

Small Business Outreach Series

08/24/2022



A faint, stylized logo of the Sacramento International Airport is visible in the background. It features a circular emblem with a stylized 'S' and a star-like shape in the center, surrounded by a circular border.

**Taking your restaurant from
pre-boarding to wheels up at**

Sacramento International Airport



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Goals

Goals For Today

Inspire

This is a truly exciting time to build an airport concessions business

Inform

We want you to have all the information you need to succeed

Support

You have valuable resources that are here to support your development

SMF Mission Vision Values

MISSION, VISION & VALUES

Our Mission: To put people at the center of every trip, every experience, every day

Our Vision: To be the most loved airport.

VALUES:

Start With The Customer: Our passengers are our top priority and everything we do should help us in delivering an experience that makes them feel at home

Make Something Better Today: We refuse to settle for the way things are and see every day as an opportunity to improve.

Collaborate: We are stronger together. We're able to accomplish more for our customers and each other through shared goals and mutual support.

Be Transparent: We communicate internally and externally with unwavering candor, honesty and respect.

Own It: We are a team of doers. We take pride in what we do and we take responsibility for the opportunities placed before us.

Concessions Section Goals



Balanced availability



Affordable options



Culturally Diverse



**Embrace local flavors
"Farm-to-Fork"**

Concessions Section Goals

Customer Focus

Find restaurant operators who are obsessed with customer experience

Representative

A restaurant mix that provides food representing the tastes, preferences, and demographic makeup of our region

Price

Menu prices intentionally support budget conscious travelers while allowing higher priced products

Concessions Section Goals

Small Businesses Focus

Concessions program enables viable opportunities for small business and ACDBE operators with a goal 30%+ small business participation

Operations

Utilizes technology to improve customer service, product delivery, and improve customer experience

Efficient operational plans enable high speed service while recognizing ongoing staffing challenges

A stylized background graphic on a solid blue field. It features a large, light-blue circle that represents a globe. Overlaid on this circle is a dark-blue silhouette of an airplane, shown from a top-down perspective, flying towards the upper right. The text "Airport Insights" is centered in white, bold, sans-serif font.

Airport Insights

Airport Facts Snapshot

13.2 Million Passengers in 2019

Representing growth of 9.3% over 2018

5.6 Million Passengers in 2020

COVID significantly slowed air travel

9.7 Million Passengers in 2021

While far below 2019, air travel increased through the year as COVID restrictions eased

6.9 Million Passengers year to date in 2022 (July)

Currently -8% below 2019 traffic, but well above this time in 2021

Monthly Enplanements



Highlights

July 2022 – Second
Highest Passenger
Enplanements in
Airport History

SMF Passenger
Traffic Recovered
Faster Than
Expected, Currently
95% Back to 2019
Levels

Brands Operating
Out of SMF Will Be
Exposed to 130+
Million Passengers
Over the Next 10
Years

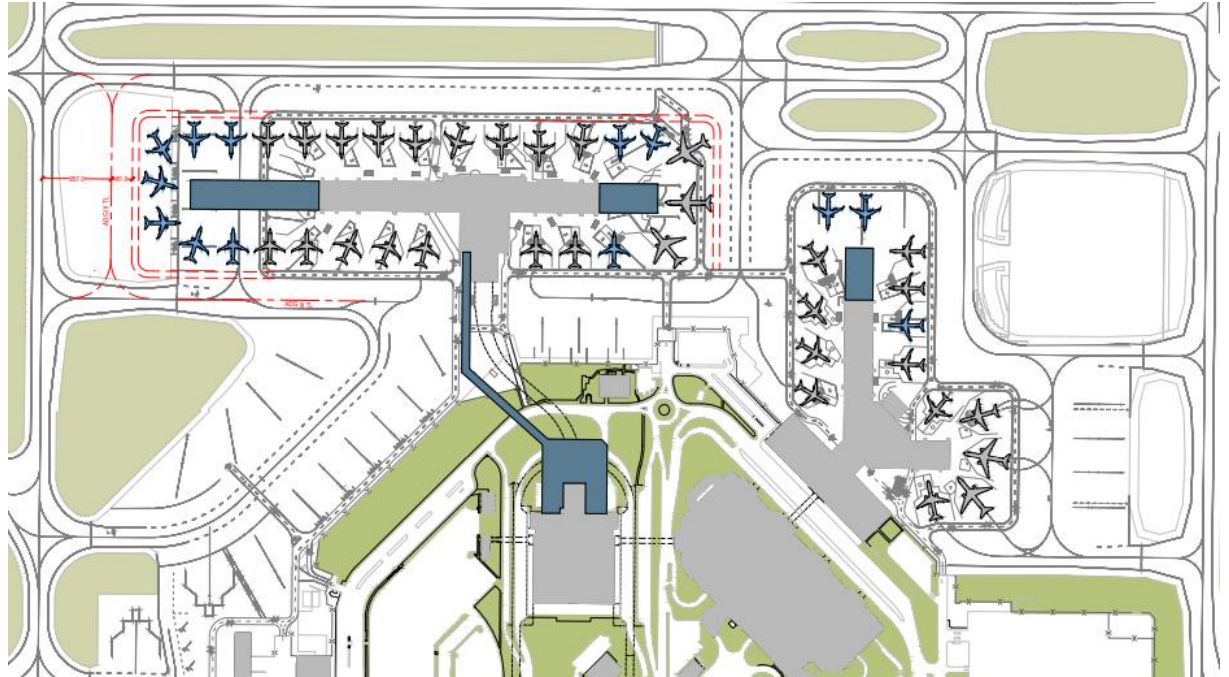
SMF Direct Route Map



SMF Future Growth

Additional Gates

Additional gates are planned. Traffic is expected to exceed existing facility capacity within the next ten years.



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High Level Opportunity

Concept Availability Terminal A

Current Concept	Square Feet	Term Ends
Peet's	709	7/31/2024
Iron Horse	5,113	7/31/2024
La Taqueria	2,816	Closed
Starbuck's (Pre-Security)	364	10/31/2024
Freshii	1,187	7/31/2024
Paesanos	1,387	Closed
Squeeze Inn	1,287	7/31/2024
Total Sq. Ft. Terminal A	12,863	

Concept Availability Terminal B

Current Concept	Square Feet	Term Ends
Peets	1,030	TBD / 2024
Starbucks	932	10/31/2024
Cafeteria 15L	1,909	10/31/2024
Esquire Grill	4,338	10/31/2024
Camden Foods (Pre-Security)	1,387	Closed
The Gateway Bar (Pre-Security)	1,250	Closed
Burgers & Brew	970	10/31/2024
Dos Coyote's	956	TBD / 2024
Famous Famiglia	984	10/31/2024
Urban Crave	1,242	TBD / 2024
Vino Volo	1,218	10/31/2024
Total Sq. Ft. Terminal B	16,216	

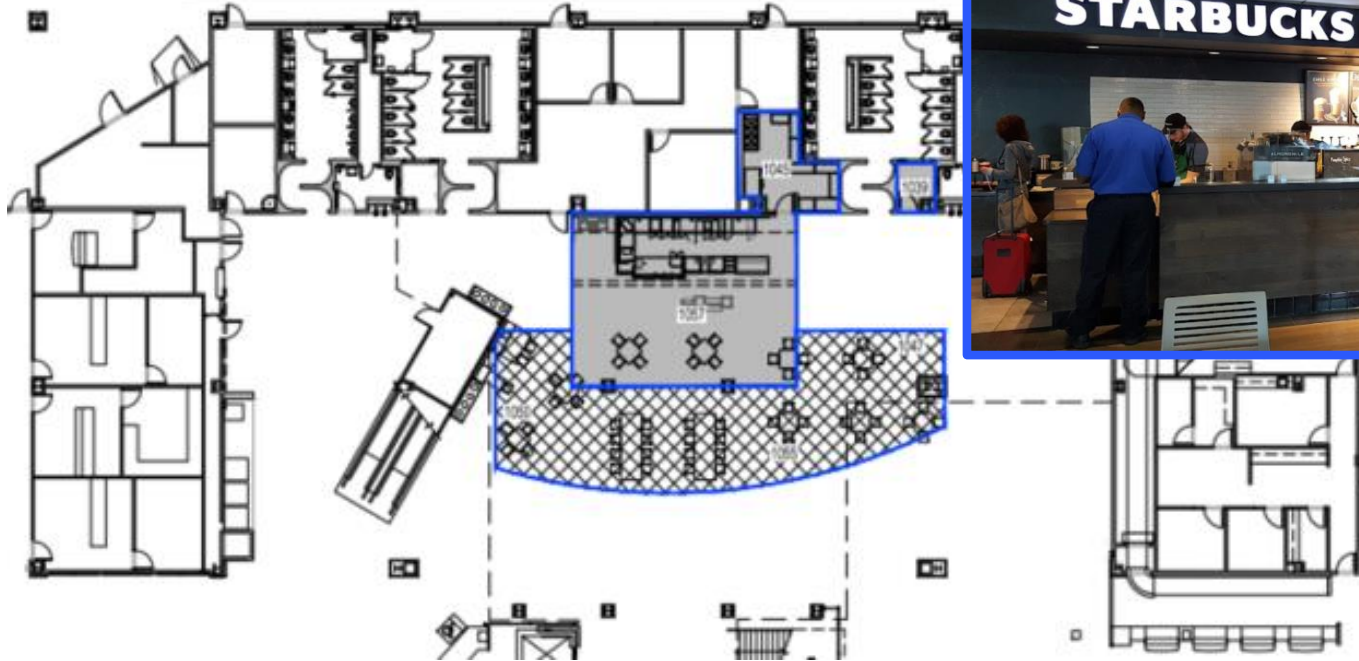
Big Picture

29,079 Square Feet

18 Spaces

\$47.5 Million F&B Program (2019)

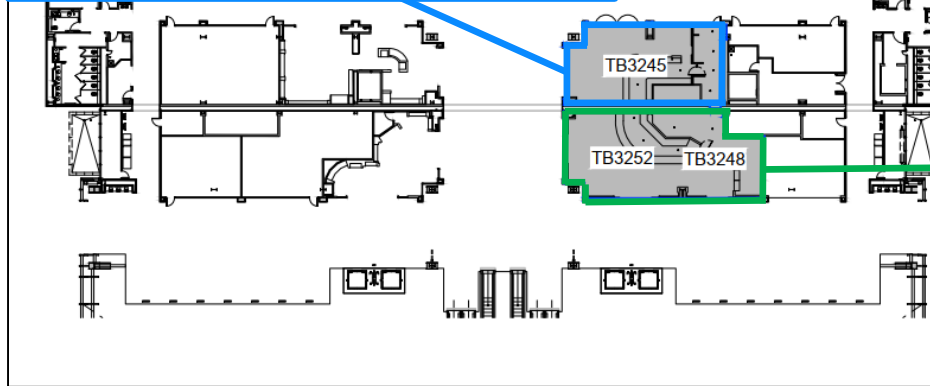
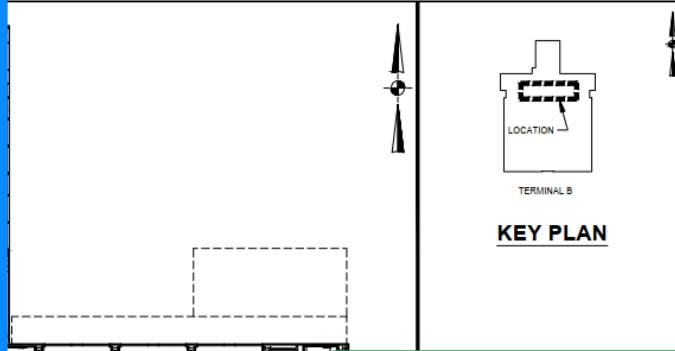
Terminal A (Pre-Security) Space



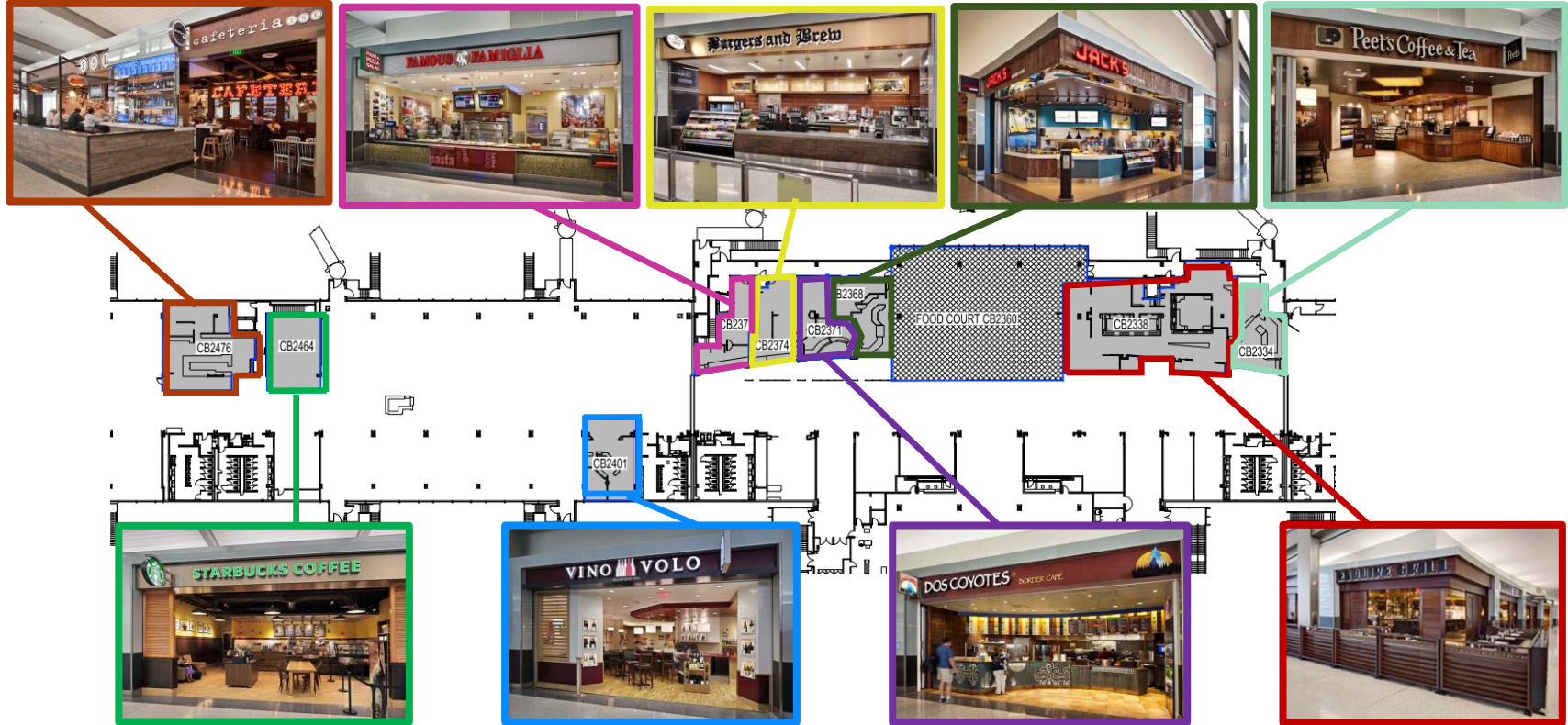
Terminal A (Post-Security) Spaces



Terminal B (Pre-Security) Spaces

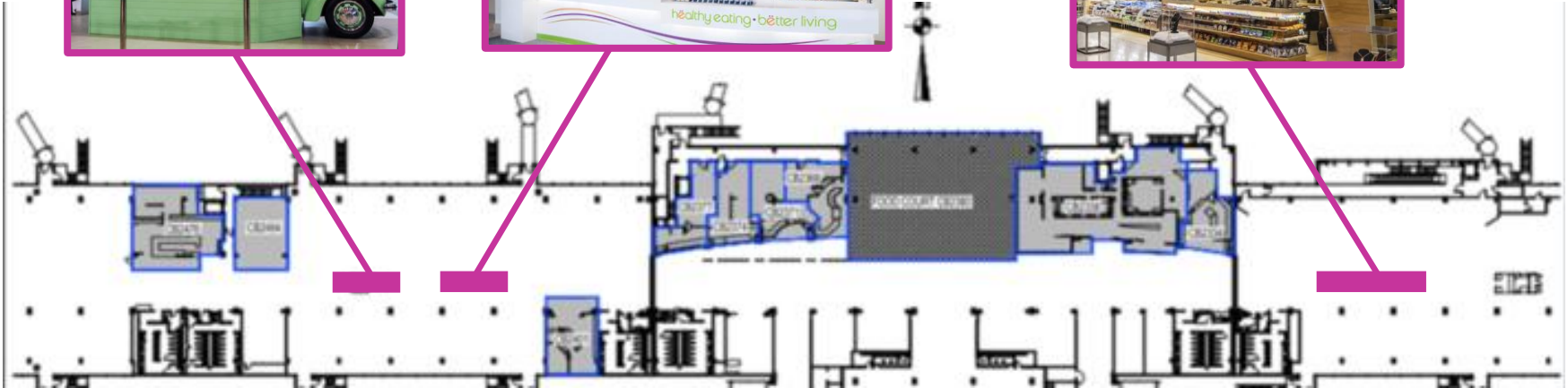


Concourse B (Post-Security) Spaces



Kiosk / Remote Kitchen Concept

Concourse B was built with undersized concessions spaces. We are exploring F&B kiosk concepts to help expand passenger service offerings. Potential need for remote kitchen.



The background features a large, faint, stylized logo. It consists of a circle containing a five-pointed star. A dollar sign (\$) is superimposed on the star, with its vertical bar passing through the center of the star and its loops extending towards the top and bottom of the circle.

Business of Airport Concessions

Primary Business Models

(Prime) Large often national restaurant management firm

Business Model	Characteristics
Prime Only	Prime operates internal brands only , not recognized outside of airports. Lower operating cost but less brand recognition.
Prime + Brand Licensing	Prime operates recognized brands through licensing agreements . Passengers get a more recognizable program but at a higher operating cost. ACDBEs can operate through licensing deals.
Prime + Joint Venture With ACDBE	Prime operate internal brands and ACDBE managed spaces through joint venture agreement. Freshii is an example
Small Business Direct Contract	Small business restaurant owner / operator holds a direct contract with airport authority.
ACDBE Direct Contract	Restaurant owner / operator has been certified as an ACDBE and holds a direct contract with the airport authority.

Gross Revenue Terminal A

Hours in the beginning of 2022 were limited – reduced revenue reflects this

Concept	Type	2019 Average Monthly Revenue	2022 Average Monthly Revenue (YTD)
Iron Horse	Full Service Restaurant	\$ 458,015.19	\$ 328,997.43
Freshii	Quick Serve Restaurant	\$ 178,528.81	\$ 188,746.23
Squeeze Inn	Quick Serve Restaurant	\$ 111,594.37	\$ 59,224.31
Peet's	Coffee Shop	\$ 108,794.26	\$ 57,110.50
Starbuck's	Coffee Shop (Pre-Security)	\$ 90,984.83	\$ 50,727.73
Paesanos	Quick Serve Restaurant	\$ 48,661.59	CLOSED
La Taqueria	Full Service Restaurant	\$ 41,958.50	CLOSED

Note: Year to date (YTD) revenue through June 2022.

Gross Revenue Terminal B

Hours in the beginning of 2022 were limited – reduced revenue reflects this

Concept	Type	2019 Average Monthly Revenue	2022 Average Monthly Revenue (YTD)
Esquire Grill	Full Service Restaurant	\$ 622,301.17	\$ 445,741.71
Cafeteria 15L	Full Service Restaurant	\$ 409,412.04	\$ 462,921.31
Starbucks	Coffee Shop	\$ 273,272.70	\$ 215,040.43
Burgers & Brew	Quick Serve Restaurant	\$ 258,529.66	\$ 324,501.42
Urban Crave	Quick Serve Restaurant	\$ 243,660.17	\$ 211,157.00
Famous Famiglia	Quick Serve Restaurant	\$ 204,780.77	\$ 190,987.68
Dos Coyote's	Quick Serve Restaurant	\$ 190,352.29	CLOSED
Vino Volo	Wine Bar	\$ 144,831.83	\$ 203,057.41
Peets	Coffee Shop	\$ 137,385.54	\$ 99,795.22
The Gateway Bar	Full Service Restaurant (Pre-Security)	\$ 59,911.38	CLOSED
Camden Foods	Coffee Shop (Pre-Security)	\$ 50,516.73	CLOSED
Chocolate Fish	Coffee Shop (Pre-Security)	\$ 19,585.34	\$ 21,633.36

Note: Year to date (YTD) revenue through June 2022.

Concessions Business Model – Pro Forma

Concessions Pro-Forma Example

Airport Revenue	7/1/2024	7/31/2025	7/31/2026	7/31/2027	7/31/2028	7/31/2029	7/31/2030	7/31/2031	7/31/2032	7/31/2033	7/31/2034
Term Year	1	2	3	4	5	6	7	8	9	10	
EPAX	6,500,000	6,695,000	6,895,850	7,102,726	7,315,807	7,535,281	7,761,340	7,994,180	8,234,006	8,481,026	
Gross Revenue	\$3,000,000	\$3,090,000	\$3,182,700	\$3,278,181	\$3,376,526	\$3,477,822	\$3,582,157	\$3,689,622	\$3,800,310	\$3,914,320	
Food Revenue	\$3,000,000	\$3,090,000	\$3,182,700	\$3,278,181	\$3,376,526	\$3,477,822	\$3,582,157	\$3,689,622	\$3,800,310	\$3,914,320	
Monthly Revenue	\$250,000.00	\$257,500	\$265,225	\$273,182	\$281,377	\$289,819	\$298,513	\$307,468	\$316,693	\$326,193	
Airport Total Earned	\$375,000	\$387,600	\$400,578	\$413,945	\$427,714	\$441,895	\$456,502	\$471,547	\$487,043	\$503,005	
Blended Rate	12.50%	12.54%	12.59%	12.63%	12.67%	12.71%	12.74%	12.78%	12.82%	12.85%	

Operating Cash Flow											
Term Year	1	2	3	4	5	6	7	8	9	10	
EPAX	6,500,000	6,695,000	6,895,850	7,102,726	7,315,807	7,535,281	7,761,340	7,994,180	8,234,006	8,481,026	
Gross Sales	\$3,000,000	\$3,090,000	\$3,182,700	\$3,278,181	\$3,376,526	\$3,477,822	\$3,582,157	\$3,689,622	\$3,800,310	\$3,914,320	
Food Cost of Goods Sold	\$750,000	\$772,500	\$795,675	\$819,545	\$844,132	\$869,456	\$895,539	\$922,405	\$950,078	\$978,580	
Alcohol Cost of Goods Sold	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	
Total Gross Profit	\$2,250,000	\$2,317,500	\$2,387,025	\$2,458,636	\$2,532,395	\$2,608,367	\$2,686,618	\$2,767,216	\$2,850,233	\$2,935,740	
Labor & Benefits	\$990,000	\$1,019,700	\$1,050,291	\$1,081,800	\$1,114,254	\$1,147,681	\$1,182,112	\$1,217,575	\$1,254,102	\$1,291,725	
Other Operating Expenses	\$270,000	\$278,100	\$286,443	\$295,036	\$303,887	\$313,004	\$322,394	\$332,066	\$342,028	\$352,289	
Total Operating Expenses	\$1,260,000	\$1,297,800	\$1,336,734	\$1,376,836	\$1,418,141	\$1,460,685	\$1,504,506	\$1,549,641	\$1,596,130	\$1,644,014	
Non-Operating Expenses	\$300,000	\$309,000	\$318,270	\$327,818	\$337,653	\$347,782	\$358,216	\$368,962	\$380,031	\$391,432	
Other Occupancy Expenses	\$60,000	\$61,800	\$63,654	\$65,564	\$67,531	\$69,556	\$71,643	\$73,792	\$76,006	\$78,286	

Concessions Business Model - ProForma

10 Year Term, 80% Financed, \$1,200 Cost Per Square Foot vs \$1,400 Cost per Square Foot

Comparing the viability of a concessions project considering the impact of \$1,200 cost per square foot vs a slightly higher cost buildout of \$1,400

Project Fundamentals	
Square Feet	1,200
Development Cost psf	\$1,200
Total Acquisition Cost	\$1,440,000
Total Cash	\$288,000
Total Financed	\$1,152,000
Cost of Debt	\$260,790
10 Year Operating Profit	\$1,150,864

Project Fundamentals	
Square Feet	1,200
Development Cost psf	\$1,400
Total Acquisition Cost	\$1,680,000
Total Cash	\$336,000
Total Financed	\$1,344,000
Cost of Debt	\$304,255
10 Year Operating Profit	\$866,439

Concessions Business Model - ProForma

10 Year Term, 80% Financed, 33% Cost of Labor & Benefits Vs 35% Cost of Labor & Benefits

Comparing the viability of a concessions project considering the impact of labor costs at 33% of gross (\$82,500) vs 35% of gross (\$87,500).

Project Fundamentals	
Square Feet	1,200
Development Cost psf	\$1,200
Labor & Benefits % of Gross	33%
Total Acquisition Cost	\$1,440,000
Total Cash	\$288,000
Total Financed	\$1,152,000
Cost of Debt	\$260,790
10 Year Operating Profit	\$1,150,864

Project Fundamentals	
Square Feet	1,200
Development Cost psf	\$1,200
Labor & Benefits % of Gross	35%
Total Acquisition Cost	\$1,440,000
Total Cash	\$288,000
Total Financed	\$1,152,000
Cost of Debt	\$260,790
10 Year Operating Profit	\$463,032

A large, faint, stylized logo in a darker shade of blue is centered in the background. It consists of a large 'S' shape with a five-pointed star or compass rose integrated into the center of the 'S'.

Operating Considerations

Operating Hours

- Open seven (7) days a week including holidays
- Store type will dictate open and close – ex. Coffee will need to be open and operating before the first flight of the day; restaurants will need to be open late, near final flight boarding
- Hours of operation approved by The Director
- Director reserves the right to modify Concessionaire's hours for emergency and Airport operational requirements

Other Considerations

- Hours of operation
- Menu variety must include breakfast, lunch, and dinner items
- Labor and hiring
- Wages
- Economic (recession, inflation, costs of all types)
- Global (supply chain, war, pandemic)

Operating Hours Terminal A

Departures

Time Block	Tue 8/16	Wed 8/17	Thu 8/18	Fri 8/19	Sat 8/20	Sun 8/21	Mon 8/22	Tue 8/23	Wed 8/24	Thu 8/25	Fri 8/26	Sat 8/27	Sun 8/28	Mon 8/29
2:00 AM - 5:00 AM	6%	6%	5%	6%	7%	6%	6%	6%	6%	5%	6%	6%	5%	6%
6:00 AM - 9:00 AM	28%	27%	25%	26%	30%	27%	26%	28%	27%	25%	26%	30%	27%	26%
10:00 AM - 2:00 PM	32%	31%	29%	30%	32%	28%	30%	32%	31%	29%	30%	32%	28%	30%
2:00 PM - 5:00 PM	17%	20%	20%	19%	19%	20%	20%	17%	20%	20%	20%	20%	21%	19%
6:00 PM - 9:00 PM	6%	5%	4%	4%	4%	4%	4%	6%	5%	4%	4%	4%	4%	4%
10:00 PM - 1:00 AM	15%	14%	19%	18%	12%	18%	17%	15%	14%	19%	18%	12%	18%	17%
Day Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%

Operating Hours Terminal B

Departures

Time Block	Tue 8/16	Wed 8/17	Thu 8/18	Fri 8/19	Sat 8/20	Sun 8/21	Mon 8/22	Tue 8/23	Wed 8/24	Thu 8/25	Fri 8/26	Sat 8/27	Sun 8/28	Mon 8/29
2:00 AM - 5:00 AM	7%	7%	7%	7%	8%	7%	7%	7%	7%	7%	7%	8%	7%	7%
6:00 AM - 9:00 AM	21%	21%	20%	21%	29%	20%	22%	21%	21%	20%	21%	29%	20%	22%
10:00 AM - 2:00 PM	26%	26%	25%	26%	24%	26%	26%	26%	27%	25%	26%	24%	26%	26%
2:00 PM - 5:00 PM	18%	18%	19%	18%	14%	19%	18%	18%	18%	19%	18%	14%	19%	18%
6:00 PM - 9:00 PM	24%	23%	24%	23%	20%	24%	23%	24%	23%	24%	23%	20%	24%	23%
10:00 PM - 1:00 AM	6%	6%	6%	6%	7%	5%	5%	6%	6%	6%	6%	7%	5%	5%
Day Total	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%	100%



Solicitation Process

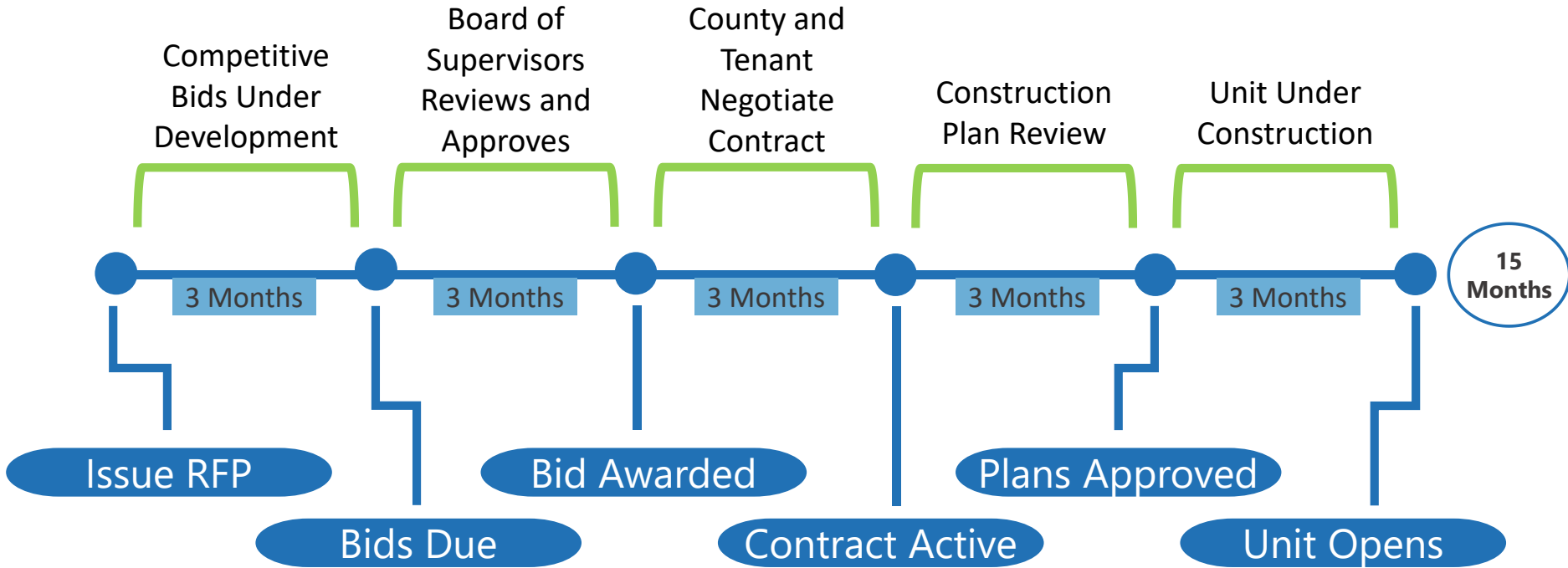
Request For Proposal (RFP)

A structured competitive process to win concessions contracts

General elements of an RFP:

- Description of airport and program
- Opportunity description
- Agreement example
- Proposal requirements
- Schedule of RFP
- Minimum qualifications
- Evaluation criteria
- Selection process

RFP Timelines



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Support Network

Aerial Overview of ACDBE

By

SiewYee Lee-Alix
Sacramento Valley SBDC

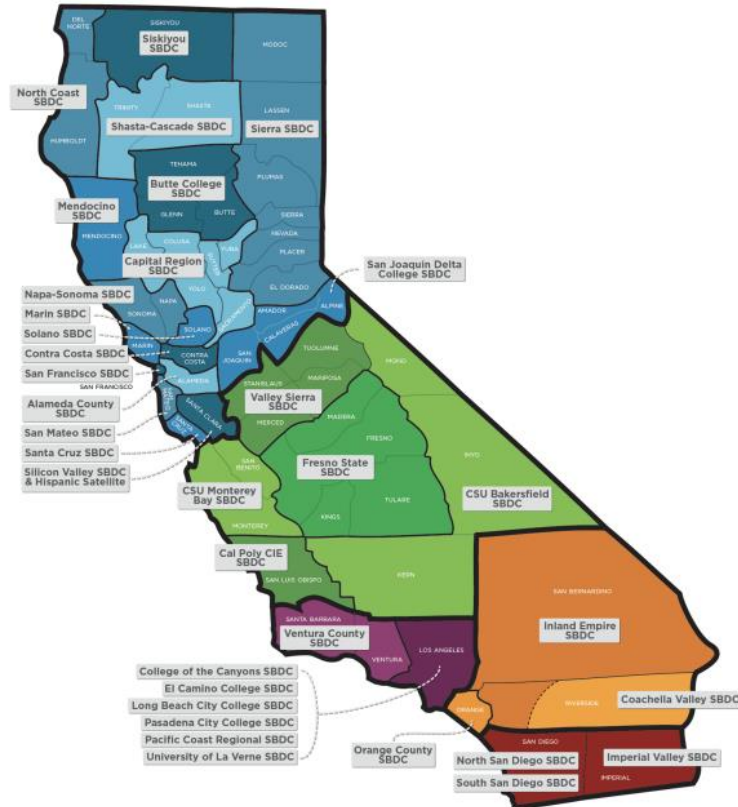
SMALL BUSINESS DEVELOPMENT CENTER (SBDC)

SACRAMENTO VALLEY SBDC

SBDC is part of a 40-year national legacy committed to small business success.

With unparalleled access to no-cost expertise from entrepreneurs who have seen it all, Sacramento Valley SBDC provides small businesses with the solutions they seek and the confidence they need to realize their dreams.

833-ASK-SBDC | norcalsbdc.org



CALIFORNIA CAPITAL FINANCIAL DEVELOPMENT CORP.

CALIFORNIA CAPITAL FINANCIAL DEVELOPMENT CORPORATION

Established as a non-profit 501(c)(3) corporation in 1982, California Capital Financial Development Corporation's focus is on the creation and promotion of community and economic development programs and services that benefit underserved communities.

Serving 23 counties from San Joaquin, north to the Oregon border and along the Pacific coast, east to the Nevada border.

Mission: Capital and Capacity to Serve Communities

Programs: Lending Program, Women's Business Center, Procurement Technical Assistance Center (PTAC), and Small Business Development Center (SBDC)

ACDBE PROGRAM OVERVIEW & APPLICATION

- **What is ACDBE?**

ACDBE is an acronym for Airport Concessions Disadvantaged Business Enterprise. The ACDBE Program is a Department of Transportation (DOT) program designed to level the playing field for small businesses who wish to participate in contracting opportunities at airports.

- **History**

In 1983, Congress enacted the first Disadvantaged Business Enterprise (DBE) statutory provision. This provision required the Department to ensure that at least 10% of the funds authorized for the highway and transit Federal financial assistance programs be expended with DBEs. In 1987, Congress re-authorized and amended the statutory DBE program. In the transportation legislation of that year, Congress, among other changes, added women to the groups presumed to be disadvantaged. Since 1987 DOT has established a single DBE goal, encompassing both firms owned by women and minority group members.

ACDBE/DBE PROGRAM DIFFERENCES

ACDBE

- Designed for goods and services that support the concessions. Eg: Food and Beverage, Advertising, News and Gifts, Automated Vending , Car Rental Companies
- Program regulations CFR 49 part 23
- Caltrans is the certifying agency for both ACDBE and DBE certification in California
- Can have both ACDBE and DBE certifications

DBE

- Typically used for capital development
 - Cares Act has expanded to allow use of more operational related expenses
- Federal Transit (buses, trains etc.)
- Federal Aviation
- Federal Highway
- Program regulations CFR 49 Part 26
- Can have both ACDBE and DBE certifications

ACDBE CERTIFICATION ELIGIBILITY

- **Presumed Socially Disadvantaged** – Women, Black Americans, Hispanic Americans, Native Americans, Asian-Pacific Americans, & Subcontinent Asian Americans, Other (as designated by Small Business Administration (SBA), or individual showing).
- **Economically Disadvantaged** – Personal Net Worth not exceeding \$1.32 million excluding equity in primary residence and applicant business.
- **Business Size Standards** – A firm (including affiliates) must be a small business as defined by SBA standards. For most types of businesses, gross receipts averaged over the previous 3 years must not exceed: ACDBEs – \$56.42 million
- **Ownership & Control** – The firm must be at least 51% owned and controlled by the socially and economically disadvantaged individual(s).

WHY GET CERTIFIED


Marketing Tool – Certification is a marketing tool. Certified firms are listed in the applicable database(s), where they can be viewed by prime contractors, leaseholders and government entities.

- State database http://www.dot.ca.gov/hq/bep/find_certified.html
- Federal database <https://faa.dbesystem.com/Default.asp>

Increase Access to Opportunities – Primes often add local and diverse businesses to their proposals and bids to strengthen their capabilities, create broader appeal, and better reflect local interests.

Potential for Business Growth: It may add a competitive edge to your bid

INTRODUCING THE APPLICATION...



CMB APPROVAL NO:
2102-010
Expiration Date: 10/31/2021

Appendix F

UNIFORM CERTIFICATION APPLICATION
DISADVANTAGED BUSINESS ENTERPRISE (DBE)
AIRPORT CONCESSION DISADVANTAGED BUSINESS ENTERPRISE (ACDBE)
49 C.F.R. Parts 23 and 26

1. Should I apply?
You may be eligible to participate in the DBE/ACDBE program if:

- The firm is a for-profit business that performs or seeks to perform transportation related work (or a concession activity) for a recipient of Federal Transit Administration, Federal Highway Administration, or Federal Aviation Administration funds.
- The firm is at least 51% owned by a socially and economically disadvantaged individual(s) who also controls it.
- The firm's disadvantaged owners are U.S. citizens or lawfully admitted permanent residents of the U.S.
- The firm meets the Small Business Administration's size standard and DBE/ACDBE size standards—
<https://www.transportation.gov/DBEsizestandards>

2. How do I apply?
First time applicants for DBE certification must complete and submit this certification application and related material to the certifying agency in your home state and participate in an on-site interview conducted by that agency. The attached document checklist can help you locate the items you need to submit to the agency with your completed application. If you fail to submit the required documents, your application may be delayed and/or denied. Firms already certified as a DBE do not have to complete this form, but may be asked by certifying agencies outside of your home state to provide a copy of your initial application form, supporting documents, and any other information you submitted to your home state to obtain certification or to any other state related to your certification.


3. Where can I send my application? [INSERT UCP PARTICIPATING MEMBER CONTACT INFORMATION]

4. Who will contact me about my application and what are the eligibility standards? A transportation agency in your state that performs certification functions will contact you. The agency is a member of a nationwide Unified Certification Program (UCP), which is required by the U.S. Department of Transportation. The UCP is a one-stop certification program that eliminates the need for your firm to obtain certification from multiple certifying agencies within your state. The UCP is responsible for certifying firms and maintaining a database of certified DBEs and ACDBEs, pursuant to the eligibility standards found in 49 C.F.R. Parts 23 and 26.

5. Where can I find more information?
U.S. DOT—<https://www.transportation.gov/civil-rights> (This site provides useful links to the rules and regulations governing the DBE/ACDBE program, questions and answers, and other pertinent information).
SBA—Small Business Size Standards matched to the North American Industry Classification System (NAICS):
<http://www.sba.gov/sbs/naics/> and <http://www.sba.gov/content/table-small-business-size-standards>.

It is illegal to knowingly or intentionally provide false information or make false statements to the Department of Transportation (Department) in connection with the certification process. The Department may initiate suspension or debarment proceedings against the person or firm under 2 C.F.R. Parts 180 and 1200. No person or firm may knowingly or intentionally provide false information or make false statements to the Department of Justice in connection with the certification process under 18 U.S.C. 1001, which prohibits false statements in Federal programs.

U.S. DOT Uniform DBE / ACDBE Certification Application • Page 1 of 15



U.S. Department of
Transportation

Personal Net Worth Statement
For DBE/ACDBE Program Eligibility
As of _____

CMB APPROVAL NO:
2102-0610
EXPIRATION DATE: 10/31/2021

This form is used by all participants in the U.S. Department of Transportation's Disadvantaged Business Enterprise (DBE) and Airport Concession DBE (ACDBE) programs. Each individual owner of a firm applying to participate as a DBE or ACDBE, whose ownership and control are relied upon for DBE certification must complete this form. Each person signing this form authorizes the certifying agency to make inquiries as necessary to verify the accuracy of the statements made. The agency you apply to will use the information provided to determine whether an owner is economically disadvantaged as defined in the DBE program regulations 49 C.F.R. Parts 23 and 26. Return form to appropriate certifying agency, not U.S. DOT.

Applicant Name:		Residence Phone:	
Residence: (As reported to the IRS) Address, City, State and Zip Code			
Business Name of Applicant Firm		Business Phone:	
Marital Status: <input type="checkbox"/> Single, <input type="checkbox"/> Married, <input type="checkbox"/> Divorced, <input type="checkbox"/> Unwed		Spouse's Full Name:	
ASSETS (Omit Cents)		LIABILITIES (Omit Cents)	
Cash and Cash Equivalents	\$	Loan on Life Insurance (Complete Section 5)	\$
Retirement Accounts (IRA, 401(k), 403(b), Pensions, etc.) (Report full value minus tax and interest penalties that would apply if assets were distributed today) (Complete Section 3)	\$	Mortgages on Real Estate Excluding Primary Residence (DBE) (Complete Section 4)	\$
Brokerage, Investment Accounts	\$	Notes, Collateral on Personal Property (Complete Section 6)	\$
Assets Held in Trust	\$	Notes & Accounts Payable to Banks and Others (Complete Section 2)	\$
Loans from You to the Firm, Other Entities, Individuals, & Other Residences (Complete Section 6)	\$	Other Liabilities (Complete Section 6)	\$
Real Estate Excluding Primary Residence (Complete Section 4)	\$	Unpaid Taxes (Complete Section 8)	\$
Life Insurance (Cash Surrender Value Only) (Complete Section 5)	\$		
Other Personal Property and Assets (Complete Section 6)	\$		
Business Income Other Than the Applicant Firm (Complete Section 7)	\$		
Total Assets	\$	Total Liabilities	\$
		NET WORTH	

Section 2: Notes Payable to Banks and Others

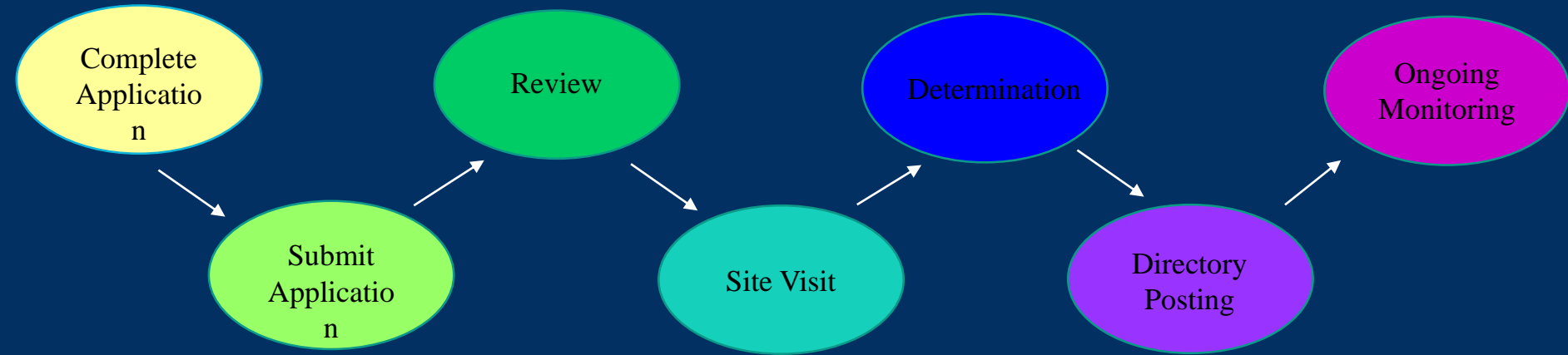
Name of Noteholder(s)	Original Balance	Current Balance	Payment Amount	Frequency (Monthly, etc.)	How Secured or Endorsed Type of Collateral

U.S. DOT Personal Net Worth Statement for DBE/ACDBE Program Eligibility • Page 1 of 5

REQUIRED DOCUMENTATION

- Resumes
- Personal net worth statement and personal tax returns not to exceed 1.32M
- Proof of contributions used to acquire ownership of the business
- Signed loan, security agreements and bank authorization/signatory cards
- List of equipment, proof of ownership and registration of vehicles
- Descriptions of all real estate and proof of transfers of assets
- Licenses, previous certifications and or denials
- Employee list with schedule of salaries and job titles
- Complete an onsite interview after the application is reviewed
- Completed application

Application Process



California Unified Certification Program (CUCP)

- Program certifications are conducted by:

CALIFORNIA DEPARTMENT OF
TRANSPORTATION (CALTRANS)

Office of Civil Rights

1823 - 14th Street

Sacramento, CA 95811

Phone: (916) 324-1700 or

Fax: (916) 324-1862

www.dot.ca.gov

NEED HELP WITH CERTIFICATION APPLICATION?

Technical Assistance Providers:

Sacramento Valley SBDC – <https://www.sacramentovalleysbdc.org/> , 916-655-2100

California Capital PTAC – <https://cacapital.org/ptac/> , 916-442-1729

California Capital Women's Business Center (WBC) – <https://cacapital.org/business-assistance/womens-business-center/> , 916-442-1729

Goals For Today

Inspire

This is a truly exciting time to build an airport concessions business

Inform

We want you to have all the information you need to succeed

Support

You have valuable resources that are here to support your development

Next Steps

- Terminal tours immediately following the outreach event
- Upcoming outreach events to be announced
- Questions?

THANK YOU



Andrew Durkee
Manager, Concessions



Renata Daher
Senior Airport Economic
Development Specialist



Michael Gladwill
Airport Economic
Development Specialist

[SMF Concessions Website](#)

Contact the Concessions team at SMFConcessions@saccounty.gov