

Overall Goal Calculation for Non-Car Rental Concessions FY 2025-26

Name of Recipient: **Salt Lake City International Airport**

Goal Period: **FY 2025-26 (10/1/2024 through 9/30/2026)**

Overall Three-Year Goal: **22.9%, to be accomplished through 20.0% Race Conscious and 2.9% Race Neutral**

Market Area

Salt Lake City International Airport has determined that the market area is Salt Lake and Davis Counties. The market area is the geographical area in which most firms seek to do concessions business with the airport are located and in which the firms which receive the substantial majority of concessions-related revenues are located. A majority of these firms are located in Salt Lake County; however a portion of firms are located regionally and nationally that provide concession related services.

The concession opportunities anticipated during this goal period for this market area are Electronic stores, Cosmetics, Beauty Supplies, Perfume, Women's clothing, Family Clothing, Clothing Accessories, Jewelry, Luggage and Leather Goods, Hobby, Toy and Game stores, Book stores, News Dealers and Newsstands, All Other General Merchandise stores, Gift Novelty and Souvenir stores, Advertising Agencies, Drinking Places (Alcoholic Beverages), Full Service Restaurants, Limited-Service Restaurants, Snack and Nonalcoholic Beverage Bars, and All Other Personal Services.

Base of the goal

To calculate the base of the goal, Salt Lake City International Airport considered the most recent previous 3 years of gross concession receipts and the projected potential concession revenue (gross receipts) three years into the future including upcoming new opportunities.

Year	Non-Car Rental Concessions Gross Receipts
2021	\$96,910,056
2022	\$176,355,598
2023	\$175,193,802

Salt Lake City International Airport estimates that revenues to existing concessions will grow by an average of 1% each year over the next three years due to Increase in growth due to inflation and an increase in destination and connecting flights through Salt Lake City International Airport.

Year	Annual Growth / Reduction Estimate	Annual Gross Receipts Estimate
2024	1%	\$176,945,740
2025	1%	\$178,715,197
2026	1%	\$180,502,349
Three-Year Total Gross Receipts:		\$536,163,287
Average Annual Growth Rate:		1%

$\$176,945,740 + \$178,715,197 + \$180,502,349 = \$536,163,287$ which is the recipient's base of goal for non-car rental concessions.

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, Salt Lake City International Airport 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.

Methodology used to Calculate Overall Goal

Salt Lake City International Airport can meet the percentage goal by including any business operated through a management contract or subcontract with an ACDBE. Salt Lake City International Airport, and the businesses at the airport, 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 recipient'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.

Salt Lake City International Airport, and the businesses at the airport, 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.

Salt Lake City International Airport will include goods and services purchases from ACDBEs toward meeting the goal.

Step 1 - Actual Relative Availability of ACDBEs - §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
_____ divided by _____

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

The data source(s) used in the calculation included: Census Bureau Data
<http://data.census.gov.cedsci/>

The calculation and explanation for this are as follows:

When we calculated the average availability, we arrived at the Step 1 base figure for our overall goal for non-car rental concessions of **31.4%**.

Step 2 Adjustment

After calculating a base figure of the relative availability of ACDBEs, we examined evidence to determine what adjustment was needed to the Step 1 base figure in order to arrive at the overall goal. The data used to determine the adjustment to the base figure was the historic ACDBE Participation achievements.

Past History Participation

FY	Race Conscious (%)	Race Neutral (%)	Total Achievement (%)
FY 21	19.8%	2.5%	22.3%
FY 22	15.0%	1.9%	16.9%
FY 23	20.5%	0.5%	21.0%

Arranging this historical data from low to high (16.9%, 21%, 22.28%), the median is **21.0%**, which is our Step 2 figure.

Step 1 Base averaged with historical median: **(24.7% + 21.0%) / 2 = 22.9%**

To arrive at an overall goal, the Step 1 base figure was added to the Step 2 adjustment figure and the total was averaged, arriving at an overall goal of **22.9%**. Salt Lake City International Airport believes this adjusted goal accurately reflects ACDBE participation that can be achieved for the types of concession activities at the airport during this three-year goal period (FY 2024-26).

Breakout of Estimated “Race and Gender Neutral” (RN) and “Race and Gender Conscious” (RC) Participation

Salt Lake City International Airport will make every reasonable effort to meet the maximum feasible portion of its overall goal by using race-neutral means of facilitating ACDBE participation. Salt Lake City International Airport will use the following race-neutral measures.

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

- Locate and identify ACDBEs and other small businesses who may be interested in participating as concessionaires under 49 CFR Part 23
- Notify ACDBEs of concession opportunities and encouraging them to compete, when appropriate
- When practical, structure concession activities so as to encourage and facilitate the participation of ACDBEs
- Ensure that competitors for concession opportunities are informed during pre-solicitation meetings about how the sponsor's ACDBE program will affect the procurement process
- Provide information concerning the availability of ACDBE firms to competitors to assist them in obtaining ACDBE participation
- Conduct outreach events twice a year to present upcoming business and contracting opportunities. Provide technical training for DBE firm owners to understand contracting opportunities at SLCDA.

If race-neutral measures, standing alone, are not sufficient to meet an overall goal, the following race-conscious measures will be used to meet the overall goal:

- Establish concession-specific ACDBE goals for concession opportunities.
- Negotiate with potential concessionaires to include ACDBE participation through direct ownership arrangements or measures, in the operation of the concession.

Salt Lake City International Airport estimates that, in meeting the overall goal of 22.9%, it will obtain 2.9% from race-neutral participation and 20.0% through race-conscious measures. The reason for the breakout is to encourage prime concessionaires to seek participation of local and regional small businesses at Salt Lake City International Airport.

Salt Lake City International Airport will begin to hold quarterly meetings to review results of quarterly audits of ACDBE participation. This will assist SLCDA in understanding how ACDBE are progressing towards projected contract goals. Also, providing information on upcoming contracting and business opportunities at the convenience store.

In order to ensure that Salt Lake City International Airport's ACDBE program will be narrowly tailored to overcome the effects of discrimination, if concession specific goals are used, the Airport will adjust the estimated breakout of race-neutral and race-conscious participation as needed to reflect actual ACDBE participation and race-neutral and race conscious participation will be tracked separately. 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 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.

Salt Lake City International Airport will maintain data separately on ACDBE achievements in those contracts with and without concession specific goals, respectively.

Consultation

Salt Lake City International Airport routinely meets with stakeholders to increase ACDBE participation. Stakeholders consulted included minority and women's business groups, community organizations, trade associations representing concessionaires currently located at the airport, as well as existing concessionaires themselves, and other officials or organizations which could be expected to have information concerning the availability of disadvantaged businesses, the effects of discrimination on opportunities for ACDBEs, and the sponsor's efforts to increase participation of ACDBEs.

Specifically, Salt Lake City International Airport consulted with:

APEX Accelerator (State of Utah small business resource), Women's Business Center of Utah, The Mill (Small Business resource center) and ACDBE firm owners certified in the Utah DBE Directory.

ACDBE overall goal methodology is conducted through a virtual meeting. This ACDBE goal methodology was a part of a virtual meeting scheduled for Thursday February 6, 2025, at 9:30am. Additionally this ACDBE goal methodology was posted on the Salt Lake City Department of Airport's website.

The ACDBE firm owners and stakeholders were notified by email of this upcoming open discussion about this goal document. The following comments were received during the course of the consultation:

The Airport's DBE Program should consider hosting a reverse trade show.

The Salt Lake City Department of Airports could attend local business economic associations trade shows, hosting a booth to gain exposure. An example of a local economic trade show is called Silicon Slopes.

Sharing contact information of ACDBE's firms with other small businesses to encourage networking amongst small businesses. The business owner shared their experience of a January 2025 Enterprise Rent a Car webinar. At conclusion of webinar, Enterprise exchanged all participants contact information. This led to further networking by participants from the webinar.