

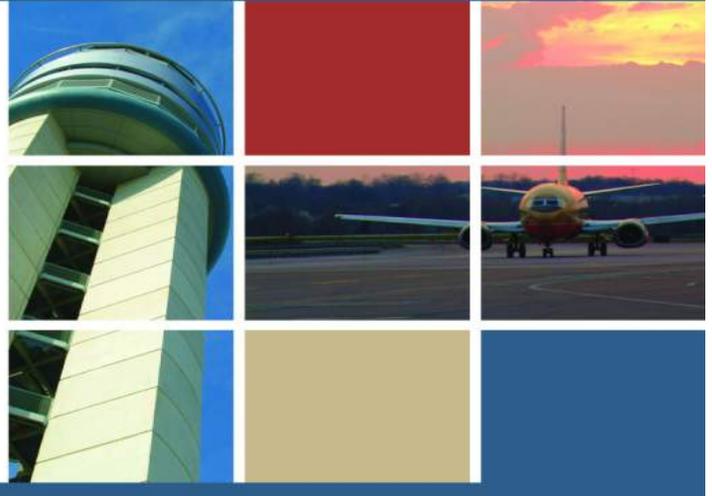


COLUMBUS
REGIONAL AIRPORT AUTHORITY

**AIRPORT CONCESSIONS
DISADVANTAGED BUSINESS
ENTERPRISE (ACDBE) PROGRAM**

**Car Rental
GOAL SETTING METHODOLOGY**

FFY 2018-2019-2020
49 CFR Part 23



DATED: September 29, 2017
Goal effective October 1, 2017 to September 30, 2020

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**FY 2018-2019-2020 Airport Concessions
Disadvantaged Business Enterprise (ACDBE)
Overall Three-Year Goals Report for Car Rentals**

In compliance with Subpart D of 49 CFR Part 23, The Authority shall establish separate overall three-year goals for the participation of ACDBEs in rental car and non-rental car concession related contracting opportunities. The Regulations require a two-step process for goal setting. This process intends to provide the maximum flexibility for grant recipients, while ensuring that goals are based on availability of ready, willing and able ACDBEs in each recipient's relevant market.

Section 23.45: Overall Goal Calculation for Car Rentals

Amount of Goal

The Authority's overall goal for car rentals during the period beginning October 1, 2017 and ending September 30, 2020 is: **(1.00%)**.

The concession opportunities anticipated during this goal period are goods and services purchased by car rental concessionaires with total estimated annual spend of **\$114,994,119** for the FFY 2018 - 2020. John Glenn Columbus International continues to work on increasing the participation in Car Rental concessions.

If a new car rental concession opportunity or goods and services supply opportunities arise 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 Authority will submit an appropriate adjustment to the overall goal. This will be submitted to the FAA for approval no later than 90 days before issuing the solicitation for the new concession opportunity. (23.45(i)).

The Authority has determined that the market area it draws from for car rental concessions is the State of Ohio. This is the geographical area in which the substantial majority of firms which seek to do car rental concessions business with the airport are located and the geographical area in which the firms receive a substantial majority of concessions related revenues are located.

Methodology used to Calculate Overall Goal

Goods and Services

We determined the goal based on outreach for the purchase of goods and services from certified ACDBE or potential ACDBE firms. This basis is in lieu of a goal based upon a percentage of total gross receipts of car rental operations at John Glenn Columbus International Airport. We will make a good faith effort to pursue opportunities to meet the goal. We will continue to consult with the Ohio DOT UCP, the car rentals at the airport, airports in our region, minority and women businesses in the State of Ohio and other publications to find prospects. We will work with our car rental agencies and outreach to ACDBEs for car rental goods and services and encourage certified ACDBEs not certified in Ohio to apply for certification in Ohio so we can count the ACDBE participation in goals and uniform reports. The Ohio DOT UCP is aware of this requirement and is on board to assist and process certifications as required.

Car Rentals stated the services they may need are: key blanks, oil change services, insurance, office supply, janitorial services, tires, auto repair services, auto part supplies, security services, upholstery, payroll services, towing services, car wash, landscaping services and freight transportation.

We cannot locate an ACDBE in our region that sells cars (if applicable). We have encouraged the car rentals to seek these options and to have the supplier become certified in the State of Ohio.

Base Goal

Goods and Services

We can meet the percentage goal by including the purchase from ACDBEs of goods and services used in businesses at the airport. The dollar value from purchases of goods and services from ACDBEs may be added to the numerator, and the dollar value from purchases of goods and services from all firms (ACDBEs and non-ACDBEs) may be added to the denominator.

There are no car rental concession opportunities anticipated during this goal period. If a new car rental 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 Authority will submit an appropriate adjustment to the overall goal. This will be submitted to the FAA for approval no later than 90 days before issuing the solicitation for the new concession opportunity. (23.45(i)).

John Glenn Columbus International does not anticipate any major changes that would increase or decrease car rental concession revenue over the next three years. The Base Goal for this goal period of 2018-2020 is **\$344,982,357**. The base goal is based upon the forecasted 2017 total purchases for all car rental concessions \$114,994,119 multiplied by 3 years of the goal period:

Fiscal Year	ACDBE Purchases for ALL Car Rental Concessions	Total Purchases for ALL Car Rental Concessions
Base Year: 2015	\$1,136,116	\$110,106,761
2016	\$1,001,383	\$113,968,403
2017*	\$1,052,848	\$114,994,119
3 year average	\$1,063,449	\$113,023,094

**forecast amount*

Base Goal = \$114,994,119 X 3 = \$344,982,357

Step 1: Relative Availability Base Calculation 23.51(c)(5)(ii)

We determined the base figure for the relative availability of ACDBEs that can be used for car rental purchases of goods and services. The base figure was calculated as follows:

Base figure = Ready, willing, and able car rental ACDBEs in the market area
 All ready, willing, and able car rental concession firms in the market area

Work Area	NAICS Code(s)	# of ACDBE Firms (OH)	# of Firms in Market Area (OH)	% of ACDBE Firms that may be available
Motor Vehicle Supplies	423120	0	4	0.0%
Keys-Hardware Merchant	423710	0	14	0.0%
Other Misc. Durable & Non-Durable Goods	423990/424990	2	194	1.0%
Other Chemical & Allied Products	424690	1	19	5.3%
Automobile Parts/Tires	441310/441320	0	28	0.0%
All Other General Merchandise	452990	2	8	25.0%
Gifts, Novelty	453220	5	198	2.5%
Specialized Freight Trucking	484220/484230	1	67	1.5%
Other Support Activities for Road Transportation	488490	1	1	100%
Insurance	524210/524298	1	1,038	0.1%
Various Management & Consulting Services	541611/541612/541613/541618	6	143	4.2%
Advertising	541810/541850	3	18	16.7%
Office Administrative Services	561110	1	904	0.1%
Janitorial Services	561720	1	256	0.4%
Landscaping Services	561730	1	77	1.3%
All Other Miscellaneous Waste	562998	2	37	5.4%
Automotive Glass Replacement	811122	1	51	2.0%
Car Washes	811192	2	24	8.4%
All Other Automotive Repair & Maintenance	811198	1	5	20.0%
TOTAL		31	3,086	1.00%

$$\text{Base figure} = \frac{31}{3,086} = 1.00\%$$

Step 2: 23.51(d)

After calculating a base figure of the relative availability of ACDBEs, we examined evidence to determine what adjustment was needed to the base figure in order to arrive at the overall goal. We do not have an applicable disparity study or any other evidence to use to adjust the goal.

In order to reflect as accurately as possible the ACDBE participation we would expect in the absence of discrimination we have adjusted our base figure by 0.0%. Our overall goal for car rental concessions is 1.0%.

Consultation with Stakeholders (23.43)

To solicit consultation regarding our ACDBE Goal, the ACDBE plan and goal are posted on the Columbus Regional Airport Authority's website at www.columbusairports.com, under the "Doing Business/Business Diversity" link. The Authority also held an "Open House" on August 18, 2017 for interested parties to discuss and network about ACDBE availability, how to become a certified ACDBE, and current and future opportunities in the Authority's car rental concession program. Approximately 24 vendors attended, in addition to representatives from Enterprise, Hertz and Avis rental car. Additionally, the Authority will solicit comments on the proposed overall FFY 18-20 three year goal by consulting with additional organizations and agencies', including local minority, women, and community organizations.

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

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

1. Locating and identifying ACDBEs and other small businesses who may be interested in participating as concessionaires under 49 CFR Part 23
2. Notifying ACDBEs of concession opportunities and encouraging them to compete, when appropriate;
3. When practical, structuring concession activities so as to encourage and facilitate the participation of ACDBEs;
4. Providing technical assistance to ACDBEs in overcoming limitations, such as inability to obtain bonding or financing;
5. Ensuring that competitors for concession opportunities are informed during pre-solicitation meetings about how the sponsor's ACDBE program will affect the procurement process;
6. Providing information concerning the availability of ACDBE firms to competitors to assist them in obtaining ACDBE participation; and

We estimate that, in meeting our overall goal of 1.00%, we will obtain 0% from race-neutral participation and 1.00% through race-conscious measures.

The following is a summary of the basis of our estimated breakout of race-neutral and race-conscious ACDBE participation:

1. ACDBE participation on concession leases that did not have ACDBE requirements;
2. Extent of your race-neutral business assistance efforts.

If we project that race-neutral measures, standing alone, are not sufficient to meet our overall goal, we will use the following race-conscious measures to meet the overall goal:

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

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 (see 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 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.