



Memorandum

TO: HONORABLE MAYOR AND
CITY COUNCIL

FROM: William F. Sherry, A.A.E.

SUBJECT: SEE BELOW

DATE: August 8, 2011

Approved

Date

8/12/11

COUNCIL DISTRICT: City-Wide

**SUBJECT: AIRPORT CONCESSION DISADVANTAGED BUSINESS ENTERPRISE
THREE-YEAR PARTICIPATION PLAN UPDATE**

RECOMMENDATION

Adopt a resolution to:

- (a) Approve the three-year Airport Concession Disadvantaged Business Enterprise (ACDBE) participation plan update in accordance with the regulations of the Federal Aviation Administration (FAA);
- (b) Approve the three-year ACDBE participation target of 9.67% for all Airport concessions, other than car rentals, for Federal Fiscal Years (FFY) 2012 through 2014;
- (c) Approve the three-year ACDBE participation target of 0% for car rentals, for FFYs 2012 through 2014;
- (d) Authorize the City Manager to submit the three-year ACDBE participation plan update to the FAA; and
- (e) Authorize the City Manager to make revisions to the three-year ACDBE participation plan as requested by the FAA.

OUTCOME

Approval of the three-year ACDBE participation plan update, and acceptance by the FAA, will result in the Airport continuing to be compliant with ACDBE program requirements and allow the Airport to remain a recipient of FAA financial assistance for development projects.

BACKGROUND

The ACDBE program was created to minimize concerns related to minority discrimination in the award and administration of concession opportunities at airports. Adherence to ACDBE program regulations is required to remain eligible to receive federal grants for airport development from the FAA's Airport Improvement Program (AIP).

The Airport is required to submit an updated ACDBE participation plan every three years that identifies new concession opportunities, potential DBE participants and new percentage targets for DBE participation. The last ACDBE participation plan approved by the FAA was for FFYs 2009 through 2011. A FFY begins on October 1 and ends on September 30 of the following year.

The purpose of the ACDBE program is:

1. To ensure nondiscrimination in the award and administration of opportunities for concessions by airports receiving FAA financial assistance;
2. To create a level playing field on which ACDBEs can compete fairly for opportunities for concessions;
3. To ensure that the ACDBE Program is narrowly tailored in accordance with applicable law;
4. To ensure that only firms that fully meet applicable eligibility standards are permitted to participate as ACDBEs at the Airport;
5. To help remove barriers to the participation of ACDBEs in opportunities for concessions at the Airport; and
6. To provide appropriate flexibility to the City in establishing and providing opportunities for ACDBEs at the Airport.

Definitions

ACDBE

Under the ACDBE regulations, a disadvantaged business enterprise (DBE) means a for-profit small business concern that is at least 51 % owned by one or more individuals who are both socially and economically disadvantaged or, in the case of a corporation, in which 51 % of the stock is owned by one or more such individuals. The ACDBE regulations further require that one or more of the socially and economically disadvantaged individuals who own it control the management and daily business operations of the company claiming ACDBE status.

Airport Concessions

ACDBE regulations define concessions to include businesses located on the airport that are engaged in the sale of consumer goods or services to the public under an agreement with the owner of the airport, the non-airport owner or lessee of a terminal on the airport, or another

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concessionaire. Covered concessions also include management contracts and subcontracts, web-based or other electronic business in a terminal or which passengers can access at the terminal, an advertising business that provides advertising displays or messages to the public on the airport, or a business that provides goods and services to concessionaires.

Market Area

The ACDBE program regulations define Market Area as the geographical area in which the substantial majority of firms which seek to do concessions business with the Airport are located and where they receive the substantial majority of concessions related revenues.

Quotas or Set-Asides Prohibited

The ACDBE regulations expressly prohibit the use of quotas or set-asides in the ACDBE program.

Race-Conscious Measures

The ACDBE program must provide for the use of race-conscious measures when race-neutral measures, standing alone, are not projected to be sufficient to meet the City's overall ACDBE goal. The ACDBE regulations further provide that, subject to prior FAA approval, the City can utilize other race-conscious measures that take a proposer's ability to provide ACDBE opportunities into account. The following are examples of race-conscious measures that are acceptable under the ACDBE regulations:

- Establishing concession-specific goals for particular concession opportunities; or
- Negotiation with a potential concessionaire to include ACDBE participation, through direct ownership arrangements or measures, in the operation of the concession.

Race-Neutral Measures

In implementing its ACDBE program, the City is first required to use race-neutral measures to the maximum extent possible to achieve its ACDBE goals. Examples of race-neutral measures include:

- Locating and identifying ACDBEs and other small businesses that may be interested in participating as Airport concessionaires;
- Structuring concessions so as to encourage and facilitate the participation of ACDBEs;
- Providing technical assistance to ACDBEs in overcoming limitations, such as inability to obtain bonding or financing; and
- Establishing a business development program, technical assistance program; or taking other steps to foster ACDBE participation in concessions.

Small Business Concern

In order to qualify as an ACDBE, a firm must qualify as a small business concern. As a general rule, the ACDBE regulations treat a firm as a small business concern eligible to be certified as an ACDBE if its gross receipts, averaged over the firm's previous three fiscal years, do not exceed \$52.47 million. The following types of businesses have different ACDBE size standards:

- Banks and financial institutions: \$1 billion in assets;
- Car rental companies: \$69.97 million average annual gross receipts over the firm's three previous fiscal years, as adjusted by the FAA for inflation every two years from April 3, 2009;
- Pay telephones: 1,500 employees; and
- Automobile dealers: 350

Socially and Economically Disadvantaged

Socially and economically disadvantaged individual means any individual who is a citizen, or lawfully admitted permanent resident, of the United States and who meets one or more of the following conditions and does not have a personal net worth exceeding \$750,000:

- Any individual determined to be a socially and economically disadvantaged individual on a case-by-case basis;
- Any individual in the following groups whose members are presumed to be socially and economically disadvantaged:
 - "Black Americans," which includes persons having origins in any of the Black racial groups of Africa;
 - "Hispanic Americans," which includes persons of Mexican, Puerto Rican, Cuban, Dominican, Central or South American, or other Spanish or Portuguese culture or origin, regardless of race;
 - "Native Americans," which includes persons who are American Indians, Eskimos, Aleuts, or Native Hawaiians;
 - "Asian-Pacific Americans," which includes persons whose origins are from Japan, China, Taiwan, Korea, Burma (Myanmar), Vietnam, Laos, Cambodia (Kampuchea), Thailand, Malaysia, Indonesia, the Philippines, Brunei, Samoa, Guam, the U.S. Trust Territories of the Pacific Islands (Republic of Palau), the Commonwealth of the Northern Marianas Islands, Macao, Fiji, Tonga, Kiribati, Juvalu, Nauru, Federated States of Micronesia, or Hong Kong;
 - "Subcontinent Asian Americans," which includes persons whose origins are from India, Pakistan, Bangladesh, Bhutan, the Maldives Islands, Nepal or Sri Lanka;
 - Women; and
 - Any additional groups whose members are designated as socially and economically disadvantaged by the Small Business Administration (SBA), at such time as the SBA designation becomes effective.

ANALYSIS

The Airport is required to prepare an ACDBE participation plan update every three years (Please see Attachment A for the complete participation plan update). Targets are prepared to estimate the percentage of concession revenues that would be performed by ACDBEs in the absence of discrimination. The first target is for all concessions other than rental cars and the second target is for rental cars. The reason for setting separate ACDBE participation targets is that the FAA has determined that there are differences between car rental concessions and other types of concessions. Each target must cover a three-year period, with annual reviews and reporting to the FAA to ensure that the Airport is tracking the ACDBE participation targets and identifying significant opportunities or circumstances that are different than in the current participation plan.

Pursuant to FAA regulatory requirements, the proposed ACDBE participation targets were determined based on the marketplace and on demonstrable evidence of the availability of ready, willing and able ACDBE firms relative to all businesses that were also ready, willing and able to participate in the Airport's concession opportunities.

The ACDBE participation targets are based on demonstrable evidence and using formulas approved by the FAA. The Airport's concession revenue targets for FFYs 2012 through 2014 are 9.67% for concessions other than rental cars and 0% for rental cars. Rental car concessionaires do not qualify as small business concerns because they exceed the gross receipts limitation. Purchase of goods or services by concessionaires can be counted towards the ACDBE participation target, but rental car companies typically purchase goods and services nationally or regionally and their purchases from certified ACDBEs are limited.

The Airport will attempt to achieve through race-neutral measures DBE participation of 9.67% or greater for concessions other than rental cars and will attempt to achieve DBE participation from rental cars using the following methods:

- Include the ACDBE participation target in all new Airport concession request for proposals (RFPs); and
- Prior to granting an extension or option to renew an agreement, assess the potential for new DBE participation; and
- Require monthly DBE participation reporting by concessionaires; and
- Identify DBEs and other small businesses that may be interested in participating as Airport concessionaires; and
- Encourage DBE certification of concessionaires currently operating at the Airport that are DBE eligible; and
- Encourage master concessionaires with new opportunities to include DBE participation; and
- Request that concessionaires identify DBE goods and services providers and report the amount of those transactions.

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The Airport can be penalized or treated as being in noncompliance by the FAA only if the Airport fails to administer its ACDBE program in good faith. If ACDBE participation falls short of the targets, the FAA may require the Airport to provide a statement explaining why the overall targets were not met and what is being done to improve DBE participation.

POLICY ALTERNATIVES

If the City elects not to submit a three-year ACDBE participation plan update, the City would jeopardize its eligibility for FAA financial assistance for airport development projects.

PUBLIC OUTREACH/INTEREST

- Criterion 1:** Requires Council action on the use of public funds equal to \$1 million or greater. **(Required: Website Posting)**
- Criterion 2:** Adoption of a new or revised policy that may have implications for public health, safety, quality of life, or financial/economic vitality of the City. **(Required: E-mail and Website Posting)**
- Criterion 3:** Consideration of proposed changes to service delivery, programs, staffing that may have impacts to community services and have been identified by staff, Council or a Community group that requires special outreach). **(Required: E-mail, Website Posting, Community Meetings, Notice in appropriate newspapers)**

This item does not meet the above criteria requiring additional notification; however, it will be posted on the City's Website for the August 30, 2011, Council Meeting.

COORDINATION

This item has been coordinated with the City Attorney's Office, the City Manager's Budget Office and the Department of Public Works/Office of Equality Assurance.

COST IMPLICATIONS

Should Council not approve the three-year ACDBE participation plan update, the Airport will be in jeopardy of losing millions of dollars in federal AIP grants that are used for airport development.

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CEQA

Not a project, File No. PP10-066(e), Services involving no physical change to the environment.

/s/

WILLIAM F. SHERRY, A.A.E.

Director of Aviation

Airport Department

For questions please contact William F. Sherry, Director of Aviation at (408) 392-3611

Attachment A

Norman Y. Mineta San José International Airport

Section 23.45: Overall Goal Calculation for Concessions Other Than Car Rentals Federal Fiscal Years 2012 - 2014

Amount of Goal

The City's overall race-neutral target for concessions other than car rentals during the period beginning October 1, 2011 and ending September 30, 2014, collectively Federal Fiscal Years 2012-2014, is 9.67% of the estimated total gross revenue of \$109,466,886 for non-rental car concessions at Norman Y. Mineta San José International Airport ("SJC" or "Airport"). In accordance with 49 CFR Part 23, the following are not included in this revenue estimate: (a) the gross receipts of rental car 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 concession opportunities anticipated during this goal period are: Brochure Display/Distribution, Currency Exchange, Luggage Carts, Security Checkpoint Mailing Services, Automated Retail Vending, Wi-Fi Sponsorship, Coin Operated Massage Chairs, Shuttle Bus Services Management, and On-Demand Ground Transportation Management. The estimated gross revenue of these concessions is \$2,210,324. 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 target to the FAA for approval at least 6 months before executing the new concession agreement. (49 CFR Section 23.45(i).)¹

The City has determined the following Market Areas for concession opportunities anticipated during this goal period:

- Brochure Display/Distribution: State of California
- Currency Exchange: Los Angeles-Long Beach-Riverside, California CSA and the San Jose-San Francisco-Oakland, California CSA
- Luggage Carts: National
- Security Checkpoint Mailing Services: Market Area Undetermined
- Shuttle Bus Services Management: State of California
- On Demand Ground Transportation Management: State of California

On March 18, 2011, the City executed a one-year concession agreement, with a six-month extension option, for the provision of Wi-Fi Sponsorship on a trial basis at the Airport. The City has not yet decided whether this agreement will be renewed when it expires in FFY 2012. The City may solicit letters of interest or requests for qualifications during this goal period for the provision of one Automated Retail Vending machine and for four Coin Operated Massage Chairs to be located at SJC on a trial basis. These concessions are not anticipated to generate average annual gross revenue of \$200,000 or greater during this goal period. Appropriate goal-setting analyses, however, will be

¹ Hereinafter, all section references are to Code of Federal Regulations Title 49.

conducted if the City decides to continue them after the trial periods. The revenues from these three concessions and the revenue that the Airport generates from a separate City-wide Vending agreement are included in our FFY 2012-2014 goal calculation.

The City's process for ascertaining ACDBE availability includes outreach to and consultation with minority and women business groups, community organizations, and trade associations representing concessionaires currently located at the Airport which could be expected to have information concerning the availability of disadvantaged businesses, the effects of discrimination on opportunities for ACDBEs, and the City's efforts to increase participation of ACDBEs. Outreach for concession opportunities anticipated in FFYs 2012-14 included obtaining information from other airports and conducting telephone surveys in May and June 2011 of a sampling of existing concessionaires and potential concessionaires to ascertain their interest and ability to participate in SJC's FFYs 2012-2014 concessions opportunities. The telephone survey and the California UCP Directory were also utilized to attempt to confirm the ethnicity and gender of business owners and their ACDBE certification status.

On May 9, 2005, the Ninth Circuit Court of Appeals issued a decision regarding how 49 CFR Part 26 DBE programs should be implemented at a local level under the Equal Protection Clause of the United States Constitution. (*See Western States Paving Co., Inc. v. Washington State Department of Transportation*, 407 F.3d 983 (9th Cir. 2005).) It is unclear whether the *Western States* decision will have an impact on 49 CFR Part 23 ACDBE programs. The Airport, however, considered that decision in preparing its Part 23 ACDBE program.

The March 10, 2010 San Diego County Regional Airport Authority ("SAN") Disparity Study was also reviewed and considered, but it was not used because it does not contain availability estimates, market areas or other information relative to the specific types of concession opportunities anticipated at SJC in FFYs 2012 - 2014.

The U.S. Census Bureau's ("Census") North American Industry Classification System ("NAICS") was utilized to determine concession-relevant NAICS codes, and its California Combined Statistical Areas ("CSAs") data was utilized to determine a market area for the Currency Exchange concession opportunity. We did not use Census County Business Patterns data to identify ready, willing and able businesses because it does not consider relevant factors such as business size standards, personal net worth and other eligibility requirements for firms to be able to participate in the ACDBE program, and it can cause over-estimates of ready, willing and able firms. This data also has limited relevance for developing market areas and availability figures for the types and characteristics of businesses that are ready, willing and able to participate in airport concessions.

Methodology used to Calculate Overall Goal

Goods and Services

Section 23.3's definition of "concession" includes a business that provides goods and services to concessionaires even if it does not maintain an office, store, or other business location on an airport, as long as the activities take place on the airport. Thus, we can meet the percentage target by including the purchase from ACDBEs of goods and services used in concession businesses conducted at the Airport. We, 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. The dollar value of purchases of goods and services from ACDBEs may be added to the numerator, and the dollar value of purchases of goods and services from all firms (ACDBEs and non-ACDBEs) may be added to the denominator.

SJC is in the process of requesting information from its concessionaires concerning ACDBEs and other small businesses that are participating in our concessions. Concessionaires operating at SJC are encouraged to use all reasonable efforts to maximize procurement of goods and services from certified ACDBEs.

Management Contracts or Subcontracts

Section 23.3's definition of "concession" also includes management contracts and subcontracts. We can meet the percentage target by including management contracts or subcontracts performed by an ACDBE that provides services to the public on the Airport, even if the ACDBE business does not maintain an office, store or other business location on the Airport. We, 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 airport's percentage goal is calculated. However, the dollar amount of a management contract or subcontract with a non-ACDBE and the gross receipts of business activities to which the management contract or subcontract with a non-ACDBE pertains will not be added to this base in either the numerator or denominator. We note that this approach is required by federal regulations. (Section 23.47(c).)

Step 1: Section 23.51(c)

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

$$\text{Base figure} = \frac{\text{Ready, willing, and able non-car rental ACDBEs in the Market Area}}{\text{All ready, willing and able non-car rental concession firms in the Market Area}}$$

The data sources used to derive the numerator were:

1. California Unified Certification Program DBE database
2. Concessions information from numerous other airports²
3. SJC's FFYs 2008-2010 Annual ACDBE Achievements Reports to the FAA
4. Direct contact with existing and potential concessionaires
5. Direct contact with business organizations
6. San Jose Silicon Valley Chamber of Commerce Business Directory
7. Hispanic Chamber of Commerce of Silicon Valley
8. Company websites
9. American Ground Transportation Association
10. Airport Minority Advisory Council DBE Directory
11. Airports Council International-North America Membership Directory
12. International Association of Professional Brochure Displays

The data sources used to derive the denominator were:

1. California Unified Certification Program DBE database
2. Concessions information from numerous other airports
3. SJC's FFYs 2008-2010 Annual ACDBE Achievements Reports to the FAA
4. Direct contact with existing and potential concessionaires
5. Direct contact with business organizations
6. San Jose Silicon Valley Chamber of Commerce Business Directory
7. Hispanic Chamber of Commerce of Silicon Valley
8. Company websites
9. American Ground Transportation Association
10. Airport Minority Advisory Council DBE Directory
11. Airports Council International-North America Membership Directory
12. International Association of Professional Brochure Displays

When we divided the numerator by the denominator and made the appropriate adjustments, we arrived at our overall race-neutral target for non-car rental concessions of 9.67%, calculated as follows:

² ABQ; ANC; BOS; CLT; DFW; DTW; JAX; JFK; LAX; OAK; PHL; PHX; SAN; SAV; SFO; YYJ

Goal Calculation for Individual Concession and Management Contract/Subcontract Opportunities – FFYs 2012-2014

Brochure Display/Distribution (NAICS Code 541870)

Concession Description

This opportunity is for the installation, operation and management of the brochure and magazine display racks concession in Terminals A and B, and in the Consolidated Rental Car Facility. A Request for Proposals may be issued in FFY 2014 for a new contract that will be awarded in FFY 2014. The current contract expires May 31, 2014.

Market Area

Utilizing the California UCP Directory, the International Association of Professional Brochure Displays membership directory, the Airport Minority Advisory Council DBE directory, and the Hispanic Chamber of Commerce membership directory, we determined that the majority of seekers of this opportunity (16 of 30 firms) are located throughout the State of California. The firm generating all of the gross revenue from the Brochure Display/Distribution concession is located in Vista, California. Therefore, we determined that the State of California is SJC's Market Area for the Brochure Display/Distribution concessions business.

Step One

Of the 16 firms in the Market Area, 13 are ACDBEs. As a result, the availability of ACDBE firms for this opportunity accounts for 81.25% of all the firms identified, calculated as follows: $13 \div 16 = 81.25\%$.

Step Two

We adjusted our 81.25% base figure to 0% because:

- ACDBE firms have not pursued this opportunity in the past.
- There has not been past ACDBE participation in this concession.
- The existing contract is a sole source contract that was awarded pursuant to the San Jose Municipal Code §25.08.1320.
- The Airport does not have data to rely on from a disparity study, as we could not identify any disparity studies conducted in the State of California or elsewhere that are specific to brochure display/distribution concessions.

Although there has not been ACDBE participation in this concession, we did not find evidence of discrimination. The City will conduct outreach in its Market Area for the upcoming opportunity.

Currency Exchange (NAICS Code 523130)

Concession Description

This opportunity is for the installation, operation and maintenance of the foreign currency exchange services concession in Terminal A. A Request for Proposals may be issued in FFY 2012 for a new contract that will be awarded in FFY 2012. The current contract expires October 31, 2012.

Market Area

Utilizing the California UCP Directory, the Airport Minority Advisory Council DBE directory, and information from airport and company websites, we determined that the substantial majority of seekers of this opportunity (7 of 12 firms) are located in two of the Census Bureau's California Combined Statistical Areas (CSAs). The firm generating all of the gross revenue from the Currency Exchange concession is located in one of these CSAs, in Los Angeles, California. Therefore, we determined that the combination of the Los Angeles-Long Beach-Riverside, California CSA and the San Jose-San Francisco-Oakland California, CSA is SJC's Market Area for the Currency Exchange concessions business.

Step One

Of the 7 firms in the Market Area, 3 are ACDBEs. As a result, the availability of ACDBE firms for this opportunity accounts for 42.85% of all the firms identified, calculated as follows: $3 \div 7 = 42.85\%$.

Step Two

We adjusted our 42.85% base figure to 0% because:

- ACDBE firms have not pursued this opportunity in the past.
- There has not been past ACDBE participation in this concession.
- The Airport does not have data to rely on from a disparity study, as we could not identify any disparity studies conducted in the State of California or elsewhere that are specific to currency exchange concessions.
- Because of the size of this opportunity and the limited amount of revenue it generates, it may be impractical for a non-ACDBE to achieve ACDBE participation.

Although there has not been past ACDBE participation in this concession, we did not find evidence of discrimination. The City will conduct outreach in its Market Area for this upcoming opportunity.

Luggage Carts (NAICS Code 812990)

Concession Description

This opportunity is for the management, operation, and maintenance of the luggage cart concession. A Request for Proposals may be issued in FFY 2014 for a new contract that will be awarded in FFY 2014. The current contract expires July 31, 2014.

Utilizing the California UCP Directory, the Airport Minority Advisory Council DBE directory, direct contact with potential concessionaires, information from other airports, and company websites, we determined that of the substantial majority of seekers of this opportunity (4 of 6 firms), 4 firms are national and/or international firms. A national/international operator located in Minneapolis, MN is currently generating all of SJC's luggage cart concession revenue. The Market Area for this opportunity was therefore determined to be National.

Step One

Of the 6 firms in the Market Area, 2 are ACDBEs. As a result, the availability of ACDBE firms for this opportunity accounts for 33.33% of all the firms identified, calculated as follows: $2 \div 6 = 33.33\%$.

Step Two

We adjusted our 33.33% base figure to 0% because:

- Airport luggage cart concessions have traditionally been a niche market for two non-ACDBE companies, and only a handful of ACDBEs have participated in these opportunities at airports across the country in the last decade.
- There has not been ACDBE participation in this concession at SJC since FFY 2005.
- The Airport does not have data to rely on from a disparity study, as we could not identify any disparity studies conducted in the State of California or elsewhere that are specific to luggage cart concessions.
- There are few ACDBEs still in this line of business.

Although there has not been ACDBE participation in this concession in recent years, we did not find evidence of discrimination. The City will conduct outreach in its Market Area for this upcoming opportunity.

Security Checkpoint Mailing Services (NAICS Code: 561431)

Concession Description

This opportunity is for the installation, operation and maintenance of drop boxes at the security checkpoints in Terminals A and B. A Request for Proposals may be issued in FFY 2014 for a new contract that will be awarded in FFY 2014. The current contract expires December 31, 2013.

Market Area

Airport security checkpoint mailing services have been available at U.S. airports for approximately eight years. These services are not available at all U.S. airports and some airports provide this service themselves. As a result of limited opportunities and the infancy of security checkpoint mailing services, the provision of these services has resulted in a niche market primarily for one ACDBE firm located in Kernersville, North Carolina that currently operates in 28 airports, including SJC. It receives all of SJC's revenue from the security checkpoint mailing services concession. One other firm located in League City, Texas is a more recent provider of these services at approximately six airports. Thus, we could not establish a Market Area for this opportunity.

Step One

We utilized several sources, without success, to try to identify interested seekers of this opportunity, including the California UCP directory, direct contact with firms in NAICS code 561431, the Airport Minority Advisory Council DBE directory, company websites, the Airports Council International-North America membership directory, the San Jose Silicon Valley Chamber of Commerce Business Directory, the Hispanic Chamber of Commerce of Silicon Valley membership directory, and the National Association of Women Business Owners Silicon Valley membership directory. Thus, it is impractical to establish a base figure with only two interested seekers.

Step Two

Since we could not establish a base figure because of the limited number of firms in this line of business, a step two adjustment was not made. The City will, however, conduct additional outreach to try to identify other qualified firms.

On-Demand Ground Transportation Management (NAICS Codes: 485999/485310)

Concession Description

This opportunity consists of the management of on-demand taxi and ground transportation services at SJC. A Request for Proposals may be issued in FFY 2012 for a new contract that will be awarded in FFY 2012. The current contract expires September 30, 2012.

Market Area

Utilizing the California UCP DBE directory, the Airport Ground Transportation Association membership directory, the San Jose Silicon Valley Chamber of Commerce membership directory and our telephone survey, we determined that the substantial majority of seekers (58 of 59 firms) of this opportunity are located in various cities in the State of California. The management firm generating the substantial majority of SJC's on-demand ground transportation management revenue is located in San Jose, California. Based on this analysis, we determined that the State of California is the Market Area for SJC's on-demand ground transportation management contract opportunity.

Step One

Of the 58 firms in the Market Area, 50 are ACDBEs and 8 are non-ACDBEs. As a result, the availability of ACDBE firms for this opportunity accounts for 86.20% of all the firms identified, calculated as follows: $50 \div 58 = 86.20\%$.

Step Two

We adjusted our 86.20% base figure to 2% to more accurately reflect our ACDBE participation expectations and provide an opportunity to develop more accurate estimates for future contracts, based on the following factors:

- An 86.20% ACDBE participation target is unrealistic based on the scope of work, the capacity of ACDBE firms in the Market Area, and our cost estimates for the services associated with this opportunity.
- The estimated management fees are 98% and the estimated fees for janitorial services are 2%.
- The estimated cost of the janitorial services that could be provided by subcontractors in this management contract can vary based on the decision of the contractor and the requirements of the contract.
- There has not been past ACDBE participation in this concession.
- Only one ACDBE firm expressed interest in this business opportunity in the last goal period (FFYs 2006-2008).
- The Airport does not have data to rely on from a disparity study, as we could not identify any disparity studies conducted in the State of California or elsewhere that are specific to on-demand ground transportation management concessions.

Although there has not been past ACDBE participation in this concession, we did not find evidence of discrimination. The City will conduct additional outreach in its Market Area for this upcoming opportunity.

Shuttle Bus Services Management (NAICS Codes 485999/561330)

Concession Description

This opportunity is for the management of personnel and scheduling of shuttle bus service between SJC's economy parking and rental car facilities and commercial airlines terminals. A Request for Proposals may be issued in FFY 2013 for a new contract that will be awarded in FFY 2013. The current contract expires February 28, 2013.

Market Area

Utilizing the California UCP DBE directory, the Airport Ground Transportation Association membership directory, the San Jose Silicon Valley Chamber of Commerce membership directory and our telephone survey, we determined that the substantial majority of seekers (63 of 65 firms) of this opportunity are located in various cities throughout the State of California. The management firm generating the substantial majority of SJC's shuttle bus services management revenue is located in San Jose, California. Based on this analysis, we determined that the State of California is the Market Area for SJC's shuttle bus services management contract opportunity.

Step One

Of the 63 management services firms in the Market Area, 52 are ACDBEs and 11 are non-ACDBEs. As a result, the availability of ACDBE firms for this opportunity accounts for 82.54% of all the firms identified, calculated as follows: $52 \div 63 = 82.54\%$.

Step Two

We adjusted our 82.54% base figure to 2% to more accurately reflect our ACDBE participation expectations and provide an opportunity to develop more accurate estimates for future contracts, based on the following factors:

- An 82.54% ACDBE participation target is unrealistic based on the scope of work, the capacity of ACDBE firms in the Market Area, and our cost estimates for the services associated with this opportunity.
- The estimated management fees are 98%, the estimated fees for janitorial services are 1%, and the estimated fees for staffing services are 1%.
- The estimated cost of the janitorial services and staffing services that could be provided by subcontractors in this management contract can vary based on the decision of the contractor and the requirements of the contract.
- There has not been past ACDBE participation in this concession.
- The Airport does not have data to rely on from a disparity study, as we could not identify any disparity studies conducted in the State of California or elsewhere that are specific to shuttle bus services management concessions.

Although there has not been past ACDBE participation in this concession, we did not find evidence of discrimination. The City will conduct additional outreach in its Market Area for this upcoming opportunity.

As noted above, SJC is in the process of requesting information from all concessionaires concerning ACDBEs and other small businesses that are participating in our concessions. The concessionaires operating at SJC are encouraged to use all reasonable efforts to maximize procurement of goods and services from ACDBEs that may be certified in the California UCP.

ACDBE Availability Base Figure (Step 1: Section 23.51(c).)

The City calculated its overall ACDBE availability base figure of 16.03% for non-rental car concession opportunities by dividing the estimated non-rental car gross revenue from ACDBEs by the estimated gross revenue from all non-rental car concessions, as follows:³

All Non-rental Car Concessions	Estimated Gross Revenue and Management Fees FFYs 2012-14	Potential ACDBE Amount of Gross Revenue and Management Fees	ACDBE Race-Neutral Target
Advertising	\$ 5,953,955	\$ 335,207	5.63%
ATMs	\$ 618,897	\$0	0%
Brochure Display/Distribution	\$ 127,493	\$0	0%
Food and Beverage	\$65,445,920	\$8,717,397	13.32%
Currency Exchange	\$ 92,804	\$0	0%
Luggage Carts	\$ 517,290	\$0	0%
News, Gifts & Specialty Retail	\$ 34,707,303	\$7,576,604	21.83%
Security Checkpoint Mailing Services	\$ 56,491	\$0	0%
Vending**	\$ 20,487	\$0	0%
Automated Retail Vending	\$ 551,603	\$0	0%
Wi-Fi Sponsorship	\$ 407,269	\$0	0%
Coin Operated Massage Chairs	\$ 49,031	\$0	0%
CNG Fueling Station Management	\$ 0	\$0	0%
Parking Facilities Management	\$ 510,000	\$ 510,000	5%
On-Demand Ground Transportation Management	\$ 54,343	\$ 54,343	2%
Shuttle Bus Management of Personnel and Scheduling	\$ 354,000	\$ 354,000	2%
TOTALS	\$109,466,886	\$17,547,551	
FFYs 2012-2014 BASE FIGURE			16.03%

**City-wide agreement

Adjustment to Base Figure (Step 2: Section 23.51(d).)

³ The dollar amount of management contracts or subcontracts with non-ACDBEs and the gross receipts of business activities to which the management contract or subcontract with a non-ACDBE pertains are not included in the chart, in accordance with §23.47 of the ACDBE regulations contained in 49 CFR Part 23.

After calculating the base figure of the relative availability of ACDBEs, we determined that an adjustment to the base figure was needed based on the Step 2 factors stated above for each upcoming concession opportunity. We also examined SJC's Annual ACDBE Achievements Reports to the FAA for FFYs 2006 through 2010, to determine median past participation in non-rental car concessions. This figure was derived by finding the median of the ACDBE participation percentages, excluding rental car concessions, as shown in the chart below:

Federal Fiscal Year	Total Gross Revenue (excludes rental cars)	ACDBE Gross Revenue (excludes rental cars)	ACDBE Participation
2006	\$32,440,167	\$858,918	2.65%
2007	\$30,943,397	\$942,317	3.05%
2008	\$31,533,518	\$1,044,363	3.31%
2009	\$26,839,150	\$1,213,626	4.52%
2010	\$28,809,943	\$1,442,599	5.00%
MEDIAN ACDBE PAST PARTICIPATION = 3.31%			

Next, the Step One Base Figure was adjusted for past participation by adding together the Step One Base Figure (16.03%) and the median past participation percentage (3.31%) and divided by 2 as follows:

$$16.03\% + 3.31\% \div 2 = \underline{9.67\% \text{ Adjusted Base Figure}}$$

The March 10, 2010 San Diego County Regional Airport Authority (SAN's) Disparity Study was also reviewed and considered, but it was not used because it does not contain availability estimates, market areas or other information relative to the specific types of concession opportunities anticipated at SJC in FFYs 2012 - 2014.

Our overall race-neutral target for non-car rental concessions for FFYs 2012 through 2014 is 9.67%. We adjusted our base figure to reflect as accurately as possible the ACDBE participation we expect in the absence of discrimination.

Consultation with Stakeholders (\$23.43)

Prior to submitting this target to the FAA, the City consulted with the 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 City's efforts to increase participation of ACDBEs. The lists of firms we identified from our telephone survey and other sources are attached.

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

The City will meet the maximum feasible portion of its overall target by using race-neutral means of facilitating ACDBE participation. The City uses the following race-neutral measures to increase ACDBE participation:

- Locating and identifying ACDBEs and other small businesses who may be interested in participating as concessionaires;
- Notifying ACDBEs of concession opportunities and encouraging them to compete, when appropriate;
- When practical, structuring concession activities so as to encourage and facilitate the participation of ACDBEs;
- Providing advice to ACDBEs in overcoming limitations such as the inability to obtain bonding, financing, or technical assistance;
- Ensuring that competitors for concession opportunities are informed during pre-solicitation meetings about how the City's ACDBE program will affect the procurement process;
- Providing information concerning the availability of ACDBE firms to competitors to assist them in obtaining ACDBE participation;
- Providing information to ACDBE firms about the City, its function and full range of contractual needs;
- Offering instructions and clarifications on solicitation requirements, the City's procurement policies, procedures, and general proposal requirements;
- Conducting debriefing sessions to explain why certain proposals were unsuccessful;
- Providing information to ACDBE firms on future concession opportunities, contracting schedules, subcontracting opportunities and bonding requirements;
- Providing instructions about job performance requirements;
- Placing solicitation notices in periodicals of interest to the disadvantaged business community; and
- Taking other race-neutral steps to foster ACDBE participation in the City's concession opportunities.

We estimate that in meeting our overall target of 9.67%, we will obtain 100% from race-neutral participation and 0% through race-conscious measures. If we project that race-neutral measures, standing alone, are not sufficient to meet our ACDBE participation targets, the following race-conscious measures will be implemented in the City's program, but only to the extent the City is able to demonstrate the need for race-conscious action to meet the overall target:

1. Establishing concession-specific goals for particular concession opportunities. (Section 23.35(e)(1).), as follows:

a. If the objective of the contract-specific goal is to obtain ACDBE participation through a direct ownership arrangement with an ACDBE, the goal will be calculated as a percentage of the total estimated annual gross receipts from the concession.

b. If the goal applies to purchases and/or leases of goods and services, the goal will be calculated by dividing the estimated dollar value of such purchases and/or leases from ACDBEs by the total estimated dollar value of all purchases to be made by the concessionaire.

c. To be eligible to be awarded the concession, competitors must make good faith efforts to meet the goal. A competitor may do so either by obtaining enough ACDBE participation to meet the goal or by documenting that it made sufficient good faith efforts to do so.

d. The administrative procedures applicable to contract goals in Sections 26.51-53, apply with respect to the City's concession-specific goals.

2. Negotiating with a potential concessionaire to include ACDBE participation, through direct ownership arrangements or measures, in the operation of the concession. (Section 23.35(e)(2).)

3. With FAA's prior approval, other methods that take a competitor's ability to provide ACDBE participation into account in awarding a concession. (Section 23.35(e)(3).)

In order to ensure that our ACDBE program will be narrowly tailored to overcome the effects of discrimination, if we use concession specific goals we will adjust the estimated breakout of race-neutral and race-conscious participation as needed to reflect actual ACDBE participation (Section 26.51(f)) and we will track and report race-neutral and race conscious participation 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 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. We will maintain data separately on ACDBE achievements in those contracts with and without concession specific goals, respectively.

Norman Y. Mineta San Jose International Airport

Section 23.45: Overall Goal Calculation for Rental Car Concessions Federal Fiscal Years 2012 - 2014

Amount of Goal

The City will continue to implement and abide by the previously submitted 0% overall ACDBE participation target for on-airport rental car concessions at Norman Y. Mineta San José International Airport for the period beginning October 1, 2011 and ending September 30, 2014, collectively Federal Fiscal Years 2012-2014.

Concession Description

Five rental car companies operate on-airport rental car concessions at SJC. New non-exclusive contracts with these existing companies were signed in January 2008, and these contracts became effective when the new consolidated rental car facility became operational in the summer of 2010. It is anticipated that these contracts will not change during this goal period.

The City is currently in the process of negotiating and executing a concession agreement with Payless Car Rental and the agreement will likely be finalized in less than six months. The new rental car concession opportunity is estimated to have average annual gross revenues in excess of \$200,000. Due to an oversight, the City did not submit a timely request to the FAA for an adjustment to the overall goals, pursuant to Part 23 section 23.45(i). We respectfully request that the FAA waive the error since the City's rental car concessions goal is 0% for both the current FFY 2009 – 2011 reporting period and for the FFY 2012 – 2014 goal period covered in this Plan. Thus, this new opportunity will not change our overall rental car goal.

However, if a new car rental concession opportunity with estimated annual gross receipts of \$200,000 or greater arises at a time that falls between normal submission dates for overall goals, SJC will submit an appropriate adjustment to its overall goal to the FAA for approval at least six months before executing the concession agreement for the new opportunity.

Methodology used to Calculate Overall Goal

We do not currently have adequate or reliable data to determine a Market Area and the availability of ACDBE firms. However, historical data from our ACDBE achievement reports for FFYs 2005-2010 confirms that none of SJC's rental car concessionaires have achieved ACDBE participation during any of the six fiscal years reviewed. Thus, our past participation has been 0%.

We could not use a disparity study to determine availability of ACDBE firms for the rental car concessions because there are not any valid, applicable disparity studies in the State of California or elsewhere that examine ACDBE participation in airport rental car concessions.

SJC is in the process of requesting information from the rental car concessionaires concerning ACDBEs, and other small businesses that are participating in our rental car concessions. Even though there is not an ACDBE participation target and the rental car concessionaires are not required to commit to an ACDBE participation percentage in their concessions at SJC, the rental car concessionaires are encouraged to use all reasonable efforts to maximize procurement of goods and services from ACDBEs that may be certified in the California UCP and the UCPs of other states.

In accordance with the provisions of Section 23.53, rental car concessionaires' purchases of goods and services from ACDBEs will be counted as follows:

1. All purchases or leases of vehicles from an ACDBE vendor will be counted as race-neutral ACDBE participation.
2. The entire amount of the cost charged by an ACDBE for repairing vehicles will be counted as race-neutral ACDBE participation, provided that such cost is reasonable and not excessive as compared with fees customarily allowed for similar services.
3. The entire amount of the fee or commission charged by an ACDBE to manage a car rental concession under an agreement with a rental car concessionaire will be counted as race-neutral ACDBE participation, provided that such fee or commission is reasonable and not excessive as compared with fees or commissions customarily allowed for similar services.
4. For other goods and services, ACDBE participation will be counted as provided in Sections 26.55 and 23.55. In the event of any conflict between these two sections, §23.55 controls.
5. If a rental car company has a national or regional contract with an ACDBE, the pro-rated share of the amount of that contract that is attributable to its car rental concession at SJC will be counted as race-neutral ACDBE participation.
6. No portion of a fee paid by a manufacturer to an ACDBE car dealership for reimbursement of work performed under the manufacturer's warranty will be counted as ACDBE participation.

We are hopeful that the USDOT and FAA will develop a nationwide approach to ACDBE participation in rental car concessions.

Brochure Display/Distribution - NAICS : NAICS Code: 541870

Source	Company Name	City	State	Zip	Notes
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DBEs/ACDBEs

1	Intl. Assoc. of Prof. Brochure Displays				
2	CA UCP	Orlando	FL	32824	MBE
3	CA UCP	OAKLAND	CA	94607	DBE/Caucasian Female
4	CA UCP	SAN DIEGO	CA	92116	DBE/Caucasian Female
5	CA UCP	IRVINE	CA	92618	DBE/Caucasian Female
6	CA UCP	REDONDO BEACH	CA	90277	DBE/Caucasian Female
7	CA UCP	NORTH HOLLYWOOD	CA	91601	DBE/Black Male
8	CA UCP	LONG BEACH	CA	90806	DBE/Hispanic Male
9	CA UCP	SOUTH PASADENA	CA	91030	DBE/Caucasian Female
10	CA UCP	SAN DIEGO	CA	92108	DBE/Caucasian Female
11	CA UCP	FRESNO	CA	99722	DBE/Asian Pacific
12	CA UCP	EL DORADO HILLS	CA	95762	DBE/Asian Pacific
13	CA UCP	HUNTINGTON BEACH	CA	92647	DBE/Caucasian Female
14	CA UCP	BEVERLY HILLS	CA	90021	DBE/Hispanic Male
15	AMAC DBE Directory	HERMOSA BEACH	CA	90254	DBE/Caucasian Female
16	AMAC DBE Directory	Fulfillment Plus, Inc.	MO	64116	DBE
17	AMAC DBE Directory	DHC Distribution	TX	78016	MBE
		Louis Bull, Inc.	TX	76147	WBE

Non-DBEs/ACDBEs

18	SIC	Vista	CA	92081	Non-DBE
19	Intl. Assoc. of Prof. Brochure Displays	Los Angeles	CA	90041	Non-DBE
20	Hispanic Chamber of Commerce of Silicon Valley	San Jose	CA	95112	Non-DBE
21	Intl. Assoc. of Prof. Brochure Displays	Hollister	MO	65672	Non-DBE
22	Intl. Assoc. of Prof. Brochure Displays	Burlington	NC	27216	Non-DBE
23	Intl. Assoc. of Prof. Brochure Displays	Sevierville	TN	37862	Non-DBE
24	Intl. Assoc. of Prof. Brochure Displays	Ocoee	FL	34761	Non-DBE
25	Intl. Assoc. of Prof. Brochure Displays	Mianheim	PA	17545	Non-DBE
26	Intl. Assoc. of Prof. Brochure Displays	Jonesborough	TN	37659	Non-DBE
27	Intl. Assoc. of Prof. Brochure Displays	Stockbridge	MA	01262	Non-DBE
28	Intl. Assoc. of Prof. Brochure Displays	Hilton	NY	14468	Non-DBE
29	Intl. Assoc. of Prof. Brochure Displays	Burlington	VT	05401	Non-DBE
30	Intl. Assoc. of Prof. Brochure Displays	Rye	NH	03870	Non-DBE

Note: Firms highlighted are in the Market Area

Currency Exchange - NAICS Code 523130

Source	Company Name	City	State	Zip	Notes
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DBEs/ACDBEs

AMAC DBE Directory	V. Puente Currency Services, Inc	DFW Airport	TX	75261	DBE/ACDBE
AMAC DBE Directory	Staff Airport Services, Inc.	Pittsburgh	PA	15231	DBE
AMAC DBE Directory	CLS Management Services, Inc.	Alexandria	VA	22309	ACDBE
AMAC DBE Directory	PIA Services, Inc.	Philadelphia	PA		DBE
CA UCP Directory	World Banknotes Exchange	Los Angeles	CA	90071	DBE/ACDBE/ Subcontinent Asian Male
CA UCP Directory	TDM, Inc	Rancho Cucamonga	CA	91730	DBE /ACDBE/Black Female
CA UCP Directory	Kar Wing Trading Co., Inc.	South El Monte	CA	91733	DBE/Asian Pacific Female

Non-DBEs/ACDBEs

SJC and other airports	Lenlyn Limited dba ICE Currency Services USA	Los Angeles	CA	90045	Non-DBE
Company website	Dollex Dollar Express, Inc.	San Jose	CA	95125	Non-DBE
LAX and other airports	Travelex Currency Services, Inc.	Santa Clara	CA	20005	Non-DBE/Global provider/ in approx. 106 airports; branch office
Company website	ChangeGroup	San Francisco	CA	94102	Non-DBE/Global provider; branch office
Company website	Thomas Cook Currency Services	Pittsburgh	PA	15222	

Note: Firms highlighted are in the Market Area

Luggage Carts- NAICS Code:812990

Source	Company Name	City	State	Zip	Notes
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DBEs/ACDBEs

AMAC DBE Directory	Hill, Taylor LLC	Chicago	IL	60603	DBE
AMAC DBE Directory	Civil Technology, Inc.	Denver	CO	80205	ACDBE

Non-DBEs/ACDBEs

1 PHX, BOS, PHL	BagPort	Baldwin	NY	11510	Non- DBE
2 ANC	Flight Services & Systems, Inc.	Independence	OH	44131	Non- DBE
3 YYJ	JNE Retail Equipment Inc.	Calgary	Alberta Canada	T2G 4B9	Non- DBE
4 SJL, DTW, SAV, CLT, JAX, JFK, ABQ, DFW and numerous others	Smarte Carte	St. Paul	MN	55110	Non- DBE

Security Checkpoint Mailing Services - NAICS Code: 561431

Source	Company Name	City	State	Zip	Notes
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DBEs/ACDBEs

1 SIC and CA UCP	Checkpoint Mailers, Inc. (aka Airport Mailers, Inc.)	Kernersville	NC	27285	ACDBE/DBE/Caucasian Female
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Non-DBEs/ACDBEs

1 Company website & news articles	Returnkey Systems Inc. (aka MailSafe Express)	League City	TX	77573	Non-DBE
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On Demand Ground Trans. Mgmt. NA NAICS Codes: 485999/485310

Source	Company Name	City	State	Zip	Notes
1 CUCP 5-3-11	Charles Forbile DBA Super Shuttle	Reseda	CA	91335	DBE/ASIAN PACIFIC Male
2 CUCP 5-27-11	Alemayehu Meshesha DBA Supershuttle	Los Angeles	CA	90017	DBE/ACDBE/ BLACK Male
3 CUCP 5-27-11	Amandeep Singh DBA Supershuttle	Reseda	CA	39008	DBE/ACDBE/ASIAN SUBCONTINENT Male
4 CUCP 5-27-11	AmourTransportation, Love Inc	Elk Grove	CA	95758	DBE/BLACK Female
5 CUCP 5-27-11	Anthony Logo DBA Supershuttle	North Hollywood	CA	91602	DBE/ACDBE/BLACK Male
6 CUCP 5-27-11	Anton G. Balasingam DBA Supershuttle	Long Beach	CA	90808	DBE/ACDBE/ASIAN SUBCONTINENT Male
7 CUCP 5-27-11	Arnaldo Gonzalez DBA Supershuttle	Paramount	CA	90723	DBE/ACDBE/ASIAN PACIFIC Male
8 CUCP 5-27-11	Bahru Abdulkadir DBA Supershuttle	Culver City	CA	90232	DBE/ACDBE/BLACK Male
9 CUCP 5-27-11	Carlos Cruz Iniguez DBA Supershuttle	Cudahy	CA	90201	DBE/ACDBE/HISPANIC Male
10 CUCP 5-27-11	Dabeer Mallik DBA Supershuttle	Los Angeles	CA	90045	DBE/ACDBE/ASIAN SUBCONTINENT Male
11 CUCP 5-27-11	David Miranda DBA Supershuttle	Fullerton	CA	92831	DBE/ACDBE/HISPANIC Male
12 CUCP 5-27-11	Eduardo Abrajan DBA Supershuttle	Long Beach	CA	90804	DBE/ACDBE/HISPANIC Male
13 CUCP 5-27-11	Elvira Martinez De Amaro & Jorge Amaro DBA Supershuttle	Rancho Cucamonga	CA	91739	DBE/ACDBE/HISPANIC Female
14 CUCP 5-27-11	Geneve Bacha Gari DBA Supershuttle	Los Angeles	CA	90019	DBE/ACDBE/BLACK Male
15 CUCP 5-27-11	Gil Woo DBA Supershuttle	Huntington Beach	CA	92647	DBE/ACDBE/ASIAN PACIFIC Male
16 CUCP 5-27-11	Hai Bo Zeng DBA Supershuttle	El Monte	CA	91732	DBE/ACDBE/ASIAN PACIFIC Male
17 CUCP 5-27-11	Haksoro Suyitno DBA Supershuttle	Colton	CA	92324	DBE/ACDBE/ASIAN PACIFIC Male
18 CUCP 5-27-11	Harmonys Transportation LLC	Carson	CA	90745	DBE/ACDBE/ASIAN PACIFIC Male
19 CUCP 5-27-11	Jason Cena DBA Supershuttle	Tahachapi	CA	93551	DBE/ACDBE/HISPANIC Male
20 CUCP 5-27-11	Jeffery Fleming DBA Supershuttle	Los Angeles	CA	90061	DBE/ACDBE/BLACK Male
21 CUCP 5-27-11	Jemal M. Berhan DBA Supershuttle	Anaheim	CA	92082	DBE/ACDBE/BLACK Male
22 CUCP 5-27-11	Jin Kim Wong DBA Supershuttle	Riverside	CA	92505	DBE/ACDBE/ASIAN PACIFIC Male
23 CUCP 5-27-11	Jose A. Rodriguez DBA Supershuttle	Victorville	CA	92392	DBE/ACDBE/HISPANIC Male
24 CUCP 5-27-11	M.A. Transportation	Perris	CA	92571	DBE/ACDBE/ASIAN SUBCONTINENT Male
25 CUCP 5-27-11	Maksudur Rahman DBA Supershuttle	Bell Flower	CA	90706	DBE/ACDBE/ASIAN SUBCONTINENT Male
26 CUCP 5-27-11	Marco A. Hernandez DBA Supershuttle	South Gate	CA	90280	DBE/ACDBE/HISPANIC Male
27 CUCP 5-27-11	Martin Trejo DBA Supershuttle	Inglewood	CA	90303	DBE/ACDBE/HISPANIC Male
28 CUCP 5-27-11	Michael Teilung DBA Supershuttle	San Bernardino	CA	92408	DBE/ACDBE/ASIAN PACIFIC Female
29 CUCP 5-27-11	Miguel W. Pacheco Medina DBA Supershuttle	Los Angeles	CA	90006	DBE/ACDBE/HISPANIC Male
30 CUCP 5-27-11	Minoos Targhibi DBA Elite Transit	Corona	CA	92880	DBE/ACDBE/OTHER Female
31 CUCP 5-27-11	Mohammed A. Lecal DBA Supershuttle	Irvine	CA	92620	DBE/ACDBE/BLACK Male
32 CUCP 5-27-11	Neva Fambrough DBA Supershuttle	Fullerton	CA	92832	DBE/ACDBE/BLACK Female
33 CUCP 5-27-11	Paulo Portugal LLC DBA Supershuttle	Ladera Ranch	CA	92694	DBE/ACDBE/HISPANIC Male
34 CUCP 5-27-11	Paulona Shuttle Services	Rialto	CA	92376	DBE/ACDBE/BLACK Male
35 CUCP 5-31-11	Rideshare Port Management, LLC	Inglewood	CA	90304	DBE/ACDBE/ASIAN SUBCONTINENT Male
36 CUCP 5-31-11	Roberto Arellano DBA Supershuttle	Los Angeles	CA	90037	DBE/ACDBE/HISPANIC Male
37 CUCP 5-31-11	Roberto Chavira DBA Supershuttle	Los Angeles	CA	90004	DBE/ACDBE/HISPANIC Male
38 CUCP 5-31-11	Rosa Rubalcava DBA Supershuttle	Costa Mesa	CA	92626	DBE/ACDBE/HISPANIC Female
39 CUCP 5-31-11	RS Limo And Transport	Van Nuys	CA	94106	DBE/ Male
40 CUCP 5-31-11	S & A Transportation	Riverside	CA	92503	DBE/ACDBE/ASIAN SUBCONTINENT Male
41 CUCP 5-31-11	Santy Aliwarga DBA Supershuttle	Arcadia	CA	91007	DBE/ACDBE/ASIAN SUBCONTINENT Female
42 CUCP 5-31-11	Simplified Service	Anaheim	CA	92801	DBE/ACDBE/ASIAN SUBCONTINENT Male
43 CUCP 5-31-11	Sukhdev Singh DBA Supershuttle	Canoga Park	CA	91303	DBE/ASIAN SUBCONTINENT Male
44 CUCP 5-31-11	TDK Shuttle	Rancho Cucamonga	CA	91730	DBE/ACDBE/HISPANIC Male

45 CUCP 5-31-11	TDM, Inc.	Rancho Cucamonga	CA	91730	DBE/ACDBE/BLACK Female
46 CUCP 5-31-11	Victor Moreno DBA Supershuttle	Los Angeles	CA	90003	DBE/ACDBE/HISPANIC Male
47 CUCP 5-31-11	Rush It Transportation Shuttle	Los Angeles	CA	90037	DBE/ACDBE/BLACK Male
48 CUCP 5-31-11	Welli B. Santos DBA Supershuttle	Colton	CA	92324	DBE/ACDBE/ASIAN PACIFIC Male
49 CUCP 5-27-11	United Taxicab Corporation	San Jose	CA	95112	DBE/ CAUCASIAN Female
50 San Jose Silicon Valley Chamber of Commerce	Mosaic Global Transportation	Redwood City	CA	94063	MBE
51 CUCP	Maruti Fleet And Management, LLC	Jacksonville	FL	32205	DBE

Non-DBEs/ACDBEs

52 SJC	Standard Parking	San Jose	CA	95113	Non-DBE
53 SJC	Taxi San Jose Inc.	San Jose	CA	95110	Non-DBE
54 SJC	Shuttle Port California LLC	San Jose	CA	95110	Non-DBE
55 Airport Ground Transportation Association	Tectrans, Inc.	Los Angeles	CA	90045	Non-DBE
56 San Jose Silicon Valley Chamber of Commerce	Corinthian International Parking Services Inc.	Cupertino, CA 95014	CA	95014	Non-DBE
57 San Jose Silicon Valley Chamber of Commerce	Bauer's Intelligent Transportation	San Francisco	CA	94111	Non-DBE
58 San Jose Silicon Valley Chamber of Commerce	Royal Coach Tours	San Jose	CA	95126	Non-DBE
59 SJC	Ampco System Parking	San Jose	CA	95110	Non-DBE

Note: Firms highlighted are in the Market Area

Shuttle Bus Services Mgmt. - NAICS Codes- 485999/561330

Source	Company Name	City	State	Zip	Notes
1 CUCP	Charles Forbile DBA Super Shuttle	Reseda	CA	91335	DBE/ASIAN PACIFIC Male
2 CA UCP	DAJA International LLC	San Francisco	CA	94111	DBE/Black Female
3 CA UCP	Paulo Portugal LLC DBA Supershuttle	Ladera Ranch	CA	92694	DBE/ACDBE/ HISPANIC Male
4 CA UCP	Alemayehu Meshesha DBA Supershuttle	Los Angeles	CA	90017	DBE/ACDBE/BLACK Male
5 CA UCP	Amandeep Singh DBA Supershuttle	Reseda	CA	39008	DBE/ACDBE/ASIÁN SUBCONTINENT Male
6 CA UCP	AmourTransportation, Love Inc	Elk Grove	CA	95758	DBE/Black Male
7 CA UCP	Anthony Logo DBA Supershuttle	North Hollywood	CA	91602	DBE/ACDBE/BLACK Male
8 CA UCP	Anton G. Balasingam DBA Supershuttle	Long Beach	CA	90808	DBE/ACDBE/ASIAN SUBCONTINENT Male
9 CA UCP	Arnaldo Gonzalez DBA Supershuttle	Paramount	CA	90723	DBE/ACDBE/ASIAN PACIFIC Male
10 CA UCP	Bahru Abdulkadir DBA Supershuttle	Culver City	CA	90232	DBE/ACDBE/BLACK Male
11 CA UCP	Carlos Cruz Iniguez DBA Supershuttle	Cudahy	CA	90201	DBE/ACDBE/HISPANIC Male
12 CA UCP	Dabeer Mallik DBA Supershuttle	Los Angeles	CA	90045	DBE/ACDBE/ASIAN SUBCONTINENT Male
13 CA UCP	David Miranda DBA Supershuttle	Fullerton	CA	92831	DBE/ACDBE/HISPANIC Male
14 CA UCP	Eduardo Abraján DBA Supershuttle	Long Beach	CA	90804	DBE/ACDBE/ HISPANIC Male
15 CA UCP	Elvira Martinez De Amaro & Jorge Amaro DBA Supershuttle	Rancho Cucamonga	CA	91739	DBE/ACDBE/ HISPANIC Male
16 CA UCP	Genene Bacha Gari DBA Supershuttle	Los Angeles	CA	90019	DBE/ACDBE/BLACK Male
17 CA UCP	Gil Woo DBA Supershuttle	Huntington Beach	CA	92647	DBE/ACDBE/ ASIAN PACIFIC Male
18 CA UCP	Hai Bo Zeng DBA Supershuttle	El Monte	CA	91732	DBE/ACDBE/ASIAN PACIFIC
19 CA UCP	Haksoro Suyitno DBA Supershuttle	Colton	CA	92324	DBE/ACDBE/ ASIAN PACIFIC Male
20 CA UCP	Harmonys Transportation LLC	Carson	CA	90745	DBE/ASIAN PACIFIC Male
21 CA UCP	Jason Cena DBA Supershuttle	Tahachapi	CA	93561	DBE/ACDBE/ HISPANIC Male
22 CA UCP	Jeffery Fleming DBA Supershuttle	Los Angeles	CA	90061	DBE/ACDBE/BLACK Male
23 CA UCP	Jemal M. Berhan DBA Supershuttle	Anaheim	CA	92082	DBE/ACDBE/BLACK Male
24 CA UCP	Jin Kim Wong DBA Supershuttle	Riverside	CA	92505	DBE/ACDBE/ASIAN PACIFIC Male
25 CA UCP	Jose A. Rodriguez DBA Supershuttle	Victorville	CA	92392	DBE/ACDBE/HISPANIC
26 CA UCP	M.A. Transportation	Perris	CA	92571	DBE/ACDBE/ ASIAN SUBCONTINENT Male
27 CA UCP	Maksudur Rahman DBA Supershuttle	Bell Flower	CA	90706	DBE/ACDBE/ ASIAN SUBCONTINENT Male
28 CA UCP	Marco A. Hernandez DBA Supershuttle	South Gate	CA	90280	DBE/ACDBE/HISPANIC Male
29 CA UCP	Martin Trejo DBA Supershuttle	Inglewood	CA	90303	DBE/ACDBE/ HISPANIC Male
30 CA UCP	Michael Teilung DBA Supershuttle	San Bernardino	CA	92408	DBE/ACDBE/ ASIAN PACIFIC Male
31 CA UCP	Miguel W. Pacheco Medina DBA Supershuttle	Los Angeles	CA	90006	DBE/ACDBE/HISPANIC Male
32 CA UCP	Minoo Targhibi DBA Elite Transit	Corona	CA	92880	DBE/ACDBE/ OTHER Female
33 CA UCP	Mohammed A. Lecal DBA Supershuttle	Irvine	CA	92620	DBE/ACDBE/ Black Male
34 CA UCP	Neva Fambrough DBA Supershuttle	Fullerton	CA	92832	DBE/ACDBE/BLACK Female
35 CA UCP	Paulona Shuttle Services	Rialto	CA	92376	DBE/ACDBE/HISPANIC
36 CA UCP	Rideshare Port Management, LLC	Inglewood	CA	90304	DBE/ACDBE/ASIAN SUBCONTINENT Male
37 CA UCP	Roberto Arellano DBA Supershuttle	Los Angeles	CA	90037	DBE/ACDBE/HISPANIC Male
38 CA UCP	Roberto Chavira DBA Supershuttle	Los Angeles	CA	90004	DBE/ACDBE/HISPANIC Male
39 CA UCP	Rosa Rubalcava DBA Supershuttle	Costa Mesa	CA	92626	DBE/ACDBE/HISPANIC Male
40 CA UCP	RS Limo And Transport	Van Nuys	CA	94106	DBE/ Unknown Male
41 CA UCP	S & A Transportation	Riverside	CA	92503	DBE/ACDBE/ASIAN SUBCONTINENT Male
42 CA UCP	Santy Aliwarga DBA Supershuttle	Arcadia	CA	91007	DBE/ACDBE/ASIAN SUBCONTINENT Male
43 CA UCP	Simplified Service	Anaheim	CA	92801	DBE/ACDBE/ASIAN SUBCONTINENT Male
44 CA UCP	Sukhdev Singh DBA Supershuttle	Caroga Park	CA	91303	DBE/ACDBE/ASIAN SUBCONTINENT Male
45 CA UCP	TDK Shuttle	Rancho Cucamonga	CA	91730	DBE/ACDBE/HISPANIC Male
46 CA UCP	TDM, Inc.	Rancho Cucamonga	CA	91730	DBE/ACDBE/Black Male
47 CA UCP	Victor Moreno DBA Supershuttle	Los Angeles	CA	90003	DBE/ACDBE/HISPANIC Male
48 CA UCP	Rush It Transportation Shuttle	Los Angeles	CA	90037	DBE/ACDBE/ ASIAN PACIFIC Male
49 CA UCP	Welli B. Santoso DBA Supershuttle	Colton	CA	92324	DBE/ACDBE
50 CA UCP	United Taxicab Corporation	San Jose	CA	95112	DBE/Caucasian Female
52 CA UCP	People's Transit, Ltd	Romulus	MI	48174	DBE/Black Male
53 CA UCP	Maruti Fleet And Management, LLC	Jacksonville	FL	32205	

Non-DBEs/ACDBEs

54 Company Website	Gray Line San Francisco/Coach America	San Francisco	CA		Non-DBE
55 SIC	Shuttle Port California LLC	San Jose	CA	95110	Non-DBE
56 Company Website	San Francisco Parking Inc. (aka SFO Shuttle Bus, Inc.)	San Francisco	CA	94128	Non-DBE
57 Company Website	Coach USA Transit Services	San Francisco	CA	94124	Non-DBE
58 San Jose Silicon Valley Chamber of Commerce	Bauers Intelligent Transportation	San Francisco	CA	94111	Non-DBE
59 Company Website	Standard Parking	San Jose	CA	95113	Non-DBE
60 SIC	MV Transportation, Inc.	Fairfield	CA	94534	Non-DBE
61 SIC	Ampco System Parking	San Jose	CA	95110	Non-DBE
62 SIC	Laidlaw Transit, Inc.	San Jose	CA	95122	Non-DBE
63 San Jose Silicon Valley Chamber of Commerce	Royal Coach Tours	San Jose	CA	95126	Non-DBE
64 Airport Ground Transportation Association	Tectrans, Inc.	Los Angeles	CA	90045	Non-DBE
65 Company Website	Veolia Transportation, Inc.	Oak Brook	IL	60523	Non-DBE

Note: Firms highlighted are in the Market Area