 - 26
Total Food/Beverage		N/A – No new Food/Beverage concessions anticipated			
T4S1	Retail/Specialty	\$1,400,000	\$1,484,000	\$1,573,040	\$4,457,040
Total Retail		\$1,400,000	\$1,484,000	\$1,573,040	\$4,457,040
ALL	Foreign Currency/ATM	\$1,100,000	\$1,166,000	\$1,235,960	\$3,501,960
Total Foreign Currency/ATM		\$1,100,000	\$1,166,000	\$1,235,960	\$3,501,960
Total Airport New Concessions		\$2,500,000	\$2,650,000	\$2,809,000	\$7,959,000

Geographic Region

There are currently thirty-six (36) firms participating in non-car rental concessions at PHX. Nineteen (19) firms are headquartered in Arizona. The remaining seventeen (17) firms are from ten (10) different states. Thirteen (13) of these seventeen (17) firms are large firms that operate

nationally or internationally and are located in numerous airports across the country. The remaining four (4) firms are from three (3) different states. It seems over-inclusive to include all firms located in a single state simply because one of the major national firms is headquartered in that state or because one small participant is from the state. Therefore, for the purposes of determining the geographic region to be used, we are including national and international firms that currently have a presence at PHX as being located in Arizona. Given this reclassification, thirty-two (32) of the thirty-six (36) participating firms (88.9%) are located in Arizona. We will therefore use the state of Arizona as the relevant geographic region for purposes of determining the ACDBE goal.

Availability

The base figure for the relative availability of ACDBEs for the above listed new concession opportunities has been determined using a number of data sources as follows:

- 1) Data from the Census Bureau County Business Patterns and the Arizona Unified Certification Program (AZUCP) DBE/ACDBE directory.

Using the Census Bureau County Business Patterns Data for the State of Arizona for applicable trades as listed below for 2021 (the most recent year available) and the AZ UCP Directory yields the following:

Table 3 – ACDBE Directory/Census Availability				
NAICS	Trade Description	2021 Census	Directory	%
722310	Food service contractors	565	0	0.0%
722410	Drinking places (alcoholic beverages)	596	0	0.0%
722511	Full-service restaurants	4,290	3	0.1%
722513	Limited-service restaurants	5,153	12	0.2%
722515	Snack and nonalcoholic beverage bars	1,458	5	0.3%
	Total Food/Beverage	12,062	20	0.2%
445131 (445120)	Convenience stores	369	0	0.0%
449210 (443142)	Electronics stores	289	0	0.0%
445292	Confectionery and nut stores	60	1	1.7%
458110 (448110)	Clothing and Clothing Accessories Retailers	1,450	1	0.1%
458310 (448310)	Jewelry Stores	338	0	0.0%
458320 (448320)	Luggage and Leather Goods Stores	17	0	0.0%
458320 (453220)	Gift, Novelty, and Souvenir Stores	311	0 (1)	0.0%
459210 (451211, 451212)	Book Retailers and News Dealers	118	1	0.9%
455219 (452319)	All other general merchandise stores	618	0	0.0%
	Total Retail	3,570	3	0.1%

Table 3 – ACDBE Directory/Census Availability				
541850	Advertising	60	0	0.0%
523160 (523130)	Foreign Currency Exchange	5	0	0.0%
522320	ATM Network Operation	133	0	0.0%

*NAICS codes were updated in 2022. Census data is from 2021 and utilizes the previous code set, shown in parentheses.

This data is flawed as the firms listed in the census have not expressed that they are ready, willing, and able to perform a concession contract at PHX. In comparison, those in the directory have made an effort to become certified, indicating that those firms are at least interested in operating at the airport.

2) Data from the Economic Census

Using the 2017 Economic Census (the most recent data available) for the State of Arizona provides information on the number of minority and women-owned firms for the listed trades. Note: The Census Bureau publishes an economic census every 5 years. Data for 2022 has not yet been published.

Table 4 – 2017 Economic Census for Food/Beverage, Retail, and Foreign Currency Trades							
NAICS	Trade Description	Census	Minority	Women	Min %	Women %	*Total %
722000	Food service contractors	7,599	2,633	1,587	34.6%	20.9%	45.1%
	Total Food/Beverage	7,599	2,633	1,587	34.6%	20.9%	45.1%
445000	Food and Beverage Stores	1,041	438	191	42.1%	18.3%	51.2%
443142	Electronics stores	319	45	25	14.1%	7.8%	18.0%
448000	Clothing and Accessories Stores	1,011	438	228	43.3%	22.6%	54.6%
453000	Miscellaneous Store Retailers	1,563	145	397	9.3%	25.4%	22.0%
451200	Sporting Goods, Hobby, Book Stores and News Dealers	547	32	90	5.9%	16.5%	14.1%
452990	General Merchandise Stores	108	38	11	35.2%	10.2%	40.3%
	Total Retail	1,782	367	346	20.6%	19.4%	30.3%
523160	Foreign Currency	No Data					

*% Minority or women-owned assuming 50% of women-owned are also minority owned

3) Active Participants List

There are currently thirteen (13) active participants in the PHX Food/Beverage concession program and fifteen (15) in the Retail concession program. ACDBEs represent 76.9% of the active participants in terms of number of Food/Beverage firms and 46.7% in terms of the Retail program. It should be noted that the proportion of gross revenues operated by ACDBE participants is significantly less than their representation in terms of the number of firms; these firms tend to operate smaller concessions or participate as owners of a minority share of a joint venture (Table 5).

Summary – Availability Data Sources

Table 5 – Active Participants List				
Non-ACDBE Food/Beverage Participants	3	23.1%	\$113,158,381	66.5%
ACDBE Food/Beverage Participants	10	76.9%	\$57,031,058	33.5%
Total Food Participants	13	100.0%	\$170,189,439	100.0%
Non-ACDBE Retail Participants	8	53.3%	\$58,028,432	62.0%
ACDBE Retail Participants	7	46.7%	\$35,531,142	38.0%
Total Retail Participants	15	100.0%	\$93,559,574	100.0%

A summary of the various data sources and recommendations for the use of each is shown on Table 6 below.

Table 6 - Summary of Data Sources		
Data Source	ACDBE Availability	Comments
Directory/Census	F/B – 0.2% Retail – 0.1% Foreign Currency – 0.0%	Permitted under the regulation but may not be accurate as firms in census have not all indicated an interest in airport concessions while firms in directory have indicated an interest.
Economic Census	F/B – 45.1% Retail – 30.3% Foreign Currency – N/A	Includes both non-women/minority owned firms and women/minority owned firms as they appear in the population without regard to whether they have expressed an interest in the airport or whether they meet ACDBE certification eligibility criteria. In addition, there is overlap between minority and women-owned firms as minority women are included in both categories. We have adjusted the percentages to account for this by assuming that 50% of the women-owned businesses have already been counted as minority-owned businesses.

Table 6 - Summary of Data Sources		
Data Source	ACDBE Availability	Comments
Active Participants List - Number	F/B – 76.9% Retail – 46.7% Foreign Currency – N/A	Accurate, however this represents only those that have been successful in being awarded a concession and may not include all firms who are ready, willing and able to operate a concession. In addition, ACDBE firms operate smaller concessions, therefore gross revenue [participation is a more accurate measure.
Active Participants List - Dollars	F/B – 33.5% Retail – 38.0% Advertising – 0.0%	This is a more accurate measure than the number of firms since it takes capacity into consideration.
Bidders Lists	N/A	Not available
Expressions of Interest	N/A	Not a reliable data source as potential ACDBE firms are not identifiable.

Given the above, the City has determined that each of the data sets contains issues and drawbacks. Therefore, the City has elected to use the average of all of the available data sets (using gross revenues of active participants rather than number) as the most reliable data sources for determining availability, recognizing that all sources have issues and limitations. Averaging the four results in the following:

$$\begin{aligned} \text{Food/Beverage} &= 0.2\% + 45.1\% + 33.5\% = 78.8\% \\ 78.8\% \div 3 &= 26.3\% \end{aligned}$$

$$\begin{aligned} \text{Retail} &= 0.1\% + 30.3\% + 38.0\% = 68.4\% \\ 68.4\% \div 3 &= 22.8\% \end{aligned}$$

Foreign Currency – Given the fact that there are no ACDBE Foreign Currency firms in the AZ UCP directory, we have elected not to set an ACDBE Goal for the Foreign Currency concession.

The **base goal** for availability for any upcoming food/beverage concession opportunities is **26.3%**. (Note: None are planned at this time, however this is provided in the event that food/beverage opportunities are added).

The **base goal** for availability for the upcoming retail concession opportunities is **22.8%**.

Foreign Currency – There are numerous challenges with implementing ACDBE participation in foreign currency concessions as there are no ACDBEs certified in this trade in the relevant geographic region and while there are seven certified firms in the FAA DBE-System, only one of the seven operates independently. These concessions most likely lend themselves to achieving ACDBE participation through the purchase of goods/services, however we have no data to support a goal for purchases. We will implement a reporting requirement in this concession opportunity when awarded to enable the setting of a purchasing goal in the future. The City will encourage ACDBE firms to submit bids and non-ACDBE firms to include ACDBE participants to the greatest extent possible.

Weighting of Base Goal for Continuing/Upcoming Opportunities

Passenger traffic at PHX has rebounded from the severe declines experienced during the COVID-19 pandemic. Calendar year 2022 enplanements were 3.9% below 2019 enplanements. For calendar year 2023 through May, enplanements are 5.4% greater than the same period in 2019. The City has weighted the base goal using 6% growth against the base year of 2019 and calculated availability by contract type for an average year. Assuming the rate of growth will be even amongst all categories, the goal would remain the same from year to year although the dollar amounts will increase significantly from year to year. The result is shown in Table 7 below:

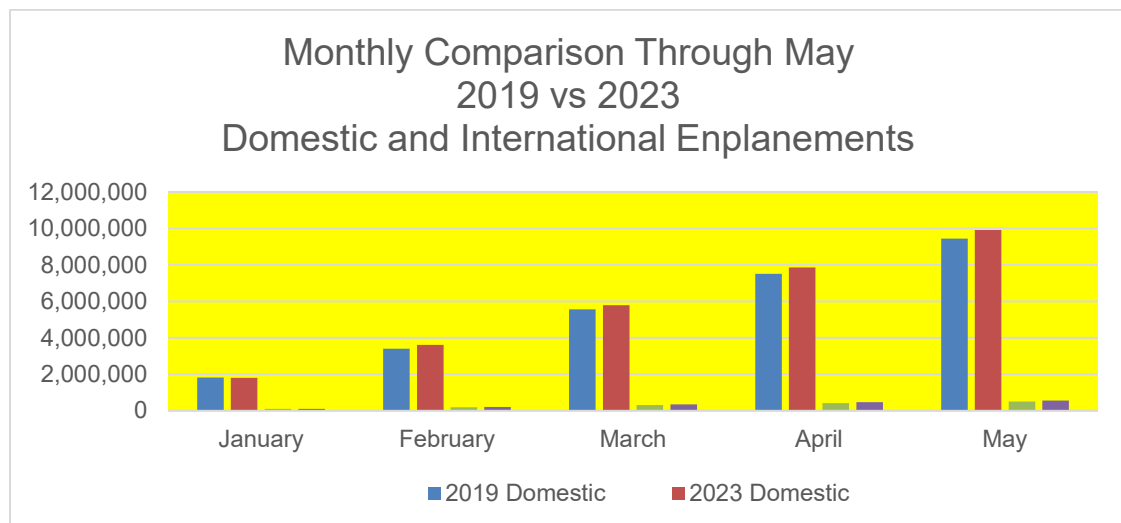
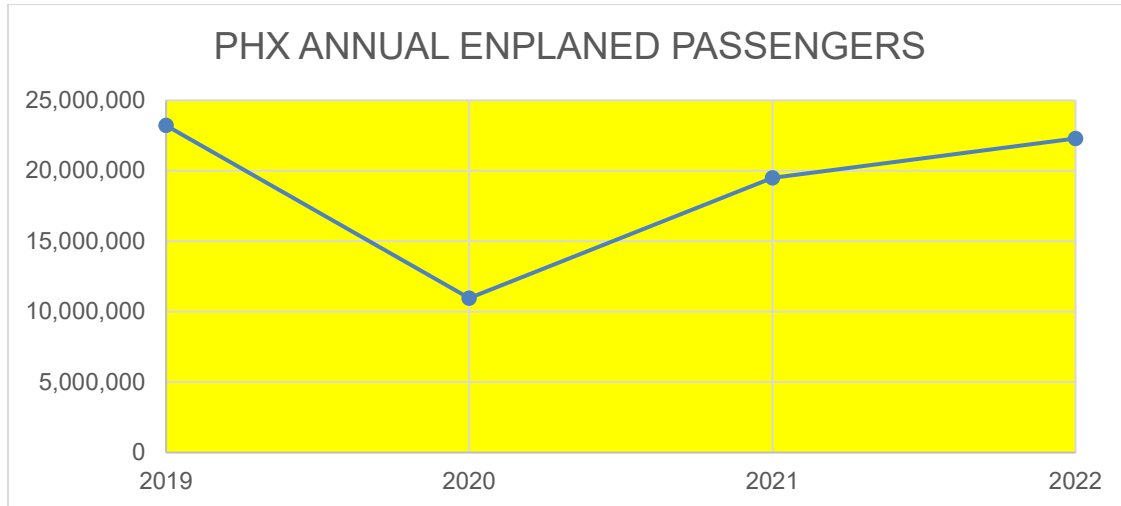


Table 7 - FFY 2024 - 2026 Base Goal Calculations			
FFY 2024 Projections			
Concession	Gross Revenues	ACDBE Goal %	ACDBE Goal \$
Ongoing Food/Beverage	\$191,224,854	31.7%	\$60,618,279
Ongoing Gift/News/Retail	\$103,731,836	21.1%	\$21,887,417
New Gift/News/Retail	\$1,400,000	22.8%	\$319,200

Table 7 - FFY 2024 - 2026 Base Goal Calculations			
Advertising	\$4,534,665	0.0%	\$0
Screening, WIFI, Lounge, Lottery	\$9,846,459	0.0%	\$0
Foreign Currency Exchange	\$1,100,000	0.0%	\$0
Total FFY 2024	\$311,837,813	26.6%	\$82,824,896
FFY 2025 Projections			
Concession	Gross Revenues	ACDBE Goal %	ACDBE Goal \$
Ongoing Food/Beverage	\$202,698,345	31.7%	\$64,255,375
Ongoing Gift/News/Retail	\$109,955,746	21.1%	\$23,200,662
New Gift/News/Retail	\$1,484,000	22.8%	\$338,352
Advertising	\$4,806,745	0.0%	\$0
Screening, WIFI, Lounge, Lottery	\$10,437,245	0.0%	\$0
Foreign Currency Exchange	\$1,166,000	0.0%	\$0
Total FFY 2025	\$330,548,082	26.6%	\$87,794,390
FFY 2026 Projections			
Concession	Gross Revenues	ACDBE Goal %	ACDBE Goal \$
Ongoing Food/Beverage	\$214,860,246	31.7%	\$68,110,698
Ongoing Gift/News/Retail	\$116,553,091	21.1%	\$24,592,702
New Gift/News/Retail	\$1,573,040	22.8%	\$358,653
Advertising	\$5,095,150	0.0%	\$0
Screening, WIFI, Lounge, Lottery	\$11,063,480	0.0%	\$0
Foreign Currency Exchange	\$1,235,960	0.0%	\$0
Total FFY 2026	\$350,380,967	26.6%	\$93,062,053

FFY 2024 - 2026 Projections			
Concession	Gross Revenues	ACDBE Goal %	ACDBE Goal \$
Ongoing Food/Beverage	\$608,783,444	31.7%	\$192,984,352
Ongoing Gift/News/Retail	\$330,240,674	21.1%	\$69,680,782
New Gift/News/Retail	\$4,457,040	22.8%	\$1,016,205
Advertising	\$14,436,561	0.0%	\$0

Screening, WIFI, Lounge, Lottery	\$31,347,184	0.0%	\$0
Foreign Currency Exchange	\$3,501,960	0.0%	\$0
Total FFY 2024 - 2026	\$992,766,862	26.6%	\$263,681,339

As shown above, the **base goal** proposed for the three-year period beginning on October 1, 2023, and ending on September 30, 2026, is 26.6%.

Step 2 – Adjustments

The ACDBE regulation provides for a Step 2 adjustment of the developed base goal for a variety of factors, including the current capacity of ACDBEs to perform work in a concession program, as measured by the volume of work ACDBEs have performed in recent years. We have reviewed the ACDBE achievement for the most recent five-year period for direct participation only (excluding purchases) to provide for an adjustment of the base goal as follows:

Table 8 – Past History of ACDBE Participation*			
Year	Total Gross Revenues	ACDBE Gross Revenues	ACDBE %
2022	\$281,330,342	\$92,580,130	31.9%
2021	\$186,876,056	\$59,633,672	32.0%
2020	\$167,794,270	\$50,212,098	29.9%
2019	\$265,404,451	\$84,830,713	32.0%
2018	\$253,943,940	\$96,924,639	38.2%

* Direct ownership participation only

Adjusting for past participation history, using the 5-year median of 32.0%, results in the following:

$$26.6\% \text{ (Base Goal)} + 32.0\% \text{ (Median)} = 58.6\%$$

$$58.6\% \div 2 = 29.3\%$$

Therefore, the Proposed Overall Three-Year Goal for FFY 2024-2026 = 29.3%

RACE-NEUTRAL/RACE-CONSCIOUS GOAL

The goals set forth in this document have been set as race-neutral as the City has had success in meeting its race-neutral goal over the past 5 years.

The City may use the following race-neutral measures to facilitate ACDBE participation:

1. Locating and identifying ACDBEs and other small businesses that may be interested in participating as concessionaires under 49 CFR Part 23.
2. Notifying ACDBEs of concession opportunities and encouraging them to compete, when appropriate.

3. When practical, structuring concession activities to encourage and facilitate the participation of ACDBEs.
4. Providing technical assistance to ACDBEs in overcoming limitations, such as inability to obtain bonding or financing.
5. Ensuring that competitors for concession opportunities are informed during pre-solicitation meetings about how the sponsor's ACDBE program will affect the procurement process.
6. Providing information concerning the availability of ACDBE firms to competitors to assist them in obtaining ACDBE participation; and
7. Establishing a business development program (see 49 CFR Part 26.35) or technical assistance program or taking other steps to foster ACDBE participation in concessions.

If during the term of these overall goals, the City projects that race-neutral measures, standing alone, are not sufficient to meet the overall goal, the City will use the following race-conscious measures to meet the goal.

1. Establish race-conscious concession-specific goals for particular concession opportunities.
2. Negotiate with potential concessionaires to include ACDBE participation through direct ownership arrangements or measures, in the operation of the concession.
3. With prior FAA approval, other methods that take a competitor's ability to provide ACDBE participation into account in awarding a concession.

To ensure the City's ACDBE program will be narrowly tailored to overcome the effects of discrimination, the City will adjust the estimated breakout of race-neutral and race-conscious participation as needed to reflect actual experience with ACDBE participation. The City will also track and report race-neutral and race-conscious participation separately if the City uses concession-specific goals. For reporting purposes, race-neutral ACDBE participation includes, but is not necessarily limited to, the following: ACDBE participation through a prime contract that an ACDBE obtains through customary competitive procurement procedures; ACDBE participation through a subcontract on a prime contract that does not carry an ACDBE goal; ACDBE participation on a prime contract exceeding a concession-specific goal; and ACDBE participation through a subcontract from a prime contractor that did not consider a firm's ACDBE status in making the award.

The City will maintain data separately on ACDBE achievements in those contracts with and without concession-specific goals, respectively.

New Opportunities

If a new concession opportunity arises prior to the end of this goal period and the estimated average of annual gross revenues are anticipated to be \$200,000 or greater, the City will submit an appropriate adjustment to the overall goal. This will be submitted to the FAA for approval prior to executing the new concession agreement (23.45(i)).

The City determines the market area for each concession opportunity separately since the market area may vary depending upon the size and nature of the specific opportunity. For example, the geographical area in which the substantial majority of firms that seek to do concessions business with the airport are located and the geographical area in which the firms receive a substantial majority of concessions related revenues are located may be national for large contracts and local or regional for smaller contracts. The market area is defined for each concession opportunity as it arises and as the City undertakes the goal-setting process.

Goods and Services

The City can meet the percentage goal by including purchases from ACDBEs of goods and services used in business conducted at PHX. The City, and the businesses at PHX, shall make good faith efforts to explore all available options to achieve, to the maximum extent practicable, compliance with the goal through direct ownership arrangements, including joint ventures and franchises. The dollar value from purchases of goods and services from ACDBEs may be added to the numerator, and the dollar value from purchases of goods and services from all firms (ACDBEs and non-ACDBEs) may be added to the denominator.

Management Contract or Subcontract

The City can meet the percentage goal by including any business operated through a management contract or subcontract with an ACDBE. The City, and the businesses at PHX, will add the dollar amount of a management contract or subcontract with an ACDBE to the total participation by ACDBEs in airport concessions (both the numerator AND the denominator) and to the base from which the airport's percentage goal is calculated. However, the dollar amount of a management contract or subcontract with a non-ACDBE and the gross revenue of business activities to which the management contract or subcontract pertains will not be added to this base in either the numerator or denominator. While the City realizes that this appears to go against the normal rules and rationale for goal setting, the City understands that this method is nevertheless required by statute.

Consultation with Stakeholders

The City held a virtual stakeholder meeting on August 28, 2023. Invitees included all seven-hundred, eighty-seven (787) certified City of Phoenix Vendors, with separate invites sent to all one-hundred, fifty-six (156) current City of Phoenix Concessionaires, Vendors and Suppliers. Additionally, the stakeholders meeting was publicized to minority and women's business groups, community and trade organizations identified in Table 9.

The City's published announcement (in English and Spanish) regarding the stakeholder meeting and availability of the proposed goal and methodology for public review is included as Attachment A.

Table 9 - Community and Business Organizations
ACE Japan
Airport Revenue News
Arizona Chinese News
Airports Council International - North America (ACI-NA)
American Association of Airport Executives (AAAE)
American Indian Chamber of Commerce of Arizona (AICCAZ)
Arizona Hispanic Chamber of Commerce (AZHCC)
Arizona Informant
Arizona Republic
Asian Chamber of Commerce
Associated Minority Contractors of Arizona (AMCAAZ)
Auto Rental News
AZ Business Gazette (Official Ad)
B2G Event - Certified Concessionaires, Vendors and Suppliers

Barriozone Magazine
Black Chamber of Arizona
Chinese Chamber of Commerce of Arizona
El Break
FAA dbE-Connect
Filipino American Journal
Gila River Indian News
International Parking Association (IPI)
La Frontera Times
La Voz
MiConexiones.com
Muslim Voice
National Parking Association (NPA)
Navajo Times
Pacific Southwest Minority Supplier Diversity Council
Parking Today
Phoenix Sky Harbor Website
PhxSoul.com
Prensa Arizona (In Spanish)
Southwest Chapter of the American Association of Airport Executives (SWAAAE)
The Chocolate Voice

There were twenty-eight (28) attendees at the meeting, as identified in Attachment B. The questions asked by attendees are included as Attachment C. These questions were answered by the panelists during the question-and-answer session following the presentation.

To further foster small business participation, the City will hold informational meetings and workshops about upcoming Request for Proposals (RFP) during the solicitation process.

ACDBE GOAL and METHODOLOGY
Car Rental Concessions
Overall Goal Calculation for Car Rentals Concessions (49 CFR Part 23.53)
Phoenix Sky Harbor International Airport
FFY 2024 - 2026

Background

Phoenix Sky Harbor International Airport currently has six (6) car rental firms, operating a total of twelve (12) brands, based in its consolidated car rental facility at the airport. The current agreements will not expire during this goal period. FFY 2022 car rental concession revenues were approximately \$570 million (a 2.0% decrease from 2019). Annual purchases of goods/services by car rental firms were approximately \$59 million in FFY 2022.

In accordance with the regulation regarding ACDBE participation in Airport Concessions, we have conducted research to determine an appropriate ACDBE goal for car rental concessions at the airport. The methodology for setting the goals is included in this report.

49 CFR Part 23 provides the following guidance for establishing concession goals:

- § 23.51(a) Your objective in setting a goal is to estimate the percentage of the base calculated under §§23.47–23.49 that would be performed by ACDBEs in the absence of discrimination and its effects.*
- (1) This percentage is the estimated ACDBE participation that would occur if there were a “level playing field” for firms to work as concessionaires for your airport.*
- (2) In conducting this goal setting process, you are determining the extent, if any, to which the firms in your market area have suffered discrimination or its effects in connection with concession opportunities or related business opportunities.*
- (3) You must complete the goal-setting process separately for each of the two overall goals identified in §23.41 of this part.*
- (b) (1) Each overall concessions goal must be based on demonstrable evidence of the availability of ready, willing and able ACDBEs relative to all businesses ready, willing and able to participate in your ACDBE program (hereafter, the “relative availability of ACDBEs”).*
- (2) You cannot simply rely on the 10 percent national aspirational goal, your previous overall goal, or past ACDBE participation rates in your program without reference to the relative availability of ACDBEs in your market.*
- (3) Your market area is defined by the geographical area in which the substantial majority of firms which seek to do concessions business with the airport are located and the geographical area in which the firms which receive the substantial majority of concessions-related revenues are located. Your market area may be different for different types of concessions.*

Counting Participation in Car Rentals

Given the fact that there are no ACDBE car rental companies currently operating at the airport and few ACDBE car rental concession operators, none based in Arizona, we have elected to base the Car Rental ACDBE goal on the purchase of goods and services from ACDBE or potential/ACDBE firms. The regulation provides for counting ACDBE participation for car rentals as follows:

§ 23.53 How do car rental companies count ACDBE participation toward their goals?

- (a) As a car rental company, you may, in meeting the goal the airport has set for you, include purchases or leases of vehicles from any vendor that is a certified ACDBE.*

(b) As a car rental company, if you choose to meet the goal the airport has set for you by including purchases or leases of vehicles from an ACDBE vendor, you must also submit to the recipient documentation of the good faith efforts you have made to obtain ACDBE participation from other ACDBE providers of goods and services.

(c) While this part does not require you to obtain ACDBE participation through direct ownership arrangements, you may count such participation toward the goal the airport has set for you.

(d) The following special rules apply to counting participation related to car rental operations:

(1) Count the entire amount of the cost charged by an ACDBE for repairing vehicles, provided that it is reasonable and not excessive as compared with fees customarily allowed for similar services.

(2) Count the entire amount of the fee or commission charged by an ACDBE to manage a car rental concession under an agreement with the concessionaire toward ACDBE goals, provided that it is reasonable and not excessive as compared with fees customarily allowed for similar services.

(3) Do not count any portion of a fee paid by a manufacturer to a car dealership for reimbursement of work performed under the manufacturer's warranty.

(e) For other goods and services, count participation toward ACDBE goals as provided in part 26, §26.55 and §23.55 of this part. In the event of any conflict between these two sections, §23.55 controls.

(f) If you have a national or regional contract, count a pro-rated share of the amount of that contract toward the goals of each airport covered by the contract. Use the proportion of your applicable gross receipts as the basis for making this pro-rated assignment of ACDBE participation.

Example to paragraph (f): Car Rental Company X signs a regional contract with an ACDBE car dealer to supply cars to all five airports in a state. The five airports each account for 20 percent of X's gross receipts in the state. Twenty percent of the value of the cars purchased through the ACDBE car dealer would count toward the goal of each airport.

Market Area

Based on the types of goods/services purchased by the firms (e.g., auto repair, insurance, fuel, etc.), we have determined that the market area for the purchase of goods and services, with the exception of vehicle purchases, is the State of Arizona. The geographic region for the purchase of vehicles varies depending on the operator with some purchasing from dealerships within the state and others from various areas of the country, including from manufacturers. Therefore, we will use a national geographic region for vehicle purchases.

Goal-Setting Step I

The regulation provides the following examples of potential approaches for accomplishing Step 1, determining the base figure, as follows:

§23.51(c) *Step 1. You must begin your goal setting process by determining a base figure for the relative availability of ACDBEs. The following are examples of approaches that you may take toward determining a base figure. These examples are provided as a starting point for your goal setting process. Any percentage figure derived from one of these examples should be considered a basis from which you begin when examining the evidence available to you.*

These examples are not intended as an exhaustive list. Other methods or combinations of methods to determine a base figure may be used, subject to approval by the FAA.

(1) Use DBE Directories and Census Bureau Data. Determine the number of ready, willing and able ACDBEs in your market area from your ACDBE directory. Using the Census Bureau's County Business Pattern (CBP) data base, determine the number of all ready, willing and able businesses available in your market area that perform work in the same NAICS codes. Divide the number of ACDBEs by the number of all businesses to derive a base figure for the relative availability of ACDBEs in your market area.

2) Use an Active Participants List. Determine the number of ACDBEs that have participated or attempted to participate in your airport concessions program in previous years. Determine the number of all businesses that have participated or attempted to participate in your airport concession program in previous years. Divide the number of ACDBEs who have participated or attempted to participate by the number for all businesses to derive a base figure for the relative availability of ACDBEs in your market area.

(3) Use data from a disparity study. Use a percentage figure derived from data in a valid, applicable disparity study.

(4) Use the goal of another recipient. If another airport or other DOT recipient in the same, or substantially similar, market has set an overall goal in compliance with this rule, you may use that goal as a base figure for your goal.

(5) Alternative methods. (i) You may use other methods to determine a base figure for your overall goal. Any methodology you choose must be based on demonstrable evidence of local market conditions and be designed to ultimately attain a goal that is rationally related to the relative availability of ACDBEs in your market area.

We have decided to use the DBE Directories and Census Bureau Data method for determining availability as follows:

The most recent available census bureau data is for 2021. The NAICS codes for the various trades typically utilized by car rental concessions was determined through a previous survey of car rental concessionaires and research and are shown on the chart below.

Table 1 – 2021 U.S. Census Arizona Unified Certification Program Directory				
Description	NAICS	Census	Directory DBE/ACDBE	DBE/ACDBE %
Accounting	541211	1,100	0	0.0%
Asset Recovery	561491	18	0	0.0%
Auto Body Repair	811121	580	3	0.5%
Auto Parts	423120	227	1	0.4%
Auto Repair	811111	1,607	2	0.1%

Table 1 – 2021 U.S. Census Arizona Unified Certification Program Directory				
Description	NAICS	Census	Directory DBE/ACDBE	DBE/ACDBE %
Auto Transport	484230	203	2	1.0%
Backflow Testing	238220	2,376	13	0.6%
Background Checks	541612	180	8	4.4%
Building Security	561621	147	8	5.4%
Car Dealerships ¹	441110	21,622	5 (national)	%
Car Wash Maintenance	423850	78	1	1.3%
Cleaning Supplies	423850	78	1	1.3%
Computer Support/Materials	423430	171	4	2.3%
Concrete Maintenance	238110	415	34	8.2%
Consulting	541611	2,280	53	2.3%
Delivery Svc	492110	238	2	0.8%
Door Maintenance/Repair	236220	755	24	3.2%
Drug Testing	621999	204	3	1.5%
Electrical	238210	1,542	39	2.5%
Elevator Maintenance	238290	114	0	0.0%
Equipment Rental (GPS)	532210	88	0	0.0%
Fire Safety	423990	128	6	4.7%
Fire Suppression	423990	128	6	4.7%
First Aid	424210	188	1	0.5%
Fuel/Oil/Energy	424720	36	0	0.0%
Fuel Maintenance	333914	4	0	0.0%
GPS Devices	334220	8	0	0.0%
HVAC Maintenance	238220	2,376	13	0.6%
Insurance	524210	2,884	0	0.0%
Janitorial Services	561720	1,216	20	1.7%
Keys/Locks	561622	79	1	1.3%
Legal Services	541110	3,110	1	0.0%

Table 1 – 2021 U.S. Census Arizona Unified Certification Program Directory				
Description	NAICS	Census	Directory DBE/ACDBE	DBE/ACDBE %
Luggage Carts/Wheelchairs	423450	225	2	0.9%
Office Expense	424120	52	1	1.9%
Pest Control	561710	552	1	0.2%
Plumbing	238220	2,376	13	0.6%
Printing	323111	275	2	0.7%
Roadside Assistance	488410	178	0	0.0%
Security	561621	147	8	5.4%
Signage	323111	275	2	0.7%
Tires	423130	43	0	0.0%
Towing	488410	178	0	0.0%
Uniforms	812331	14	0	0.0%
Uniform Cleaning	812320	243	0	0.0%
Windshield Repair	811122	262	1	0.4%

¹Car dealership ACDBE availability is based on a national geographic region using the DBE-Connect database.

We have weighted the availability calculations based on information obtained from car rental companies as shown below. It should be noted that the weighting was obtained based on a survey of car rental firms conducted for San Diego International Airport. We have been unable to collect this level of detail from the car rental firms operating at Phoenix Sky Harbor International Airport, however car rental firms have indicated that the breakdown of trades is fairly standard across operations. We continue to request detailed information from car rental firms operating at the airport. In addition, the dollar value of purchases varies greatly from year to year depending upon fleet replacement in any given year, however over time, the percentage of purchases by category remains static. Therefore, we have calculated the goal based on percentages rather than pure dollars.

Table 2 – Weighted ACDBE Availability (Based on Directory/Census)				
Description	NAICS	Total* (A)	DBE/ACDBE % (B) [From Table 1]	DBE/ACDBE % of \$ spent (A X B)
Accounting	541211	0.10%	0.00%	0.00%
Asset Recovery	561491	0.00%	0.00%	0.00%
Auto Body Repair	811121	0.70%	0.50%	0.00%
Auto Parts	423120	0.20%	0.40%	0.00%

Table 2 – Weighted ACDBE Availability (Based on Directory/Census)				
Description	NAICS	Total* (A)	DBE/ACDBE % (B) [From Table 1]	DBE/ACDBE % of \$ spent (A X B)
Auto Repair	811111	4.60%	0.10%	0.00%
Backflow Testing	238220	0.00%	0.60%	0.00%
Background Checks	541612	0.00%	4.40%	0.00%
Building Security	561621	0.00%	5.40%	0.00%
Car Wash Maintenance	423850	0.30%	1.30%	0.00%
Cleaning Supplies	423850	0.00%	1.30%	0.00%
Computer Support/Materials	423430	0.10%	2.30%	0.00%
Concrete Maintenance	238110	0.50%	8.20%	0.04%
Consulting	541611	0.10%	2.30%	0.00%
Delivery Service	492110	0.10%	0.80%	0.00%
Door Maintenance/Repair	236220	0.20%	3.20%	0.01%
Drug Testing	621999	0.00%	1.50%	0.00%
Electrical	238210	0.20%	2.50%	0.01%
Elevator Maintenance	238290	0.40%	0.00%	0.00%
Equipment Rental (GPS)	532210	0.00%	0.00%	0.00%
Fire Safety	423990	0.00%	4.70%	0.00%
Fire Suppression	423990	0.00%	4.70%	0.00%
First Aid	424210	0.00%	0.50%	0.00%
Fuel Maintenance	333911	0.10%	0.00%	0.00%
Fuel/Oil/Energy	424720	12.30%	0.00%	0.00%
GPS Devices	334220	0.10%	0.00%	0.00%
HVAC Maintenance	238220	0.10%	0.60%	0.00%
Insurance	524210	2.10%	0.00%	0.00%
Janitorial Services	561720	0.90%	1.70%	0.02%
Keys/Locks	561622	0.00%	1.30%	0.00%
Legal Services	541110	0.00%	0.00%	0.00%
Luggage Carts/Wheelchairs	423450	0.00%	0.90%	0.00%
Office Expense	424120	0.20%	1.90%	0.00%

Table 2 – Weighted ACDBE Availability (Based on Directory/Census)				
Description	NAICS	Total* (A)	DBE/ACDBE % (B) [From Table 1]	DBE/ACDBE % of \$ spent (A X B)
Pest Control	561710	0.00%	0.20%	0.00%
Plumbing	238220	0.00%	0.60%	0.00%
Printing	323111	0.00%	0.70%	0.00%
Roadside Assistance	488410	0.00%	0.00%	0.00%
Security	561621	0.40%	5.40%	0.02%
Signage	323111	0.00%	0.70%	0.00%
Tires	423130	1.60%	0.00%	0.00%
Towing	488410	0.10%	0.00%	0.00%
Transport (Auto)	484230	1.80%	1.00%	0.02%
Uniform Cleaning	812331	0.00%	0.00%	0.00%
Uniforms	812331	0.00%	0.00%	0.00%
Windshield Repair	811122	0.10%	0.40%	0.00%
Total (Excluding Vehicle Purchases)		27.30%		0.13%
Vehicle Purchases		72.70%	0.02%	0.01%
Total Purchases		100.00%		0.14%

*Total breakdown of sales by category based on information obtained from car rental firms.

We therefore propose the **base goal** at 0.14%.

Step 2 - Examine the data to determine what adjustment, if any, is needed to the Base Figure

The ACDBE regulation provides for a Step 2 adjustment of the developed base goal for a variety of factors, including the current capacity of ACDBEs to perform work in a concession program, as measured by the volume of work ACDBEs have performed in recent years. We have reviewed the ACDBE achievement for the most recent five-year period for car rental purchases to provide for an adjustment of the base goal as follows.

Table 3 - Past History of ACDBE Participation*			
Year	Total Purchases	ACDBE Purchases	ACDBE %
2022	\$58,969,752	\$4,130,590	7.00%
2021	\$16,230,759	\$3,451,917	21.27%

2020	\$42,918,679	\$3,194,646	7.44%
2019	\$40,992,435	\$3,704,378	9.04%
2018	\$51,846,322	\$2,771,975	5.35%

*Based on purchases only

Base goal of 0.14% + Median ACDBE Participation (2018-2022) of 7.44% = 7.58%

$$7.58\% \div 2 = 3.79\%$$

There is no other relevant data to support an adjustment to the base goal. Therefore, the proposed overall ACDBE goal for the three-year period commencing October 1, 2023, and ending September 30, 2026, is 3.8%.

Therefore, the Proposed Overall Three-Year Goal for Car Rental for FFY 2024-2026 = 3.8%

Race-Neutral/Race-Conscious Recommendation

Phoenix Sky Harbor International Airport is currently achieving its car rental goal in a race-neutral environment. We recommend that the goals continue to be implemented as race-neutral as the goal has been fully achieved using race-neutral means over the past three-year period.

Consultation with Stakeholders

The City held a virtual stakeholder meeting on August 28, 2023. Invitees included all seven-hundred, eighty-seven (787) certified City of Phoenix Vendors, with separate invites sent to all one-hundred, fifty-six (156) current City of Phoenix Concessionaires, Vendors and Suppliers. Additionally, the stakeholders meeting was publicized to minority and women's business groups, community and trade organizations identified in Table 4.

The City's published announcement (in English and Spanish) regarding the stakeholder meeting and availability of the proposed goal and methodology for public review is included as Attachment A.

Table 4 - Community and Business Organizations
ACE Japan
Airport Revenue News
Arizona Chinese News
Airports Council International - North America (ACI-NA)
American Association of Airport Executives (AAAE)
American Indian Chamber of Commerce of Arizona (AICCAZ)
Arizona Hispanic Chamber of Commerce (AZHCC)
Arizona Informant
Arizona Republic - City Page
Asian Chamber of Commerce
Associated Minority Contractors of Arizona (AMCAAZ)
Auto Rental News
AZ Business Gazette (Official Ad)
B2G Event - Certified Concessionaires, Vendors and Suppliers

Barriozona Magazine
Black Chamber of Arizona
Chinese Chamber of Commerce of Arizona
El Break
FAA dbE-Connect
Filipino American Journal
Gila River Indian News
International Parking Association (IPI)
La Frontera Times
La Voz
MiConexiones.com
Muslim Voice
National Parking Association (NPA)
Navajo Times
Pacific Southwest Minority Supplier Diversity Council
Parking Today
Phoenix Sky Harbor Website
PhxSoul.com
Prensa Arizona (In Spanish)
Southwest Chapter of the American Association of Airport Executives (SWAAAE)
The Chocolate Voice

There were twenty-eight (28) attendees at the meeting, as identified in Attachment B. The questions asked by attendees are included as Attachment C. These questions were answered verbally by the panelists during the question-and-answer session following the presentation.

To further foster small business participation, the City will hold informational meetings and workshops about upcoming Request for Proposals (RFP) during the solicitation process and will participate in Airport Minority Advisory Council's (AMAC) annual car rental outreach event.

ATTACHMENT A

**PUBLIC NOTICE OF CITY OF PHOENIX PROPOSED
FEDERAL AVIATION ADMINISTRATION
ACDBE PARTICIPATION GOALS**

We Need Your Feedback: Airport Concession Disadvantaged Business Enterprise (ACDBE) Triennial Goal

July 28, 2023

PUBLIC NOTICE OF CITY OF PHOENIX'S PROPOSED FEDERAL AVIATION ADMINISTRATION TRIENNIAL ACDBE PARTICIPATION GOAL

Phoenix proposes an ACDBE Participation Goal of 29.3% in Non-Rental Car Concessions and a 3.8% in Rental Car Concession Opportunities at Phoenix Sky Harbor International Airport.

The City of Phoenix is soliciting feedback from community stakeholders on the Airport Concession Disadvantaged Business Enterprise (ACDBE) Triennial Goal that will be proposed to the Federal Aviation Administration (FAA) on October 1, 2023. A goal of 29.3% in non-rental car concessions and a 3.8% in rental car concessions for ACDBE participation will be proposed for the time period of October 2023 to September 2026; these goals must be achieved on an annual basis.

The ACDBE goal, which will be achieved through race- and gender-neutral measures, is established pursuant to 49 Code of Federal Regulations, Part 23 and FAA guidance. Due to an absence of a disparity study, rather than setting ACDBE goals, the city imposes small business outreach requirements on its contracts to foster small business and ACDBE participation.

Details about the proposed ACDBE goal are available for public review and inspection at the city's Equal Opportunity Department, 200 W. Washington St., 15th floor, during regular business hours for 30 days following the date of this notice. Please contact Jana Evans at jana.evans@phoenix.gov, to schedule an appointment to view the proposed Triennial Goals. Public comments will be received for a period of 45 days from the date of this notice. Based upon a review of comments received, the city reserves the right to adjust the proposed goals.

A presentation for finalization of the proposed ACDBE goals will be held via WebEx virtual meeting on Monday, August 28, 2023, from 9:00-10:30 a.m.

To RSVP online, please register at <https://city-of-phoenix-faa-triennial-acdbe-goal-setting-meeting.eventbrite.com>

For more information about the public forum, please contact Jana Evans at 602-683-3891/voice or 7-1-1/TTY, or email jana.evans@phoenix.gov

To request a reasonable accommodation, please contact Ira McCullough by August 21, 2023, at 602-273-4062/Voice or 7-1-1/TTY, or email at PHXCivilRights@phoenix.gov

Phoenix propone una meta ACDBE del 29.3% en Oportunidades de Concesiones en el Aeropuerto Internacional Sky Harbor de Phoenix.

La municipalidad de Phoenix está solicitando comentario de los principales interesados sobre la meta trienal de Iniciativa para Concesión en Aeropuerto para Negocios Desfavorecidos (ACDBE por sus siglas en inglés) que será propuesta a la Administración Federal Aérea (FAA) el 1 de octubre, 2023. Se propondrá una meta de 29.3% en concesiones de automóviles que no son de alquiler y un 3.8 % en concesiones de automóviles de alquiler para la participación de ACDBE para el período de octubre de 2023 a septiembre de 2026; las metas deberán ser alcanzadas anualmente.

La meta ACDBE, que se logrará a través de medidas neutrales en cuanto a raza y género, es establecida de conformidad con Código 49 de las Regulaciones Federales, Parte 23 y guiadas por la FAA. Debido a la falta de un estudio de disparidad, en vez de establecer metas ACDBE, la ciudad impone requisitos en sus contratos para el involucramiento de las pequeñas empresas para fomentar la participación de las pequeñas empresas y ACDBE.

Los detalles sobre la meta propuesta de ACDBE están disponibles para inspección y revisión pública en el Departamento de Igualdad de Oportunidad, 200 W. Washington St., piso 15, en horas normales laborales por 30 días a partir de la fecha de este aviso. Por favor, ponerse en contacto con Jana Evans en jana.evans@phoenix.gov, para programar una cita para ver los objetivos trienales propuestos. Se recibirán los comentarios públicos por 45 días a partir de la fecha de este aviso. Basado en un repaso de los comentarios recibidos, la municipalidad reserva el derecho de ajustar la metas propuesta.

El lunes, 28 de Agosto, de 9:00 - 10:30 a.m. se llevará a cabo una reunión virtual por WebEx para hacer una presentación y finalizar la meta propuesta de ACDBE.

Para confirmar su asistencia en línea, regístrese en <https://city-of-phoenix-faa-triennial-acdbe-goal-setting-meeting.eventbrite.com>

Para más información acerca de la proposición de ACDBE o acerca del foro público, llames Jana Evans al 602-683-3891/voz o 7-1-1/TTY, o correo electrónico jana.evans@phoenix.gov

Para solicitar ajustes razonable, favor de comunicarse con Ira McCullough antes del 21 de Agosto, 2023 en 602-273-4062/voz o 7-1-1/TTY, o correo electrónico PHXCivilRights@phoenix.gov

ATTACHMENT B

**Stakeholder Meeting Attendees
ACDBE Triennial Goal Setting Public Forum FFY 2024-2026
August 28, 2023**

Stakeholder Meeting Attendees
ACDBE Triennial Goal Setting Public Forum FFY 2024-2026
August 28, 2023

Display Name	Role	Attendee Email
Call-in User_2 (713705****)	attendee	
Call-in User_3 (480528****)	attendee	
Call-in User_4 (602740****)	attendee	
Aaron Gatewood	attendee	aaron.gatewood@gmail.com
Alexa Sindelar	attendee	alexa@sarahsfoods.com
CiCi Colbert	attendee	alla.herbs1@gmail.com
Angela Booker, ISFAC, LLC	attendee	angela@isfac.net
Anthony	attendee	anthony@davenportmgt.com
BBiagas	attendee	bbiagas@hudsongroup.com
Bruce Mosby	attendee	bruce@mosbyco.com
Cheri DeLaVergne	attendee	cdelavergne@edsservicesolutions.com
Celeste Talley	attendee	celeste@simplycelestes.com
Cindy Olivares	panelist	coliares@acc-consulting-llc.com
Cristina Pulley	attendee	cpulley@mca-airprts.com
Denise Meridith	attendee	denisemeridithconsultants@cox.net
Donald Logan	panelist	donald.logan@phoenix.gov
Donald N Mayes	panelist	donald.mayes@phoenix.gov
Gonzalo EDM Ventures	attendee	gdelamelena@edmventures.com
Jana L Evans	panelist	jana.evans@phoenix.gov
Jeremy Leon	attendee	jeremy@ljscleaningsolutions.com
Jerry Leon	attendee	jerry@ljscleaningsolutions.com
John Ojeda	panelist	john.ojeda@phoenix.gov
Josephine Torrez	attendee	josephinetorrez.ucs@gmail.com
Kirkland Ellens	attendee	kirkland.ellens@jacobsdaniels.com
Vanessa Amaya	attendee	kreida602@icloud.com
Kreo Solutions	attendee	kreo.solutions@kreo.co
Kristina Pylant	attendee	kristina.pylant@phoenix.gov
Kyle Fukuhara	attendee	kyle@paracomusa.com
Lindsay Esparza	attendee	lindsay.eggstasyaz@gmail.com
Mario A Mejia	attendee	mario.mejia@phoenix.gov
Melissa Trujillo	attendee	melissabtrujillo@yahoo.com
Michael Hughes	panelist	michael.hughes@phoenix.gov
ricardo de leon	attendee	ricardodeleon82@hotmail.com
Rich Graham - PHX	panelist	richard.graham@phoenix.gov
Renee Oliver	attendee	roliver@ricocondo.com
Roxann Favors	attendee	roxann.favors@phoenix.gov
Sarah Moratto	host	sarah.moratto@phoenix.gov
Scott	attendee	scott@firstclassvending.com
Silvia	coHost	silvia.valadez@phoenix.gov

ATTACHMENT C
Stakeholders Meeting Chat Activity
ACDBE Triennial Goal Setting Public Forum FFY 2024-2026
August 28, 2023

08/28/2023 Triennial Goal (ACDBE) Stakeholders
Meeting

Chat activity

- from Celeste Talley to all panelists: 9:29 AM:

How can one become a local brand whose products are sold in one or more concession areas?

- from Angela Booker, ISFAC, LLC to everyone: 9:31 AM

Do you anticipate in the F&B /RFP that you will have spaces for Small Business only?

- from Angela Booker, ISFAC, LLC to everyone: 9:32 AM

Local only

- from Kyle Fukuhara to everyone: 9:33 AM

For the Retail Opportunity, is there any flexibility to include any F&B? For example, coffee and pastries, Grab N Go snacks, etc.

- from Kyle Fukuhara to everyone: 9:34 AM

Thank you!

- from Kyle Fukuhara to everyone: 9:33 AM

For the Retail Opportunity, is there any flexibility to include any F&B? For example, coffee and pastries, Grab N Go snacks, etc.

- from Kyle Fukuhara to everyone: 9:34 AM

Thank you!

- from Angela Booker, ISFAC, LLC to everyone:

9:35 AM What are your plans to increase new ACDBE participation?

- from Angela Booker, ISFAC, LLC to everyone:

9:36 AM What about setting a few spaces for new acdbes only

- from Cheri DeLaVergne to everyone: 9:36 AM

What are your plans for existing ACDBE's. This increases competition and increases bids, but what happens to the current ACDBE's. How are they supported?

- from Vanessa Amaya to all panelists: 9:37

AM How would one sign-up for the ACDBE workshops?

- from Cheri DeLaVergne to everyone: 9:37 AM

Usually the increase in bidding lowers may require us to lower our rates to compete with new businesses and that hurts current ACDBE suppliers.

- from CiCi Colbert to everyone: 9:40

AM Where do we sign up for the interest list?

- from Cheri DeLaVergne to everyone: 9:40

AM Same question as above.

- from Silvia to everyone: 9:40 AM

<https://www.phoenix.gov/eod/programs/programworkshop>

s

- from Cheri DeLaVergne to everyone: 9:41 AM

Current clients like rental car suppliers are currently happy with services, but the increase by the Airport to find new suppliers and introduce them to our clients often hurts the current ACDBE's

- from Sarah Moratto to everyone: 9:42 AM

To sign up for our interest list please email: busopps.aviation@phoenix.gov

- from Cheri DeLaVergne to everyone: 9:42

AM Thank you for being fair to current suppliers.

- from Angela Booker, ISFAC, LLC to everyone:

9:43 AM What is the process to get on the evaluation panel?