

# San Diego International Airport

Airport Concessions Disadvantaged Business Enterprise  
Triennial Goal Setting Methodology  
Federal Fiscal Years 2024-2026

# Agenda

- 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
- Q & A



# 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 2024-2026  
(October 1, 2024 through September 30, 2026)

# 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

# Non-Car Rental Concessions ACDBE Goal Methodology

1

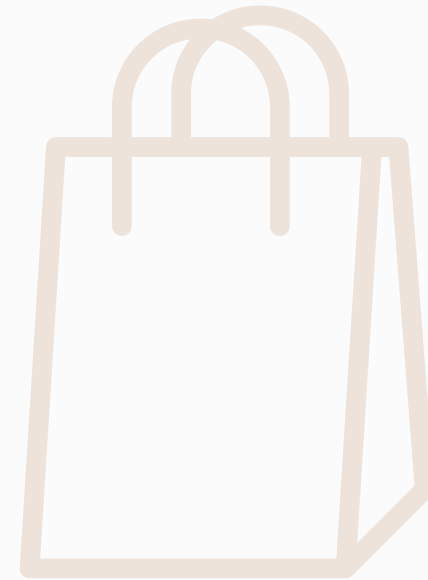
## Step 1: Base Figure

- Ratio of Ready, Willing & Able ACDBE firms to all firms located in the market area

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## Step 2: Adjusting the Base Figure

- Assess other known evidence to potentially adjust base figure



# Non-Car Rental concessionaire Gross Receipts

Non-Car Rental Concessionaire	NAICS Code	Projection of Gross Receipts 23-26
Airspace Swissport	722513	\$316,066.00
Ambrosio 15	722513	\$3,500,000.00
Artisan Market T2E	722513	\$21,735,369.00
Banker's Hill & Bar Restaurant T1	722511	\$15,775,177.00
BaumTech, LLC (ATM)	522320	\$272,758.00
Bay Books of Coronado T1W	459210	\$1,493,101.00
Be Relax Spa - T2E	812199	\$1,374,854.00
Be Relax Spa - T2W	812199	\$550,408.00
Beaudevin T2W	722513	\$2,301,704.00
Better Buzz Coffee Roasters	722513	\$5,500,000.00
Big City Bagels	722513	\$1,766,695.00
Brookstone T2W	459420	\$1,704,976.00
Bubbles Seafood & Wine Bar T2W	722513	\$2,123,619.00
California Pizza Kitchen T2E	722513	\$7,357,746.00
Camden Food Company T2W	722513	\$12,451,462.00
Carnita's Snack Shack	722513	NA
Certified Folder Display	459210	\$73,732.00
Chick-fil-A	722513	NA
CIAO (T1E Rotunda) T1	722513	NA
CLEAR ID	561621	\$9,500,000.00
CNBC Express - T2E	459210	\$911,121.00
CNBC News San Diego T2W	459210	NA
Cutwater Spirits and Lofty Coffee	722511	\$8,000,000.00
Einstein Bros Bagels - T1E	722513	\$8,467,949.00
Einstein Bros Bagels - T2W	722513	\$4,262,595.00
El Pez Kitchen & Sushi	722513	NA
Elegant Desserts T2W	722513	\$1,692,516.00

# Non-Car Rental concessionaire Gross Receipts

Non-Car Rental Concessionaire	NAICS Code	Projection of Gross Receipts 23-26
Fresh Attraction T2E (Temp)	722513	\$1,438,835.00
Irvine Leasing, LLC dba Rainbow Vending	445132	\$356,270.00
Fuelrod	449210	\$27,830.00
Gaslamp Marketplace T2W	459210	\$3,373,004.00
Gaslamp Marketplace/Hip & Humble	459420	NA
Grab & Go Subs featuring Café Moto Coffee	722513	\$2,115,000.00
Grab N Go (Temp) T1	722513	\$3,478,893.00
Herb & Air	722511	\$4,000,000.00
Hudson News (T1E)	459210	\$12,042,310.00
Hudson News (T2W FIS) (former Gaslamp Quarter)	459210	\$6,040,594.00
Hudson News (T2W)	459210	\$18,981,896.00
InMotion Entertainment T2E	449210	\$4,202,122.00
In-Ter-Space Services Inc. dba Clear Channel	541850	\$7,640,521.00
Jack in the Box T1	722513	\$3,050,451.00
Jack in the Box T2E	722513	\$9,036,928.00
Jet Box (Temp) T1	722513	\$6,328,558.00
Kettner Exchange	722511	NA
Kusi News T1W	459210	\$12,974,697.00
Liberty Station Gifts	459420	\$2,041,077.00
Lindbergh Field News T2W	459210	\$1,355,921.00
Luna Grill Mediterranean Kitchen	722513	\$2,700,000.00
McDonalds	722513	\$4,400,000.00
Mr. Moto's Pizza	722513	NA
Novecientos Grados - A Tony Hawk Public House	722511	\$11,990,000.00
NOVO Brazilian Brewery	722511	NA
Old Town News & Market T2E	459210	\$18,118,344.00
Pacifica Breeze Café T1	722513	\$3,821,377.00

# Non-Car Rental concessionaire Gross Receipts

Non-Car Rental Concessionaire	NAICS CODE	Projection of Gross Receipts for Triennial Period
Panda Express T2E	722513	\$10,216,424.00
Pannikin Coffee & Tea T2E	722513	\$8,381,598.00
Parfait Paris	722513	\$3,500,000.00
Peet's Coffee & Tea (T2E)	722513	\$8,840,237.00
Peet's Coffee & Tea (T2W)	722513	\$8,261,119.00
Peet's Coffee (T1)	722513	\$7,349,219.00
PGA Tour Grill T2W	722511	\$13,540,474.00
PGA Tour Shop	458110	\$3,033,462.00
Phil's BBQ T2W	722511	\$18,290,536.00
Prado at the Airport T2E	722511	\$22,409,903.00
Puesto and Mostra Coffee	722511	NA
Qdoba T2W	722513	\$6,759,694.00
Reach TV	541850	\$241,704.00
ReachTV	515120	\$269,534.00
Ready Credit	522320	\$26,528.00
Red Mango T2W	722513	\$770,839.00
Rip Curl T2W	458110	\$1,861,456.00
Saffron Thai T2W	722513	\$7,352,668.00
SAN Life Market featuring Illy Coffee T2E (Temp)	722513	\$260,641.00
SAN Supply Co./Goods Express @ SAN	459420	\$4,690,400.00
San-D News Cart T2W	459210	\$1,224,976.00
Sapphire Lounge	722410	\$125,000.00
SIP Wine & Beer	722513	\$2,507,000.00
Sky Free Shop T2W	458110	\$4,850,987.00
Smarte Carte	445132	\$155,381.00
Soundbalance T2W	449210	\$5,482,921.00



# Non-Car Rental concessionaire Gross Receipts

Non-Car Rental Concessionaire	NAICS CODE	Projection of Gross Receipts for Triennial Period
Starbucks T1 Pre (currently SAN Life Market T1 featuring Illy) T1	722513	\$445,973.00
Starbucks T2W	722513	\$12,796,098.00
Stellar News Express T1	459210	\$861,229.00
Stellar News Express T2W	459210	\$13,482,675.00
Stone Brewing Co T2W	722511	\$14,737,900.00
Sunglass Hut T2W	459420	\$1,277,225.00
Swarovski T2W	458110	\$1,109,293.00
TBD	445132	\$293,399.00
Tech on the Go (T1W)	449210	\$1,041,508.00
Tech on the Go (T2W)	449210	\$1,806,201.00
The Arts District Market	459420	\$5,955,199.00
The Beach House T1W	458110	\$1,158,775.00
The Commissary with USS Midway Museum	459420	NA
The Counter T1	722513	\$10,513,728.00
The Taco Stand	722513	\$4,250,000.00
Tommy V's T2W	722513	\$3,538,486.00
Understory	722513	NA
Univision Travel Store/ Goods Express @ SAN/No Boundaries	459420	\$13,156,000.00
Urban Crave (T1)	722513	\$37,659,235.00
Urban Crave T1	722513	\$3,511,434.00
US News & World Report T2E	459210	\$13,606,364.00
Warwick's of La Jolla T2W	459420	\$6,683,872.00
WHSmith San Diego	459420	NA
<b>TOTAL</b>		<b>\$538,933,771.00</b>

# Non-Car Rental Concessionaire Categorization of Work

Concessionaire Type	NAICS Codes	Projection of Gross Receipts	% by Type
Vending Machine Operators	445132	\$805,050.00	0.15%
Electronics and Appliance Retailers	449210	\$12,560,582.00	2.33%
Clothing and Clothing Accessories Retailers	458110	\$12,013,973.00	2.23%
Book Retailers and News Dealers	459210	\$104,539,964.00	19.40%
Gift, Novelty, and Souvenir Retailers	459420	\$35,508,749.00	6.59%
Television Broadcasting	515120	\$269,534.00	0.05%
Financial Transactions Processing, Reserve, and Clearinghouse Activities	522320	\$269,286.00	0.06%
Indoor and Outdoor Display Advertising	541850	\$7,882,225.00	1.46%
Security Systems Services (except Locksmiths)	561621	\$9,882,225.00	1.76%
Lounges, cocktail	722410	\$125,000.00	0.02%
Full-Service Restaurants	722511	\$108,743,990.00	20.18%
Limited-Service Restaurants	722513	\$244,760,156.00	45.42%
Other Personal Care Services	812199	\$1,925,262.00	0.36%
<b>Total</b>		<b>\$183,941,210</b>	<b>100.0%</b>

# Non-Car Rental Concessionaire Gross Receipts

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Non-Car Rental  
Concessionaires

\$538,933,771.00

Gross Receipts

\$149,106,663.67

Projection of Gross  
Receipts for Triennial  
Period (FFY 2024-2026)

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

Concessionaire Type	NAICS	ACDBE	CBP	ACDBE Relative Availability	Weighting	Adjusted Base Figure
Vending Machine Operators	445132	9	223	4.04%	0.15%	0.01%
Electronics and Appliance Retailers	449210	3	1877	0.16%	2.33%	0.00%
Clothing and Clothing Accessories Retailers	458110	17	1011	1.68%	2.23%	0.04%
Book Retailers and News Dealers	459210	16	70	22.86%	19.40%	4.43%
Gift, Novelty, and Souvenir Retailers	459420	10	1967	0.51%	6.59%	0.03%
Television Broadcasting	515120	0	391	0.00%	0.05%	0.00%
Financial Transactions Processing, Reserve, and Clearinghouse Activities	522320	3	715	0.42%	0.06%	0.00%
Indoor and Outdoor Display Advertising	541850	8	297	2.69%	1.46%	0.04%
Security Systems Services (except Locksmiths)	561621	5	812	0.62%	1.76%	0.01%
Lounges, cocktail	722410	21	3007	0.70%	0.02%	0.00%
Full-Service Restaurants	722511	58	30588	0.19%	20.18%	0.04%
Limited-Service Restaurants	722513	73	32250	0.23%	45.42%	0.10%
Other Personal Care Services	812199	5	2960	0.17%	0.36%	0.00%
<b>Total ACDBE Goal Figure</b>					<b>100.00%</b>	<b>4.71%</b>

# Adjustment to the Base Figure

Federal Fiscal Year	Non-Car Rental ACDBE Goals	Non-Car Rental ACDBE Participation
FFY 18	19.10%	23.97%
FFY 19	19.10%	23.14%
FFY 20	19.10%	23.19%
FFY 21	10.80%	21.39%
FFY 22	10.80%	22.19%
Median ACDBE Participation Within the Last Five (5) Years		23.14%

Non-Car Rental ACDBE Base Figure

4.71%

Median Non-Car Rental ACDBE Participation

23.14%

Non-Car Rental ACDBE Adjusted Goal

13.93%

# Car Rental Concessions

## ACDBE Goal Methodology

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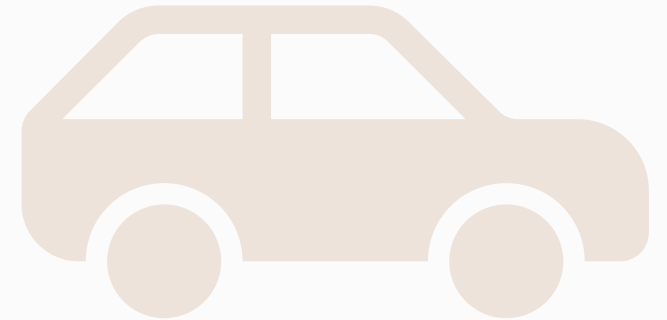
### Step 1: Base Figure

- 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



# Car Rental Concessionaire Gross Receipts

Car Rental Concessionaires	FFY 2023 Gross Receipts
Alamo Rent a Car	\$27,124,431
Avis Rent a Car	\$62,697,915
Budget Rent a Car	\$55,882,653
Dollar Thrifty Automotive Group	\$16,094,805
Enterprise Rent a Car	\$45,905,659
Fox Rent-A-Car	\$10,192,933
Hertz Rent A Car	\$55,551,087
National Car Rental	\$39,062,799
Payless Car Rental	\$13,553,499
Sixt Car Rental	\$17,797,357

# Base Figure for Car Rental Concessions

Type of Service	NAICS Code	ACDBE Firms	All Firms	% ACDBE Availability
Commercial and institutional building construction	236220	1	4341	0.02%
Electrical contractors and other wiring installation contractors	238210	3	9460	0.03%
Other building equipment contractors	238290	0	726	0.00%
Bottled Water Manufacturing	312112	1	46	2.17%
Commercial printing (except screen and books)	323111	0	1938	0.00%
Pump and pumping equipment manufacturing	333911	0	22	0.00%
Radio and television broadcasting and wireless communications equipment manufacturing	334220	0	154	0.00%
Sign manufacturing	339950	1	588	0.17%
Motor vehicle supplies and new parts merchant wholesalers	423120	0	1854	0.00%
Tire and tube merchant wholesalers	423130	1	259	0.39%
Furniture Merchant Wholesalers	423210	0	925	0.00%
Computer and computer peripheral equipment and software merchant wholesalers	423430	0	1372	0.00%
Service establishment equipment and supplies merchant wholesalers	423850	0	536	0.00%
Stationery and office supplies merchant wholesalers	424120	1	459	0.22%
Clothing and Clothing Accessories Merchant Wholesaler (child car seats)	424350	0	369	0.00%
Petroleum and petroleum products merchant wholesalers (except bulk stations and	424720	2	428	0.47%
New car dealers	441110	0	1989	0.00%
Automotive parts and accessories stores	441310	0	3567	0.00%
Office supplies and stationery stores	453210	0	541	0.00%



# Base Figure for Car Rental Concessions

Continued

Type of Service	NAICS Code	ACDBE Firms	All Firms	% ACDBE Availability
Specialized Freight Trucking, Long-Distance (Vehicle Transport Services)	484230	2	854	0.23%
Other Airport Operations	488119	1	202	0.50%
Motor vehicle towing	488410	0	1247	0.00%
Other Support Activities for Road Transportation	488490	3	1081	0.28%
Couriers and express delivery services	492110	1	1345	0.07%
Local Messengers and Local Delivery	492210	1	873	0.11%
Wired Telecommunications Carriers	517111	0	184	0.00%
Insurance agencies and brokerages	524210	0	14342	0.00%
Passenger car leasing (specifically automotive and equipment leasing)	532112	0	53	0.00%
Truck, utility trailer, and RV rental and leasing	532120	1	607	0.16%
Offices of certified public accountants	541211	0	7432	0.00%
Tax Preparation Services	541213	0	4600	0.00%
Administrative management and general management consulting services	541611	39	15764	0.25%
Human resources consulting services	541612	6	1200	0.50%
Temporary Help Services (Staffing Agency)	561300	0	698	0.00%
Help Supply Services	561320	1	4288	0.02%
Repossession services	561491	0	85	0.00%
Travel Agencies	561510	0	1356	0.00%
Investigation and Personal Background Check Services	561611	1	653	0.15%
Security systems services (except locksmiths)	561621	2	812	0.25%
Exterminating and pest control services	561710	0	1900	0.00%

# Base Figure for Car Rental Concessions

Continued

Type of Service	NAICS Code	ACDBE Firms	All Firms	% ACDBE Availability
Janitorial services	561720	7	6442	0.11%
Landscaping services	561730	1	9139	0.01%
Carpet and upholstery cleaning services	561740	2	744	0.27%
Hazardous waste treatment and disposal	562211	0	99	0.00%
All Other Traveler Accommodation	721199	0	142	0.00%
General automotive repair	811111	5	9518	0.05%
Automotive exhaust system repair	811112	0	208	0.00%
Automotive body, paint, and interior repair and maintenance	811121	1	4023	0.02%
Automotive glass replacement shops	811122	0	742	0.00%
Automotive oil change and lubrication shops	811191	2	775	0.26%
Car washes	811192	4	2062	0.19%
All other automotive repair and maintenance	811198	3	1004	0.30%
Consumer electronics repair and maintenance	811211	0	199	0.00%
Drycleaning and Laundry Services (Uniform Cleaning Services)	812320	0	2123	0.00%
Legislative Bodies	921120	0	1471	0.00%
<b>TOTAL</b>		<b>93</b>	<b>127,841</b>	<b>0.07%</b>

# Adjusted Goal Based on Participation

Federal Fiscal Year	Car Rental ACDBE Goals	Car Rental ACDBE Participation
2018	2.40%	9.84%
2019	9.63%	7.23%
2020	2.10%	3.39%
2021	2.90%	2.16%
2022	2.90%	2.90%

**Santa Monica  
Ford acquired by non-ACDBE  
in FFY 2019**

# Adjusted Goal Based on Participation

Federal Fiscal Year	Car Rental ACDBE Goals	Car Rental ACDBE Participation
2018	2.40%	9.84%
2019	9.63%	7.23%
2020	2.10%	3.39%
2021	2.90%	2.16%
2022	2.90%	1.9%
Median ACDBE Participation Within the Last Five (5) Years		3.39%

Car Rental ACDBE Base Figure

0.07%

Median Car Rental ACDBE Participation

3.39%

Car Rental ACDBE Adjusted Goal

1.73%

# SAN Overall Triennial ACDBE Goal



13.93%  
Non-Car Rental  
ACDBE Goal



1.73%  
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

# Questions?

Email: [SmallBusiness@san.org](mailto:SmallBusiness@san.org) | Phone: 619.400.2568 | Website: [www.san.org/sbd](http://www.san.org/sbd)



# Thank You!

Email: [SmallBusiness@san.org](mailto:SmallBusiness@san.org) | Phone: 619.400.2568 | Website: [www.san.org/sbd](http://www.san.org/sbd)

