



Alaska Department of Transportation & Public Facilities Airport Concessionaire Disadvantaged Business Enterprise Goal Methodology

Anchorage International Airport

FFY2024 – FFY2026

Section 23.45: Overall Goal Calculation for Concessions Other Than Car Rentals

Name of Recipient: Alaska DOT&PF and Ted Stevens Anchorage International Airport (ANC)

Goal Period: FFY 2024-FFY 2026

Overall Three-Year Goal:

2.44%, to be accomplished through 0% RC and 2.44% RN

The Alaska DOT&PF has determined the market area is as follows: The Municipality of Anchorage (M), state of Alaska (S), as well as the Nationwide (N) market area.

Market Area for Non-Car Rental Concessionaires

Company	Type of Concession	Municipality	State	Nationwide
Alaska Channel	Advertising		XX	XX
Baby Vend	Vending		XX	
Denali Pretzel	Food & Beverage	XX		
David Green & Sons, LLC (DGG JV)	Duty Free/General Merchandise	XX		
New Zoom Inc.	Automated Retail			XX
Ready Credit Corp	Cash to credit Machine			XX
Sushi on the Fly Joint Venture (HMS Host)	Full-Service Restaurant	XX		
Chen Alaska, Inc.	Food & Beverage	XX		
Hudson News & Gifts	News & Gifts			XX
IN Motion Entertainment Group LLC/ Motion Pictures	Electronics Retailer			XX
Innovative Vending Solutions Strategies	Vending			XX
Jazzy Gourmet Popcorn, LLC	Specialty Retail	XX		
Jet Sunglasses	Retail Vision Wear	XX		
MRD, Inc. (McDonalds)	Food & Beverage			XX
Outpost-Ralph Collin	ATM		XX	
Host International, Inc.	Full-Service Restaurant			XX
Silver Gulch	Full-Service Restaurant		XX	
The Sourdough Mercantile	Gifts, Novelties, & Souvenir Retailers	XX		
Vend Alaska	ATM		XX	
Smarte Carte	Other Airport Services			XX
NHG Airport, LLC	Full-Service Restaurant	XX		

The market area is 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 receive a substantial majority of concessions related revenues are located. It was considered reasonable based on past history and the unique geographical location of Anchorage that the Municipality of Anchorage, the state of Alaska, as well as the Nation should be used as the market area for the above reference concessions.

Base of Goal

Normally calculations for the base of the goal the Alaska DOT&PF would consider the previous 3 years of gross concession receipts and the projected potential concession revenue (gross receipts) three years into the future including upcoming new opportunities. Due to the downtick during the COVID years it was considered reasonable to take the FFY 2022 gross receipts that reflected pre-COVID numbers and apply the typical 2.5% escalation for the FFY 2024-FFY 2026 period.

Gross Receipts FY 2022- Non-Car Rental Concessions

Fiscal Year	Concessions Revenue (Excluding Car Rental)
2022	\$45,020,010
Total	\$45,020,010 x 2.5% per year

FY 2023 - \$45,420,010 + \$1,135,500 = \$ 46,555,510

FY 2024 - \$46,555,510 + \$1,163,888 = \$ 47,719,398

FY 2025 - \$47,719,398 + \$1,192,985 = \$ 48,912,383

\$143,187,291 ÷ 3 = \$47,729,097 – Average

The concession opportunities anticipated during this goal period are those reflected in the market area chart on page one (1), with estimated annual average of gross receipts of \$47,729,097.00. The FY 2022 gross receipts indicated a return to pre-COVID numbers, and the FY 2023 gross receipts are on track at an estimated \$46,500,000.00. An annual review of gross receipts will be made, and adjustments made if necessary. During the FY 2024-2026, ANC Airport anticipates five (5) new Non-Car Rental Concession Agreements for the Non-Car Rental Concession Program:

Location	Square Feet	Request for Proposal Status	NAICS Code
Room C2132 C Concourse, Cream	600	Current	722513 Limited Service Restaurants
Room C2536 C Concourse, Alaska Marketplace	682	Current	722513 Limited Service Restaurants
Room S1843 Baggage Claim - Starbucks	302	Pending	722513 Limited Service Restaurants
Room SA1483 L Gates - Rustic Market Place	610	Pending	445132 Vending Machine Operators
Room SA2610 Upper A Gates - Grizzly Pizza	3140	Pending	722511 Full Service Restaurants

ANC Airport anticipates that the revenue from C2132 and C2536 will each exceed \$200,000/year. There isn't enough data on S1843, SA1483 and SA2610 for the ANC Airport to make a prediction on additional revenues.

$\$47,729,097 \times 2.44\% = \$1,164,590$ – Projected ACDBE Participation

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.

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 Sponsor will submit to the FAA an appropriate adjustment to the overall goal. This will be submitted to the FAA for approval no later than 90 days before issuing the solicitation for the new concession opportunity. (23.45(i)).

Step 1: 23.51(c)

We determined the base figure for the relative availability of ACDBEs other than car rentals. The base figure was calculated as follows:

Numerator: Ready, willing, and able non-car rental ACDBEs in the market area 1,305 divided by 585,910.

Denominator: All ready, willing, and able non-car rental concession firms in the market area.

NAICS	Type of Concession	Total ACDBE's	Total All Firms
541850	Advertising	49	2,532
454210/445132	Vending	1	4
722513	Food & Beverage	0	226
455219	Duty Free/General Merchandise	0	1
445132	Automated Retail (Vending)	49	17,148
525990	Cash to credit Machine	3	1,606
722511	Food & Beverage	1	232
722513	Food & Beverage	0	226
459420/543220	Gifts, Novelties, & Souvenir Retailers	324	20,286
443142	Electronics Retailer	0	16,797
445132	Vending	49	17,148
722513	Specialty Retail	0	226
456130	Retail Vision wear	0	14

722513	Limited Services Restaurant	455	256,375
522320	ATM	1	5
722511	Full-Service Restaurant	314	250,186
722511	Full-Service Restaurant	3	528
543220/459420	Gifts, Novelties, & Souvenir Retailers	1	141
522320	ATM	1	5
488119	Other Airport Operations	53	1,992
722511	Full-Service Restaurant	1	232
Total		1,305	585,910

Step 1 =

$$1,305/585,910 = 0.22\% - \text{Base}$$

The directories used to search for ACDBEs included the FAA Matchmaker System National Certified Directory, the Alaska UCP DBE Directory and the U S Census Bureau/Census Data.

<https://faa.dbesystem.com/>

<https://dot.alaska.gov/cvlrts/directory.shtml>

[Census Bureau Data](#)

Step 2: 23.51(d)

After calculating a base figure of the relative availability of ACDBEs, we examined evidence to determine what adjustment if any was needed to the Step 1 base figure in order to arrive at the overall goal. It was considered reasonable to examine past performance to establish if any adjustment needs to be made. See past history below.

Alaska DOT&PF Ted Stevens Anchorage International Airport Previous ACDBE Participation Accomplishments	
YEAR	% OF ACDBE DBE PARTICIPATION
2022	8.93%
2021	4.03%
2020	4.67%*
*Median	

The next step was to determine if any adjustment might be needed to the Base Figure. It was determined that the Median of the three years was 4.67% and it was felt that the Base Figure should be adjusted to cater for this variance.

A summary of this analysis yields the following:

Median Percentage	4.67%
Base Figure	+ 0.22%
	$4.89\% \div 2 = 2.45\%$

Satisfied that the Median Percentage was valid, the final step in the comparison was the development of a simple average of the Base Figure and the Median Percentage to establish a final percentage. The result of this was 2.45%. It was felt that the Base Figure of 0.22% should be adjusted for this variance. The Average Percentage of 2.45% is established as the non-car rental ACDBE goal for FFY 2024-FFY 2026.

Public Participation

Consultation: Section 23.43.

The goal setting process used by recipients to establish their annual overall goal submitted to the operating administrations for approval includes consultation with minority, women’s and ACDBE community organizations, and other officials or organizations which could be expected to have information concerning the availability of ACDBEs and non-ACDBEs. This consultation process is also intended to gather information concerning the effects of discrimination on opportunities for ACDBEs and establishing a level playing field for the participation of ACDBEs. The Alaska DOT & PF maintains a list of DBE/ACDBEs and non-DBE companies that were utilized to provide invitations to the stakeholder consultation. The outreach for the stakeholder consultation was as follows: Email notification of the proposed ACDBE goal and information regarding the Public Consultation meeting were sent on September 14, 2023 to DBE/ACDBEs, car rental concessionaires, DBE/ACDBE conference attendees, AUCP members, Civil Rights Office Partners, and Alaska DOT&PF airport staff. Further, the ANC ACDBE goal methodology was covered during the monthly Resource Development Meeting that the Civil Rights Office attends at the Procurement Technical Assistance Center. Additionally, information regarding consultation for the ANC ACDBE goal methodology was posted on the Alaska DOT&PF Facebook page and to the CRO website. Prior to submitting the ACDBE goal to the FAA the Alaska DOT&PF consulted with stakeholders on September 20, 2023, at approximately 1:00 pm AKDT, with a question regarding access to the presentation.

TED STEVENS ANCHORAGE INTERNATIONAL AIRPORT AGENCIES CONSULTED WITH	
Agency/Organization	Discussion/Information
Rashaud Joseph, Statewide Civil Rights Office Program Manager, Alaska DOT & PF	Availabilities of ACDBEs, Directories, ACDBE opportunities, Goal setting
Sarah Starzec, Certification and Contract Compliance Officer, Alaska DOT & PF	Availabilities of ACDBEs, Directories, ACDBE opportunities, Goal setting
Zhenia C. Peterson, Civil Rights Programs & Compliance Specialist 1 Alaska DOT & PF	Availabilities of ACDBEs, Directories, ACDBE opportunities, Goal setting
Kelly Boddy, Rural Airport Manager, Alaska DOT & PF	Availabilities of ACDBEs, Directories, ACDBE opportunities, Goal setting
April Velasco, Concessions Leasing Specialist Ted Stevens Anchorage International Airport	Availabilities of ACDBEs, Directories, ACDBE opportunities, Goal setting
Dixie Niemi, Controller Enterprise Holdings	Availabilities of ACDBEs, Directories, small business and ACDBE opportunities, Goal setting
Jorie Frketic, Business Manager Enterprise Holdings	Availabilities of ACDBEs, Directories, small business and ACDBE opportunities, Goal setting

Kim Swenson, Leasing Specialist II Fairbanks International Airport	Availabilities of ACDBEs, Directories, small business and ACDBE opportunities, Goal setting
Angelo Tutaan, Civil Rights & Compliance Specialist, CRO	Availabilities of ACDBEs, Directories, small business and ACDBE opportunities, Goal setting
Timothy Moses, Compliance Specialist, Alaska DOT & PF	Availabilities of ACDBEs, Directories, small business and ACDBE opportunities, Goal setting
Howard Robespierre Title VI & ADA Coordinator , CRO	Availabilities of ACDBEs, Directories, small business and ACDBE opportunities, Goal setting
Ann Pham, Certification Specialist, CRO	Availabilities of ACDBEs, Directories, small business and ACDBE opportunities, Goal setting
Cristin Jones, Airport Planner, State of Alaska	Availabilities of ACDBEs, Directories, small business and ACDBE opportunities, Goal setting
Taffy Pippin, President Taffy Pippin Consulting, LLC	Availabilities of ACDBEs, Directories, small business and ACDBE opportunities, Goal setting
Clayton Pippin, Planner Taffy Pippin Consulting, LLC	Availabilities of ACDBEs, Directories, small business and ACDBE opportunities, Goal setting

Breakout of Estimated Race-Neutral & Race Conscious Participation

Section 23.51

The Alaska DOT&PF will meet the maximum feasible portion of its overall goal by using race-neutral means of facilitating ACDBE participation. The Alaska DOT&PF uses the following race-neutral measures.

1. Locating and identifying ACDBEs and other small businesses who 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 so as to encourage and facilitate the participation of ACDBEs;
4. Ensuring that competitors for concession opportunities are informed during pre-solicitation meetings about how the Alaska DOT&PF’s ACDBE program will affect the procurement process;
5. Providing information concerning the availability of ACDBE firms to competitors to assist them in obtaining ACDBE participation.

Each time the Alaska DOT&PF submits an overall goal for review by the FAA, the Alaska DOT&PF will also submit a projection of the portion of the goal that is expected to be met through race-neutral means and the basis for that projection. This projection is subject to approval by the FAA, in conjunction with its review of the Alaska DOT&PF’s overall goal. The Alaska DOT&PF will establish contract goals to meet any portion of an overall goal when the Alaska DOT&PF does not project being able to meet goals using race-neutral means.

We estimate that, in meeting our goal of 2.45%, we will obtain 0.00% of the goal from race-conscious participation and 2.45% via race-neutral participation measures.

References: Alaska DBE Directory August 2023
 FAA Matchmaker System National Certified Directory, August 2023
 U S Census Bureau/Census Data, August 2023

Section 23.45: Overall Goal Calculation for Car Rentals

Overall Three-Year Goal:

1.00% to be accomplished through 0.00% RC and 1.00% RN

The Alaska DOT&PF has determined the market area is as follows: The state of Alaska (S), the Anchorage Municipality (M) in Alaska, as well as the Nationwide (N) market area.

The market area is the geographical area in which the substantial majority of firms which seek to do goods and services business with the airport are located and the geographical area in which the firms receive a substantial majority of concessions related expenditures are located.

Market Area: The market area was determined utilizing the following information.

NAICS CODE	Type of Goods and Services	Market Area
459410/453210	Office Supplies	N
237310	Parking Lot Striping	S
423130	Tire Wholesaler	M
423850	Cleaning Supplies	S
423990	Durable Goods	N
424720	Fuel Dealers	M
441110	New Car Dealership	N
441310	Auto Parts Supplies	S
488410	Towing	M
517311	Phone System	S
524210	Insurance	N
541211	Accounting	N
541810	Advertising Agency	N
561439	Printing	M
561621	Alarm System	S
561622	Locksmith	M
561720	Janitorial Services	M
811111	General Auto Repair	M
811121	Auto Body Repair	M
811122	Auto Glass	M
811191	Oil Change	M
811192	Car Wash/Detail	M
811212	Computer/office Repair	M

Methodology used to Calculate Overall Goal

Goods and Services

As there are no ACDBE car rental concessions in the market area, we can calculate the ACDBE goal by including the purchases from ACDBEs of goods and services used in business conducted at the airport by the car rental agencies. The goal will be developed by considering the ACDBE goods and services opportunity dollar value from purchases of goods and services from ACDBEs as the numerator, and the dollar value from purchases of goods and services from all firms (ACDBEs and non-ACDBEs) as the denominator.

Goal Based on Goods and Services Purchases - Determination:

Upon review of the market, it appears that all or most of the goal is likely to be met through the purchases by car rental companies of vehicles or other goods/services from ACDBEs. This is due to the fact that no certified ACDBE car rental companies exist within the market. As such, the Alaska DOT&PF has structured the goal entirely in terms of the purchases of goods and services.

We determined the goal based on outreach for the purchases of goods and services from certified ACDBE firms and/or potential ACDBE firms in the market area. This basis is in lieu of a goal based upon a percentage of total gross receipts of car rental operations at the Airport. We will make strong efforts to pursue opportunities to meet the goods and services goal. We will continue to consult and work with the Alaska DOT&PF and the Alaska Unified Certification Program (AUCP), our car rental concessionaires at the Airport, similarly situated airports in our region, minority and women businesses in the State, minority serving institutions, local pro-business organizations, and targeted media publications to find prospective ACDBE firms. We will work with our car rental companies to strategize outreach to Alaska DOT&PF and AUCP certified ACDBEs that may be able to provide car rental goods and services, to encourage current vendors who may be eligible for ACDBE certification to apply, and to encourage firms already working at the airport but certified as ACDBE in other states, to apply via the interstate certification process. The Alaska DOT&PF and the AUCP is aware of this requirement and is on board to assist and process certifications as required by 49 CFR Subpart C.

We have the following car rental agencies operating at the airport: Enterprise, Avis, Budget, Hertz, Dollar and Thrifty, National/Alamo, Alaska 4 x 4.

After collaboration and discussion with the Airport, car rental company concessionaires at the Airport stated that the goods and services they may need in the goal period are: Office Supplies, Parking Lot Striping, Tire Wholesaler, Cleaning Supplies, Durable Goods, Fuel Dealers, New Car Dealership, Auto Parts Supplies, Towing, Phone System, Insurance, Accounting, Advertising Agency, Printing, Alarm System, Locksmith, Janitorial Services, General Auto Repair, Auto Body Repair, Auto Glass, Oil Change, Car Wash/Detail, and Computer/office Repair with estimated gross receipts (goods and services purchases) of \$101,446,237 over the next three year period. The below numbers are estimates based on information acquired from the concessionaires. These numbers will not be in agreement with the Uniform Report in the FAA civil-rights-connect portal as at that time Gross Receipts were being submitted.

Estimated Expenditures for Previous 3 Years - Car Rental

Fiscal Year	Car Rental Expenditures/Purchases	% Growth
2020	15,428,412	No History
2021	48,449,961	214.03%
2022	37,567,864	-22.46%
	\$101,446,237 ÷ 3 = \$33,815,412	

Gross Receipts (Goods & Services Purchases) x ACDBE Goal

\$33,815,412 (Estimate) x 1.00% = \$338,154.00 – Estimated Annual ACDBE Participation

As there has been significant fluctuation in growth, it was agreed that at this time no change in expected growth should be included. Also, the Alaska DOT&PF does not anticipate any major changes that would increase goods and services opportunities over the next three years. Progress will be checked annually.

Base of Car Rental Goal

Step 1: 23.51(c)

We determined the base figure for the relative availability of goods and services. The base figure was calculated as follows:

Numerator: Ready, willing, and able relevant goods and services ACDBE firms in the market area 180 divided by 241,988.

Denominator: All ready, willing, and able relevant goods and services firms in the market area

To calculate the base of the goal the Alaska DOT&PF considered relevant car rental goods and services.

NAICS CODE	Type of Goods and Services	Total ACDBE's	Total All Firms
459410/453210	Office Supplies	4	4475
237310	Parking Lot Striping	1	83
423130	Tire Wholesaler	0	7
423850	Cleaning Supplies	0	9
423990	Durable Goods	35	9645
424720	Fuel Dealers	1	14
441110	New Car Dealership	2	21622
441310	Auto Parts Supplies	0	104
488410	Towing	0	6
517311	Phone System	0	17
524210	Insurance	13	135939
541211	Accounting	18	55346
541810	Advertising Agency	105	14612
561439	Printing	0	15
561621	Alarm System	0	13
561622	Locksmith	0	3
811111	General Auto Repair	0	14
811121	Auto Body Repair	0	13
811122	Auto Glass	0	9
811191	Oil Change	0	17
811192	Car Wash/Detail	0	17
811212	Computer/office Repair	1	8
Total		180	241,988
Base of Goal	180 / 241,988	.07 %	

Base **0.07%**
Adjusted **1.00%**

The directories used to search for ACDBEs included the FAA Matchmaker System National Certified Directory, the Alaska UCP DBE Directory, and the U S Census Bureau/Census Data.

<https://faa.dbesystem.com/>

<https://dot.alaska.gov/cvlrts/directory.shtml>

Census Bureau Data

The Alaska DOT&PF does not anticipate any major changes that would increase goods and services opportunities over the next year. Progress will be checked annually.

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 Alaska DOT&PF will submit to the FAA an appropriate adjustment to the overall goal. This will be submitted to FAA for approval no later than 90 days before issuing the solicitation for the new concession opportunity. (23.45(i)).

Step 2:

Past History Participation

We do not have a history of accomplishments to use for a Step 2 adjustment. Also, we do not have an applicable disparity study or any other statistically reliable evidence to use to adjust the goal. Therefore, we do not believe a Step 2 Adjustment can be made based on demonstrable evidence. We are adopting our Step 1 goal of 1.00% with plans to conduct informational meetings and outreach to ACDBE firms to ensure the goal is reached. We also plan to perform outreach to minority and small business firms who may be potential ACDBE firms in an effort to ensure fair opportunities for all. We will be conducting outreach jointly with our car rental agencies to help ensure that aggressive efforts are made to meet the ACDBE goal. With these measures considered, the base goal is adjusted to 1.00%.

Consultation: Section 23.43.

The goal setting process used by recipients to establish their annual overall goal submitted to the operating administrations for approval includes consultation with minority, women's and ACDBE community organizations, and other officials or organizations which could be expected to have information concerning the availability of ACDBEs and non-ACDBEs. This consultation process is also intended to gather information concerning the effects of discrimination on opportunities for ACDBEs and establishing a level playing field for the participation of ACDBEs. The Alaska DOT&PF maintains a list of DBE/ACDBEs and non-DBE companies that was utilized to provide invitations to the stakeholder consultation. The outreach for the stakeholder consultation was as follows: Email notification of the proposed ACDBE goal and information regarding the Public Consultation meeting were sent on September 14, 2023 to DBE/ACDBEs, car rental concessionaires, DBE/ACDBE conference attendees, AUCP members, Civil Rights Office Partners, and Alaska DOT&PF airport staff. Further, the ANC ACDBE goal methodology was covered during the monthly Resource Development Meeting that the Civil Rights Office attends at the Procurement Technical Assistance Center. Additionally, information regarding consultation for the ANC ACDBE goal methodology was posted on the Alaska DOT&PF Facebook page and to the CRO website. Prior to submitting the ACDBE goal to the FAA the Alaska DOT&PF consulted with stakeholders on September 20, 2023, at approximately 1:00 pm AKDT, with a question regarding access to the presentation.

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Breakout of Estimated Race-Neutral & Race Conscious Participation Section 23.51

The Alaska DOT&PF will meet the maximum feasible portion of its overall goal by using race-neutral means of facilitating ACDBE participation. The Alaska DOT&PF uses the following race-neutral measures.

We understand that we will be expected to actually take these steps, and this is not merely a paper exercise.

1. Locating and identifying ACDBEs and other small businesses who 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 so as to encourage and facilitate the participation of ACDBEs;

4. Ensuring that competitors for concession opportunities are informed during pre-solicitation meetings about how the Alaska DOT&PF's ACDBE program will affect the procurement process;
5. Providing information concerning the availability of ACDBE firms to competitors to assist them in obtaining ACDBE participation; and

We estimate that, in meeting our overall goal of 1.00%, we will obtain 1.00% from race-neutral participation and 0.00% through race-conscious measures.

*References: Alaska DBE Directory August 2023
FAA Matchmaker System National Certified Directory, August 2023
U S Census Bureau/Census Data, August 2023*

