

JUNEAU INTERNATIONAL AIRPORT

JUNEAU, ALASKA



ACDBE PROGRAM | April 2025

Prepared by Taffy Pippin Consulting, LLC
Montgomery, Alabama

TABLE OF CONTENTS

POLICY STATEMENT	1
Section 23.1, 23.23 Objectives/Policy Statement.....	1
GENERAL REQUIREMENTS.....	2
Section 23.1 Objectives.....	2
Section 23.3 Definitions.....	2
Section 23.5 Applicability.....	2
Section 23.9 Non-discrimination Requirements.....	2
Section 23.11 Compliance and Enforcement.....	2
ACDBE PROGRAM.....	3
Section 23.21 ACDBE Program Updates	3
Section 23.23 Administrative Provisions	3
Section 23.25 Ensuring Nondiscriminatory Participation of ACDBEs	4
Section 23.26 Fostering Small Business Participation.....	5
Section 23.27 Reporting	5
Section 23.29 Compliance and Enforcement Procedures	7
CERTIFICATION AND ELIGIBILITY	8
Section 23.31 Certification Standards and Procedures	8
Section 23.33 Business Size Standards	8
Section 23.35 Personal Net Worth Limits	9
Section 23.37 Firms Certified as DBEs.....	9
Section 23.39 Other ACDBE Certification Requirements.....	9
GOALS, GOOD FAITH EFFORTS, AND COUNTING	11
Section 23.41 Overall Goals	11
Section 23.43 Consultation in Goal Setting	11
Section 23.45 Overall Goals	11
Section 23.53 Counting ACDBE Participation for Car Rental Goals	12
Section 23.55 Counting ACDBE participation for Concessions Other than Car Rentals	12
Section 23.57 Goal shortfall accountability.....	12
Section 23.61 Quotas or Set-Asides	13
OTHER PROVISIONS	14
Section 23.71 Existing Agreements.....	14
Section 23.73 Privately-Owned or Leased Terminal Buildings.....	14

Section 23.75	Long-Term Exclusive Agreements.....	14
Section 23.77	Preemption of Local Requirements.....	15
Section 23.79	Geographic Preferences	15
ATTACHMENT 1	ORGANIZATIONAL CHART.....	17
ATTACHMENT 2	ALASKA DIRECTORY OF CERTIFIED DBE/ACDBE FIRMS	18
ATTACHMENT 3	ACTIVE PARTICIPANTS LIST COLLECTION FORM	19
ATTACHMENT 4	SAMPLE MONITORING AND ENFORCEMENT MECHANISMS	22
ATTACHMENT 5	OVERALL GOAL CALCULATION FOR NON-CAR RENTALS.....	23
ATTACHMENT 6	OVERALL GOAL CALCULATION FOR CAR RENTALS.....	24
ATTACHMENT 7	DEMONSTRATION OF GOOD FAITH EFFORTS – FORMS 1 AND 2	25
ATTACHMENT 8	ACDBE CERTIFICATION APPLICATION FORM	27
ATTACHMENT 9	STATE’S UCP AGREEMENT	28
ATTACHMENT 10	REGULATIONS: 49 CFR PART 23.....	29
ATTACHMENT 11	SMALL BUSINESS ELEMENT – CONCESSIONS.....	30

DEPARTMENT OF TRANSPORTATION

ACDBE PROGRAM – 49 CFR PART 23

POLICY STATEMENT

Section 23.1, 23.23 Objectives/Policy Statement

The Juneau International Airport (JNU), operated by City and Borough of Juneau, has established an Airport Concession Disadvantaged Business Enterprise (ACDBE) program in accordance with regulations of the U.S. Department of Transportation (DOT), 49 CFR part 23. JNU is a primary airport and has received federal funds authorized for airport development after January 1988 (authorized under Title 49 of the United States Code). JNU has signed airport grant assurances that it will comply with 49 CFR Part 23.

It is the policy of JNU to ensure that ACDBEs as defined in part 23 have an equal opportunity to receive and participate in concession opportunities. It is also JNU's policy:

1. To ensure nondiscrimination in the award and administration of opportunities for concessions by airports receiving DOT financial assistance;
2. To create a level playing field on which ACDBEs can compete fairly for opportunities for concessions;
3. To ensure that JNU's ACDBE program is narrowly tailored in accordance with applicable law;
4. To ensure that only firms that fully meet this part's eligibility standards are permitted to participate as ACDBEs;
5. To help remove barriers to the participation of ACDBEs in opportunities for concessions at the airport;
6. To promote the use of ACDBEs in all types of concessions activities at the airport;
7. To assist the development of firms that can compete successfully in the marketplace outside the ACDBE program; and
8. To provide appropriate flexibility to airports receiving DOT financial assistance in establishing and providing opportunities for ACDBEs.

Angelica Lopez-Campos, Airport Business Manager has been designated as the ACDBE Liaison Officer (ACDBELO). In that capacity, the Airport Business Manager is responsible for implementing all aspects of the ACDBE program. Implementation of the ACDBE program is accorded the same priority as compliance with all other legal obligations incurred by JNU in its financial assistance agreements with the Department of Transportation.

JNU has disseminated this policy statement to Airport Board and all of the components of the organization. JNU has distributed this statement to ACDBE and non-ACDBE concessionaire communities in the Juneau area. The distribution was accomplished using website postings.



Patty Wahto, Airport Manager
Juneau International Airport

4/3/2025

Date

GENERAL REQUIREMENTS

Section 23.1 Objectives

The objectives are found in the policy statement on the first page of this program.

Section 23.3 Definitions

JNU will use terms in this program that have the meaning defined in Section 23.3 and part 26 Section 26.5 where applicable.

Section 23.5 Applicability

JNU is a primary airport, and the sponsor of federal airport funds authorized for airport development after January 1988 that was authorized under Title 49 of the United States Code.

Section 23.9 Non-discrimination Requirements

JNU will never exclude any person from participation in, deny any person the benefits of, or otherwise discriminate against anyone in connection with the award and performance of any concession agreement, management contract or subcontract, purchase or lease agreement or other agreement covered by 49 CFR part 23 on the basis of race, color, sex, or national origin.

In administering its ACDBE program, JNU will not, directly or through contractual or other arrangements, use criteria or methods of administration that have the effect of defeating or substantially impairing accomplishment of the objectives of the ACDBE program with respect to individuals of a particular race, color, sex, or national origin.

JNU will include the following assurances in all concession agreements and management contracts it executes with any firm:

"This agreement is subject to the requirements of the U.S. Department of Transportation's regulations, 49 CFR Part 23. The concessionaire or contractor agrees that it will not discriminate against any business owner because of the owner's race, color, national origin, or sex in connection with the award or performance of any concession agreement, management contract, or subcontract, purchase or lease agreement, or other agreement covered by 49 CFR Part 23.

The concessionaire or contractor agrees to include the above statements in any subsequent concession agreement or contract covered by 49 CFR Part 23, that it enters and cause those businesses to similarly include the statements in further agreements."

Section 23.11 Compliance and Enforcement

JNU acknowledges that the compliance and enforcement provisions of 49 CFR part 26 (§§ 26.101 and 26.105 through 26.109) apply to the concessions program under Part 23 in the same way that they apply to FAA recipients and programs under Part 26.

ACDBE PROGRAM

Section 23.21 ACDBE Program Updates

JNU is the operator of at least one primary airport and is required to have an ACDBE program. This ACDBE program is applicable to the following airport(s):

- Juneau International Airport (JNU)

Prior to implementing significant changes to this ACDBE program, JNU will provide the amended program to FAA for review and approval.

Section 23.23 Administrative Provisions

Policy Statement: JNU is committed to operating its ACDBE program in a nondiscriminatory manner. The Policy Statement is elaborated on the first page of this program.

JNU will thoroughly investigate, on an annual basis, the full extent of services offered by financial institutions owned and controlled by socially and economically disadvantaged individuals in the community and make reasonable efforts to use these institutions. JNU will also encourage prime concessionaires to use such institutions.

ACDBE Liaison Officer (ACDBELO): JNU has designated the following individual as the ACDBELO:

Angelica Lopez-Campos

Juneau International Airport

Airport Business Manager

1873 Shell Simmons Drive, Suite 200

Juneau, Alaska 99801

Angelica.Lopez-Campos@jnuairport.com

(907) 586-0960

In that capacity, the ACDBELO is responsible for implementing all aspects of the ACDBE program and ensuring that JNU complies with all provision of 49 CFR Part 23. The ACDBELO has direct, independent access to Mayor concerning ACDBE program matters. An organizational chart displaying the ACDBELO's position in the organization is found in Attachment 1 to this program.

The ACDBELO is responsible for developing, implementing, and monitoring the ACDBE program, in coordination with other appropriate officials. The ACDBELO has a staff of two to assist in the administration of the program. The duties and responsibilities include the following:

1. Gathers and reports statistical data and other information as required by FAA or DOT.
2. Reviews third party contracts and purchase requisitions for compliance with this program.
3. Works with all departments to set overall annual goals.
4. Ensures that bid notices and requests for proposals are available to ACDBEs in a timely manner.
5. Identifies contracts and procurements so that ACDBE goals are included in solicitations (both race-neutral methods and contract specific goals)
6. Analyzes JNU progress toward attainment and identifies ways to improve progress.

7. Participates in pre-bid meetings.
8. Advises the CEO/governing body on ACDBE matters and achievement.
9. Provides outreach to ACDBEs and community organizations to advise them of opportunities.

Directory: The Alaska Unified Certification Program (UCP) maintains a directory identifying all firms eligible to participate as DBEs and ACDBEs. The Directory lists the firm's name, address, phone number, date of the most recent certification, and the type of work the firm has been certified to perform as an ACDBE. The Directory clearly specifies whether a firm is certified as a DBE for purposes of Part 26, an ACDBE for purposes of Part 23, or both.

Section 23.25 Ensuring Nondiscriminatory Participation of ACDBEs

JNU will not use set-asides or quotas as a means of obtaining ACDBE participation.

JNU will seek ACDBE participation in all types of concession activities.

JNU will maximize the use of race-neutral measures, obtaining as much as possible of the ACDBE participation needed to meet overall goals through such measures. JNU will take the following measures to ensure nondiscriminatory participation of ACDBEs in concessions, and other covered activities (23.25(a)):

Race-neutral measures for JNU may include but are not limited to:

- 1) Locating and identifying ACDBEs and other small businesses who may be interested in participating as concessionaires under this part by outreach and website postings.
- 2) Notifying ACDBEs of concession opportunities and encouraging them to compete, when appropriate by identifying ACDBEs through the DBE/ACDBE UCP directory and performing outreach via email.
- 3) When practical, structuring concession activities to encourage and facilitate the participation of ACDBEs.
- 4) Ensuring that competitors for concession opportunities are informed during pre-solicitation meetings about how the recipient's ACDBE program will affect the procurement process.

JNU will also provide for the use of race-conscious measures when race-neutral measures, standing alone, are not projected to be sufficient to meet an overall goal. The following are examples of race-conscious measures JNU will implement, as needed:

1. Establishing concession-specific goals for particular concession opportunities.
 - (a) In setting concession-specific goals for concession opportunities other than car rental, JNU will explore, to the maximum extent practicable, all available options to set goals that concessionaires can meet through direct ownership arrangements. A concession-specific goal for any concession other than car rental may be based on purchases or leases of goods and services only when the analysis of the relative availability of ACDBEs and all relevant evidence reasonably supports that there is de minimis availability for direct ownership arrangement participation for that concession opportunity.
 - (b) In setting car rental concession-specific goals, JNU will not require a car rental company to change its corporate structure to provide for participation via direct ownership arrangement. When the overall goal for car rental concessions is based on purchases or

leases of goods and services, JNU is not required to explore options for direct ownership arrangements prior to setting a car rental concession-specific goal based on purchases or leases of goods and services.

- (c) If the objective of the concession-specific goal is to obtain ACDBE participation through a direct ownership arrangement with an ACDBE, JNU will calculate the goal as a percentage of the total estimated annual gross receipts from the concession.
 - (d) If the goal applies to purchases or leases of goods and services from ACDBEs, JNU will calculate the goal as a percentage of the total estimated dollar value of all purchases to be made by the concessionaire.
 - (e) When a concession-specific goal is set, JNU will require competitors to make good faith efforts to meet this 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.
 - (f) The administrative procedures applicable to contract goals in part 26, § § 26.51 through 26.53. apply with respect to concession-specific goals.
- 2. Negotiate with a potential concessionaire to include ACDBE participation, through direct ownership arrangements or measures, in the operation of the non-car rental concessions.
 - 3. With the prior approval of FAA, other methods that take a competitor's ability to provide ACDBE participation into account in awarding a concession.

JNU requires businesses subject to car rental and non-car rental ACDBE goals at the airport to make good faith efforts to meet goals set pursuant to this section.

Section 23.26 Fostering Small Business Participation

JNU, Alaska has created a small business element to provide for the structuring of concession opportunities to facilitate competition by small business concerns, taking all reasonable steps to eliminate obstacles to their participation, including unnecessary and unjustified bundling of concession opportunities that may preclude small business participation in solicitations.

The small business element is incorporated as Attachment 11 to this ACDBE Program. The program elements will be actively implemented to foster small business participation. JNU acknowledges that active use of the small business element is a requirement of the good faith implementation of this ACDBE program.

JNU will submit an annual report on small business participation obtained through the use of this small business element. The report must be submitted in the format acceptable to the FAA based on a schedule established and posted to the agency's website, available at

https://www.faa.gov/about/office_org/headquarters_offices/acr/bus_ent_program.

Section 23.27 Reporting

JNU will retain sufficient basic information about the ACDBE program implementation, ACDBE certification and the award and performance of agreements and contracts to enable the FAA to determine compliance with Part

23. This data will be retained for a minimum of three (3) years following the end of the concession agreement or other covered contract.

JNU will submit an annual report on ACDBE participation to the FAA by March 1 following the end of each fiscal year. This report will be submitted in the format acceptable to the FAA and contain all of the information described in the Uniform Report of ACDBE Participation.

1. JNU will create and maintain active participants list information and enter it into a system designated by the FAA. JNU will collect the following information about ACDBE and non-ACDBEs who seek to work on each of JNU's concession opportunities.
 - a. Firm name;
 - b. Firm address including ZIP code;
 - c. Firm status as an ACDBE or non-ACDBE;
 - d. Race and sex information for the firm's majority owner;
 - e. NAICS code applicable to the concession contract in which the firm is seeking to perform;
 - f. Age of the firm; and
 - g. The annual gross receipts of the firm.

JNU will collect the data from all active participants for concession opportunities by requiring the information to be submitted with their proposals or initial responses to negotiated procurements. JNU will enter this data in FAA's designated system no later than March 1 following the fiscal year in which the relevant concession opportunity was awarded.

The state department of transportation in each Unified Certification Program (UCP) established pursuant to 49 CFR § 26.81 must report certain information from the UCP directory to DOT's Departmental Office of Civil Rights each year. City and Borough of Juneau, if a certifying member of the state UCP, ensures the collection and reporting of the following information in the UCP directory:

- 1) The number and percentage of in-state and out-of-state ACDBE certifications for socially and economically disadvantaged by sex and ethnicity (Black American, Asian-Pacific American, Native American, Hispanic American, Subcontinent-Asian Americans, and non-minority);
- 2) The number of ACDBE certification applications received from in-state and out-of-state firms and the number found eligible and ineligible;
- 3) The number of decertified firms;
 - i. Total in-state and out-of-state firms decertified;
 - ii. Names of in-state and out-of-state firms decertified because SEDO exceeded the personal net worth cap;
 - iii. Names of in-state and out-of-state firms decertified for excess gross receipts beyond the relevant size standard.
- 4) Number of in-state and out-of-state ACDBEs summarily suspended;
- 5) Number of in-state and out-of-state ACDBE applications received for an individualized determination of social and economic disadvantage status; and
- 6) Number of in-state and out-of-state ACDBEs whose owner(s) made an individualized showing of social and economic disadvantaged status.

Section 23.29 Compliance and Enforcement Procedures

JNU will take the following monitoring and enforcement mechanisms to ensure compliance with 49 CFR Part 23.

JNU will verify that the work committed to ACDBEs is actually performed by the ACDBEs. This monitoring and enforcement mechanism will include a written certification that JNU has reviewed records of all contracts, leases, joint venture agreements, or other concession-related agreements and monitored these agreements at the Airport for this purpose. The monitoring and enforcement mechanisms will be inserted into concession agreements and management contracts setting forth the enforcement mechanisms and other means used to ensure compliance. The monitoring to which this paragraph refers may be conducted in conjunction with monitoring of contract performance for other purposes (e.g., closeout reviews for a contract). (23.29))

1. JNU will bring to the attention of the Department of Transportation any false, fraudulent, or dishonest conduct in connection with the program, so that DOT can take the steps (e.g., referral to the Department of Justice for criminal prosecution, referral to the DOT Inspector General, action under suspension and debarment or Program Fraud and Civil Penalties rules) provided in 49 CFR § 26.107.
2. JNU will consider similar action under their legal authorities, including responsibility determinations in future contracts. JNU has listed the regulations, provisions, and contract remedies available in the events of non-compliance with the ACDBE regulation by a participant in JNU's procurement activities (See Attachment 4. (26.37)

CERTIFICATION AND ELIGIBILITY

Section 23.31 Certification Standards and Procedures

JNU is a non-certifying member of the Alaska Unified Certification Program (UCP) and relies upon the UCP's determinations of certification eligibility. Alaska UCP will use the certification standards of Subpart C of Part 23 to determine the eligibility of firms to participate as ACDBEs in airport concessions contracts. To be certified as an ACDBE, a firm must meet all certification eligibility standards. Certifying Alaska UCP members make all certification decisions based on the facts as a whole.

The Alaska UCP directory of eligible ACDBEs specifies whether a firm is certified as a DBE for purposes of part 26, an ACDBE for purposes of part 23, or both.

For information about the certification process or to apply for certification, firms should contact:

Alaska Unified Certification Program
2200 E 42nd Avenue
PO Box 196900
Anchorage, Alaska 99519-6900
(907) 269-0851 Phone
(907) 269-0847 Fax

The Uniform Certification Application form, Personal Net Worth statement, and documentation requirements can be reviewed at <https://www.transportation.gov/civil-rights/disadvantaged-business-enterprise/ready-apply>.

Section 23.33 Business Size Standards

In general, a firm will be considered as a small business eligible to be certified as an ACDBE if its gross receipts, averaged over the firm's previous five (5) fiscal years, do not exceed \$56.42 million. The following special exceptions apply to the general small business size limit:

1. The limit for passenger car rental companies is \$75.23 million, averaged over the firm's previous five (5) fiscal years.
2. The size standard for banks and other financial institutions is \$1 billion in assets.
3. The size standard for pay telephone companies is 1500 employees.
4. The size standard for new car dealers is 350 employees.

For size purposes, gross receipts (as defined in [13 CFR 121.104\(a\)](#)) of affiliates are included in a manner consistent with [13 CFR 121.104\(d\)](#), except in the context of joint ventures. For gross receipts attributable to joint venture partners, a firm must include in its gross receipts its proportionate share of joint venture receipts, unless the proportionate share already is accounted for in receipts reflecting transactions between the firm and its joint ventures (*e.g.*, subcontracts from a joint venture entity to joint venture partners).

Section 23.35 Personal Net Worth Limits

The personal net worth standard used in determining eligibility for purposes of part 23 is posted online on the Departmental Office of Civil Rights' webpage, available at <https://www.transportation.gov/DBEPNW>. Any individual who has a PNW exceeding this amount is not a socially and economically disadvantaged individual for purposes of this part, even if the individual is a member of a group otherwise presumed to be disadvantaged.

Section 23.37 Firms Certified as DBEs

The state of Alaska will presume that a firm that is certified as a DBE under part 26 is eligible to participate as an ACDBE. However, before certifying such a firm, the State of Alaska will ensure that the disadvantaged owners of a DBE certified under part 26 are able to control the firm with respect to its activity in the concessions program.

Section 23.39 Other ACDBE Certification Requirements

The provisions of § 26.83(c)(1) of 49 CFR part 26 do not apply to ACDBE certifications. Instead, in determining whether a firm is an eligible ACDBE, City and Borough of Juneau will take the following steps:

- 1) Visit the firm's principal place of business, virtually or in person, and interview the SEDO, officers, and key personnel. City and Borough of Juneau will review those persons' résumés and/or work histories. JNU will maintain a complete audio recording of the interviews. JNU will also visit one or more active job sites (if there is one). These activities comprise the "on-site review" (OSR), a written report of which JNU will keep in its files.
- 2) Analyze documentation related to the legal structure, ownership, and control of the applicant firm. This includes, but is not limited to, articles of incorporation/organization; corporate by-laws or operating agreements; organizational, annual and board/member meeting records; stock ledgers and certificates; and State-issued certificates of good standing;
- 3) Analyze the bonding and financial capacity of the firm; lease and loan agreements; and bank account signature cards;
- 4) Determine the work history of the firm, including any concession contracts or other contracts it may have received; and payroll records;
- 5) Obtain or compile a list of the licenses of the firm and its key personnel to perform the concession contracts or other contracts it wishes to receive;
- 6) Obtain a statement from the firm of the type(s) of concession(s) it prefers to operate or the type(s) of other contract(s) it prefers to perform;
- 7) Obtain complete Federal income tax returns (or requests for extensions) filed by the firm, its affiliates, and the socially and economically disadvantaged owners for the last 5 years. A complete return includes all forms, schedules, and statements filed with the Internal Revenue Service; and
- 8) Require applicants for ACDBE certification to complete and submit an appropriate application form, except as otherwise provided in § 26.85 of part 26.

In reviewing the Declaration of Eligibility required by § 26.83(j), The State of Alaska will ensure that the ACDBE applicant provides documentation that it meets the applicable size standard in § 23.33.

For purposes of this part, the term *prime contractor* in § 26.87(j) includes a firm holding a contract with an airport concessionaire to provide goods or services to the concessionaire or a firm holding a prime concession agreement with a recipient.

With respect to firms owned by Alaska Native Corporations (ANCs), the provisions of § 26.63(c)(2) do not apply. The eligibility of ANC-owned firms for purposes of this part is governed by § 26.63(c)(1).

The State of Alaska will use the Uniform Certification Application found in part 26 of this chapter without change. If the **State of Alaska** seeks to supplement the form by requesting specified additional information consistent with this part, JNU will first seek written approval of the concerned Operating Administration and update this ACDBE program plan.

The State of Alaska will require every applicant to state that it is applying for certification as an ACDBE and complete all of section 5.

Car rental companies and private terminal owners or lessees are not authorized to certify firms as ACDBEs.

GOALS, GOOD FAITH EFFORTS, AND COUNTING

Section 23.41 Overall Goals

City and Borough of Juneau will establish two separate overall ACDBE goals: one for car rentals and another for concessions other than car rentals. The overall goals will cover a three-year period, and the sponsor will review the goals annually to make sure the goal continues to fit the sponsor's circumstances. JNU will submit any significant overall goal adjustments to the FAA.

If the average annual concession revenues for car rentals over the preceding three (3) years do not exceed \$200,000, JNU is not required to develop and submit an overall goal for car rentals. Likewise, if the average annual concession revenues for concessions other than car rentals over the preceding three (3) years do not exceed \$200,000, JNU is not required to develop and submit an overall goal for concessions other than car rentals. JNU understands that "revenue" means total revenue generated by concessions, not the revenue received by the airport from concessions agreements.

JNU's overall goals will provide for participation by all certified ACDBEs and will not be subdivided into group-specific goals.

Section 23.43 Consultation in Goal Setting

JNU consults with stakeholders before submitting the overall goals to the FAA. Stakeholders will include, but not be limited to, 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 sponsors efforts to increase participation of ACDBEs.

When submitting the overall goals, JNU will identify the stakeholders that were consulted with and provide a summary of the information obtained from the stakeholders.

The requirements of this section do not apply if no new concession opportunities will become available during the goal period. However, JNU will take appropriate outreach steps to encourage available ACDBEs to participate as concessionaires whenever there is a concession opportunity.

Section 23.45 Overall Goals

Overall goals will be submitted to the FAA for approval. The overall goals meeting the requirements of this subpart are due based on a schedule established by the FAA and posted on the FAA's website.

The goals must be submitted every three years based on the published schedule. If a new concession opportunity arises at a time that falls between the normal submission dates above and the estimated average of annual gross revenues are anticipated to be \$200,000 or greater, the sponsor will submit an appropriate adjustment to JNU's overall goal to FAA for approval no later than 90 days before issuing the solicitation for the new concession opportunity.

JNU will establish overall goals in accordance with the 2-Step process as specified in § 23.51. After determining the total gross receipts for the concession activity, the first step is to determine the relative availability of ACDBEs in the market area, “base figure”. The second step is to examine all relevant evidence reasonably available in the sponsor’s jurisdiction to determine if an adjustment to the Step 1 “base figure” is necessary so that the goal reflects as accurately as possible the ACDBE participation the sponsor would expect in the absence of discrimination. Evidence may include, but is not limited to past participation by ACDBEs, a disparity study, evidence from related fields that affect ACDBE opportunities to form, grow, and compete (such as statistical disparities in ability to get required financing, bonding, insurance; or data on employment, self-employment, education, training, and union apprenticeship).

JNU will also include a projection of the portions of the overall goal expected to be met through race-neutral and race-conscious measures, respectively.

If the FAA determines that JNU’s goals have not been correctly calculated or the justification is inadequate, the FAA may, after consulting with us, adjust the overall goal or race-conscious/race-neutral “split.” In such a case, the adjusted goal is binding on JNU.

Section 23.53 Counting ACDBE Participation for Car Rental Goals

JNU will count ACDBE participation toward overall goals for car rental as provided in 49 CFR 23.53.

Section 23.55 Counting ACDBE participation for Concessions Other than Car Rentals

JNU will count ACDBE participation toward overall goals other than car rental as provided in 49 CFR § 23.55.

Section 23.57 Goal shortfall accountability.

If the awards and commitments on the Uniform Report of ACDBE participation at the end of any fiscal year are less than the overall goal applicable to that fiscal year, JNU will:

- Analyze in detail the reasons for the difference between the overall goal and JNU awards and commitments in that fiscal year;
- Establish specific steps and milestones to correct the problems identified in the analysis to enable JNU to fully meet the goal for the new fiscal year;
- As an airport not meeting the criteria of paragraph (b)(3)(i) of this section, JNU will retain analysis and corrective actions in the records for three years and make it available to the FAA, on request, for their review.

FAA may impose conditions as part of its approval of JNU’s analysis and corrective actions including, but not limited to, modifications to the overall goal methodology, changes in the race-conscious/race-neutral split, or the introduction of additional race-neutral or race-conscious measures.

JNU may be regarded as being in noncompliance with this part, and therefore subject to the remedies in § 23.11 of this part and other applicable regulations, for failing to implement JNU’s ACDBE program in good faith if any of the following things occur:

- JNU does not submit the analysis and corrective actions to FAA in a timely manner as required under paragraph (b)(3) of § 23.57;
- The FAA disapproves the analysis or corrective actions; or
- JNU does not fully implement:
 - a. The corrective actions to which JNU has committed, or
 - b. Conditions that FAA has imposed following review of the analysis and corrective actions.
 - c. If information coming to the attention of FAA demonstrates that current trends make it unlikely that JNU, as an airport, will achieve ACDBE awards and commitments that would be necessary to allow the goal to be met at the end of the fiscal year, FAA may require JNU to make further good faith efforts, such as modifying the race-conscious/race-neutral split or introducing additional race-neutral or race-conscious measures for the remainder of the fiscal year.

Section 23.61 Quotas or Set-Asides

JNU will not use quotas or set-asides as a means of obtaining ACDBE participation.

OTHER PROVISIONS

Section 23.71 Existing Agreements

If permitted by the existing agreement, JNU will use any means authorized by Part 23 to obtain a modified amount of ACDBE participation in the renewed or amended agreement.

Section 23.73 Privately-Owned or Leased Terminal Buildings

JNU will pass through applicable provisions of Part 23 to any private terminal owner or lessee via the agreement with the owner or lessee. JNU will ensure that the owner or lessee complies with Part 23. JNU will obtain from the owner or lessee the goals and other elements of the ACDBE program required under Part 23.

Section 23.75 Long-Term Exclusive Agreements

JNU will not enter into a long-term and exclusive agreements for concessions without prior approval of the FAA Regional Civil Rights Office. It is understood that a “long-term” agreement is one having a term of more than 10 years, including any combination of base term and options or holdovers to extend the term of the agreement, if the effect is a term of more than ten years. JNU understands that an exclusive agreement is one having a type of business activity that is conducted solely by a single business entity on the entire airport, irrespective of ACDBE participation.

City and Borough of Juneau may enter into a long-term, exclusive concession agreement only under the following conditions:

- 1) Special local circumstances exist that make it important to enter such agreement; and
- 2) FAA approves JNU’s plan for meeting the standards of paragraph (c) of § 23.75.

To obtain FAA approval of a long-term exclusive concession agreement, JNU will submit the following information to the FAA. The items in paragraphs (1) through (3) below will be submitted at least 60 days before the solicitation is released and items in paragraphs (4) through (7) will be submitted at least 45 days before contract award:

1. A description of the special local circumstances that warrant a long-term, exclusive agreement.
2. A copy of the solicitation.
3. ACDBE contract goal analysis developed in accordance with this part.
4. Documentation that ACDBE participants are certified in the appropriate NAICS code in order for the participation to count towards ACDBE goals.
5. A general description of the type of business or businesses to be operated by the ACDBE, including location and concept of the ACDBE operation.
6. Information on the investment required on the part of the ACDBE and any unusual management or financial arrangements between the prime concessionaire and ACDBE, if applicable.
7. Final long-term exclusive concession agreement, subleasing or other agreements.
 - a. In order to obtain FAA approval of a long-term exclusive concession agreement that has been awarded through direct negotiations, JNU will submit the items in paragraphs (1) and (3) through (7) of this section at least 45 days before contract award.

- b. In order to obtain FAA approval of an exclusive concession agreement that becomes long-term as a result of a holdover tenancy, JNU will submit to the responsible FAA regional office a holdover plan for FAA approval at least 60 days prior to the expiration of the current lease term. The holdover plan shall include the following information:
 - i. A description of the special local circumstances that warrant the holdover.
 - ii. Anticipated date for renewal or re-bidding of the agreement.
 - iii. The method to be applied for renewal or re-bidding of the agreement.
 - iv. Submission of all items required under (3), (4), (6), and (7) of this section for the agreement in holdover status or an explanation as to why the item is not available or cannot be submitted.

Section 23.77 Preemption of Local Requirements

In the event that a state or local law, regulation, or policy differs from the requirements of this part, JNU will, as a condition of remaining eligible to receive Federal financial assistance from the DOT, take such steps as may be necessary to comply with the requirements of 49 CFR part 23. However, nothing in part 23 preempts any State or local law, regulation, or policy enacted by the governing body of JNU, or the authority of any State or local government or recipient to adopt or enforce any law, regulation, or policy relating to ACDBEs, as long as the law, regulation, or policy does not conflict with part 23.

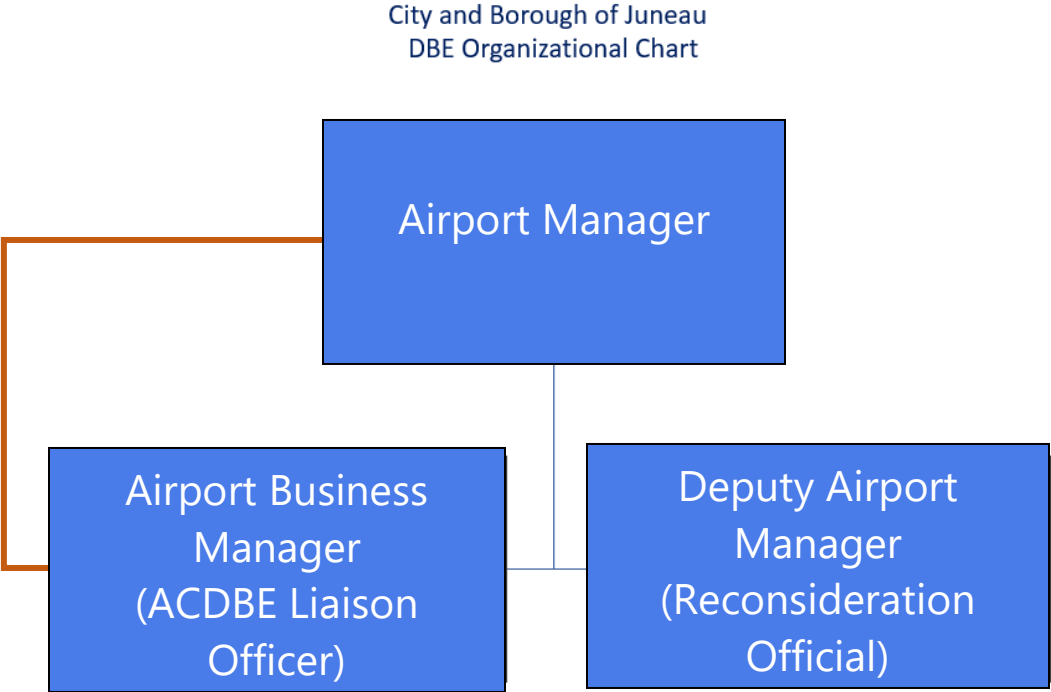
Section 23.79 Geographic Preferences

JNU will not use a local geographic preference. For purposes of this section, a local geographic preference is any requirement that gives a concessionaire located in one place (e.g., local area) an advantage over concessionaires from other places in obtaining business as, or with, a concession at the airport.

ATTACHMENTS

Attachment 1	Organizational Chart
Attachment 2	Alaska Directory of Certified DBE/ACDBE Firms
Attachment 3	Active Participants List Collection Form
Attachment 4	Sample Monitoring and Enforcement Mechanisms
Attachment 5	Overall Goal Calculation for Non-Car Rentals
Attachment 6	Overall Goal Calculation for Car Rentals
Attachment 7	Demonstration of Good Faith Efforts – Forms 1 and 2
Attachment 8	ACDBE Certification Application Form
Attachment 9	State's UCP Agreement
Attachment 10	Regulations: 49 CFR Part 23
Attachment 11	Small Business Element – Concessions

ATTACHMENT 1 ORGANIZATIONAL CHART



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

ATTACHMENT 3 ACTIVE PARTICIPANTS LIST COLLECTION FORM

[Note: § 23.27 requires Recipients to collect active participants list information from all firms that have participated or attempted to participate in airport concession activities and submitted proposals or initial responses to negotiated procurements, and to enter it into USDOT's designated system. The data must be collected for all firms who sought to participate in the opportunity (successfully or not).

If you use an electronic system to collect this information, you may include a screenshot or other example showing how the system collects all the required data.

If you need to see an example of an active participants list data collection form, you can find one in the AC/DBE Doc Vault at <https://faa.civilrightsconnect.com>. For quick reference, the following are the required items to collect for active participants list reporting:

- *Firm name*
- *Firm Address including ZIP code*
- *Firm's status as an ACDBE or non-ACDBE*
- *Race and sex information for the firm's majority owner*
 - *Use only the race/ethnicity classifications from 49 CFR part 26:*
 - *Black American*
 - *Hispanic American*
 - *Native American*
 - *Asian Pacific American*
 - *Subcontinent Asian American*
 - *Other*
- *NAICS code applicable to the concession contract in which the firm is seeking to perform*
- *Age of the firm*
- *Annual gross receipts of the firm. The gross receipts can be obtained by asking each firm to indicate into what gross receipts bracket they fit (e.g. less than \$1 million; \$1-3 million; \$3-6 million; \$6-10 million, etc.) rather than requesting an exact figure from the firm.]*

Juneau International Airport (JNU)
Airport Concession Disadvantaged Enterprise (ACDBE) Program

Active Participant in Airport Concessions

All firms seeking to work on airport concession opportunities at the JNU Airport must complete this form and submit it to the JNU Airport Office. In accordance with 49 CFR 23.27(c)(3) the required data must be collected from all firms that have participated or attempted to participate in airport concession activities and submitted proposals or initial responses to negotiated procurements.

Name of Firm: _____ Date Firm was Established: _____

Street Address: _____

Mailing Address: _____

Phone #: _____ Other Phone #: _____ Fax #: _____

Contact Name: _____ Email Address: _____

Firm's Majority Owner Gender: ☐ Male ☐ Female

Firm's Majority Owner Ethnicity: (Check all that apply)

☐ Caucasian ☐ Hispanic American ☒ Subcontinent Asian American ☐ Native American

☐ Black American ☐ Asian-Pacific American

Is this firm a:

Certified ACDBE? ☐

*Airport Concession Disadvantaged Business Enterprise

Self-Certified SBE? ☐

* Small Business Enterprise

NAICS code applicable to the concession contract in which the firm seeks to perform (www.census.gov/NAICS)

Firm's gross annual receipts:

☐ < \$1 million

☐ \$1-3 million

☐ \$3-6 million

☐ \$6-10 million

☐ > \$10 million

 _____
Signature of Company Representative Title Date

Submit form to : airportbusinessmanager@jnuairport.com
If you have any questions, please call (907) 586-0960.

Form Active Participant for Airport Concessions

Active Participant in Airport Concessions Form Instructions & FAQ

Purpose of form:

All firms seeking to work on airport concession opportunities at JNU must complete this form and submit it to the Juneau Airport Office. In accordance with 49 CFR 23.27(c)(3) the required data must be collected from all firms that have participated or attempted to participate in airport concession activities and submitted proposals or initial responses to negotiated procurements.

Authority:

- [49 CFR 23.27\(c\)\(3\)](#): What information does a recipient have to retain and report about implementation of its ACDBE program?

What information does the form capture?

The form captures the following information from ACDBE and non-ACDBE firms seeking to participate in your concession opportunities.

1. Firm name
2. Firm address including ZIP code
3. [Firm status](#) as an ACDBE or non-ACDBE
4. Race and gender information for the firm's majority owner
5. NAICS code applicable to the concession contract in which the firm is seeking to perform
6. Age of the firm
7. The annual gross receipts of the firm

What is a concession?

Taken from [49 CFR 23.3](#) a Concession means one or more of the types of for-profit businesses that serve the traveling public listed in paragraph (1) or (2) of this definition:

1. A business, located on an airport subject to this part, that is engaged in the sale of consumer goods or services to the traveling public under an agreement with the recipient, another concessionaire, or the owner or lessee of a terminal, if other than the recipient.
2. A business conducting one or more of the following covered activities, even if it does not maintain an office, store, or other business location on an airport subject to this part, as long as the activities take place on the airport: Management contracts and subcontracts, a 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.

This form must be completed each time a firm seeks to work on an airport concession.

ATTACHMENT 4 SAMPLE MONITORING AND ENFORCEMENT MECHANISMS

JNU has available several remedies to enforce the ACDBE requirements contained in its contracts, including, but not limited to, the following:

1. Breach of contract action, pursuant to State Code of Alaska

In addition, the federal government has available several enforcement mechanisms that it may apply to firms participating in the ACDBE program, including, but not limited to, the following:

1. Suspension or debarment proceedings pursuant to 49 CFR part 23 and
2. 2 CFR parts 180 and 1200
3. Enforcement action pursuant to 49 CFR part 31; and
4. Prosecution pursuant to 18 USC 1001.

JNU will implement various mechanisms to monitor program participants to ensure they comply with part 23, including, but not limited to the following:

1. JNU will insert the following provisions into concessions agreements and management contracts:

"Concessionaire shall comply with all applicable provisions of 49 CFP Part 23. All concessionaires (Prime contractors) shall list all certified ACDBE's they intend to use (including themselves) with the Airport ACDBELO. Concessionaire shall provide JNU with monthly reports detailing all payments made to ACDBEs, or in the case that the Concessionaire is an ACDBE, monthly reports detailing all pertinent gross revenue amount to be applied toward the ACDBE goals as described in the JNU's ACDBE Program and 49 CFR Part 23."

2. JNU will implement the compliance and monitoring procedures as follows:
 - a. JNU will monitor participating ACDBEs by requiring an annual report of all ACDBE activity and by periodically auditing various ACDBE participants, as allowed by their contracts. In addition, period checks of the AKUCP website will be accomplished to ensure continued certification of all participating ACDBEs.
 - b. JNU will bring to the attention of the USDOT any false, fraudulent, or dishonest conduct in connection with the program, so that USDOT/FAA can take steps (e.g., referral to the Department of Justice for criminal prosecution, referral to the USDOT/FAA Inspector General, action under suspension and debarment of Program Fraud and Civil Penalties rules) provided in 49 CFR Part 25.107. JNU will also consider similar action under its own legal authorities, including responsibility determination in future contracts. This includes, for example, apply liquidated damages, withholding payments, etc.

ATTACHMENT 5 OVERALL GOAL CALCULATION FOR NON-CAR RENTALS

Provided in a separate document.

ATTACHMENT 6 OVERALL GOAL CALCULATION FOR CAR RENTALS

Provided as a separate document.

FORM 1:

Demonstration of Good Faith Efforts - Forms 1 and 2

[The following Forms 1 and 2 are provided for illustrative purposes ONLY. Any forms Recipients develop and use for purposes of assessing bidder/respondent good faith efforts should be included with solicitation documents.]

FORM 1: AIRPORT CONCESSION DISADVANTAGED BUSINESS ENTERPRISE (ACDBE) UTILIZATION

The undersigned bidder/respondent has satisfied the ACDBE requirements of the concession [*bid/RFP/RLI*] in the following manner:

☐ Bidder/respondent has met the ACDBE goal

The bidder/offeror is committed to a minimum of ____ % ACDBE participation in this opportunity.

☐ Bidder/respondent has not met the ACDBE goal

The bidder/respondent is committed to a minimum of ____% ACDBE participation in this opportunity and has submitted documentation demonstrating good faith efforts.

Legal name of bidder/respondent's firm: _____

Bidder/Respondent Representative:

Name & Title

Signature

Date

FORM 2: LETTER OF INTENT

Note: The authorized representative (AR) named below must be an individual vested with the authority to make contracting decisions on behalf of the firm.

Name of bidder/respondent's firm: _____

Name & title of firm's AR: _____

Phone: _____ Email: _____

Name of ACDBE firm: _____

Name & title of ACDBE firm's AR: _____

Address: _____

City: _____ State: _____ Zip: _____

Phone: _____ Email: _____

Role to be performed by ACDBE firm:

Description of Work	NAICS	Projected Amount / %	Dollar	Joint Venture/Subtenant/Supplier*

**For suppliers only, state how the ACDBE will perform (e.g., regular dealer, manufacturer, broker). Count only fees and commissions if the supplier performs as a broker.*

The undersigned bidder/respondent is committed to utilizing the above-named ACDBE firm for the work described above. The total expected dollar value of this work is \$ _____. The bidder/respondent understands that if it is awarded the contract/agreement resulting from this procurement, it must enter into an agreement ACDBE firm identified above that reflects the type and amount of participation listed. Bidder/respondent understands that upon submitting this form, it may not substitute or terminate the ACDBE listed above without following the procedures of 49 CFR Part 26, §26.53.

Signature of Bidder/Respondent's Authorized Representative

Date: _____

The undersigned ACDBE affirms that it is ready, willing, and able to perform the amount and type of work as described above, and is properly certified to be counted for ACDBE participation therefore.

Signature of ACDBE's Authorized Representative

Date: _____

If the bidder/respondent does not receive award of the prime concession opportunity, all representations in this Letter of Intent shall be null and void.

Submit this page for each ACDBE participant.

ATTACHMENT 8 ACDBE CERTIFICATION APPLICATION FORM

<https://www.transportation.gov/civil-rights/disadvantaged-business-enterprise/ready-apply>

ATTACHMENT 9 STATE'S UCP AGREEMENT

The State of Alaska UCP Agreement can be found on the following page:

<https://dot.alaska.gov/cvlrts/forms/aucp-agreement.pdf>

ATTACHMENT 10 REGULATIONS: 49 CFR PART 23

ACDBE program regulations are found in Title 49 of the Code of Federal Regulations, Part 23. They can be retrieved using the following link to the Electronic Code of Federal Regulations:

<https://www.ecfr.gov/current/title-49/subtitle-A/part-23>

Objective/Strategies

JNU recognizes the importance of small businesses in the local economy and is committed to creating a supportive environment for their growth and success. The small business element for concessions (SBEC) plan will assist JNU in creating opportunities for race- and sex-neutral participation for Juneau International Airport Concessionaires. This plan was developed to meet the requirements of 49 CFR 23.26, Fostering Small Business Participation.

Program Elements

JNU operates a small terminal with limited concession opportunities. JNU will explore the below strategies to facilitate small business:

1. Unbundling concession contracts to allow for small business enterprises to bid on concession contracts more easily.
2. Evaluate the feasibility of creating short-term leases to allow for small "Pop-Up" locations or food trucks.

Definitions

Small businesses, for the purposes of this component, are defined according to current Federal guidelines as those whose gross receipts are no more than \$56.42 million. However, to comply with federal guidelines, the following guidance shall be followed:

- ACDBE firms should be identified as eligible for participation in the small business element unless there is a micro-small business program element in place.
- Small business standards must also comply with 49 CFR § 23.33.
- Personal Net Worth standards should be consistent with 49 CFR Part 23 and 26.
- All businesses meeting the criteria outlined in this element will be considered to be small businesses, without regard to race or sex.

Verification

JNU will attempt to minimize fraud and abuse by verifying program eligibility of firms. To verify eligibility, potential SBEC firms that are not ACDBE certified, will need to complete a Declaration of Eligibility (DOE) Form, a Personal Net Worth (PNW) Statement and supporting documents.

After initial eligibility has been verified, SBEC firms will need to provide a Declaration of Eligibility Form, Current Business Information Form, Employee List Form, and business gross receipts documentation annually to JNU for submittal to the FAA.

Monitoring/Record Keeping

JNU will track and monitor participation by ACDBEs and other small businesses that results from the implementation of this small business element. JNU will collect required information annually and submit as part of the Uniform Report of ACDBE Participation.

JNU will monitor the annual reports for small business activity. In addition, JNU will review bidder lists for new concession opportunities to determine if small businesses enterprises were represented during the process.

JNU will have concessionaires, that are participating or attempting to participate in concession activities, complete the "Active Participant in Airport Concessions" Form. This form will be included in the bid packet when soliciting for new concessionaires. Concessionaires will provide the completed form to JNU to be entered into the FAA's designated system.

Assurances

JNU makes the following assurances:

- This small business element is authorized under State law.
- Certified ACDBEs that meet the size criteria established under this element are presumptively eligible to participate therein element.
- There are no geographic preferences or limitations imposed on any concession opportunities included in this small business element.
- There are no limits on the number of concession opportunities awarded to firms participating in this element, but every effort will be made to avoid creating barriers to the use of new, emerging, or untried businesses.
- JNU will take appropriate steps to encourage those minority and women owned firms that are eligible for ACDBE certification to become certified.
- This element is open to small businesses regardless of their location. There is no local or other geographic preference as part of this small business element.