

Disadvantaged Business Enterprise (DBE)  
and  
Airport Concessions Disadvantaged Business  
Enterprise (ACDBE)

***In playing ball, and in life, a person occasionally gets the opportunity to do something great. When that time comes, only two things matter: being prepared to seize the moment and having the courage to take your best swing. – Hank Aaron***

# **P**resentation Overview

- Gameplan – Our requirements and their implementation
- The Starting Lineup – Business Diversity Team Members
- Stats – What we track and how we track it
- Scouting Report – Our collaborators and how they help make us champions
- Home Game Schedule – What is on the horizon



# Gameplan



# Gameplan

- The Department of Aviation receives USDOT funds, therefore we are required to implement:
  - Disadvantaged Business Enterprise (DBE) program under 49 CFR Part 26
  - Airport Concession Disadvantaged (ACDBE) program under 49 CFR Part 23
- These requirements are Federally-based, AND support our Diversity, Equity, and Inclusion (DEI) initiatives
- These requirements are different than the ones we have under the City's Office of Economic Opportunity (OEO) ordinances
- The Office of Business Diversity (OBD) manages the DBE and ACDBE Programs
  - With the help of many acronyms!!!!



# Gameplan - DBE

- The Department sets an **overall 3-year DBE goal** for PHL/PNE FAA-funded contracts
  - Focused on capital development contracts
  - Need to predict what future FAA-funded contracts we will award in upcoming 3 years
- As each FAA-funded contract is developed, set a **contract-specific DBE goal**
  - Based on what is subcontractable and how many DBEs are certified to do that work
    - Some will have higher goals than others
    - If goal is not met with bids/proposals are submitted, prime can ask for good faith effort reconsideration
- Monitor contracts once they are awarded
  - Are DBEs named at award being used?
  - Are they performing as noted in contract award?
  - Are DBEs being paid timely and correctly?

# Gameplan – DBE/ACDBE Certification

- PHL is one of 5 certifying agencies in Pennsylvania. Others are:
  - SEPTA
  - PennDOT
  - Allegheny County
  - Pittsburgh Regional Transit
- This is a different certification than OEO's minority- or women-owned (M/WBE) business enterprise. Requires:
  - **Business application form** (approximately **15** pages).
  - **Personal Net Worth Statement** (must submit documents to substantiate the dollar values listed on the PNW).
  - Approximately **30 additional supporting documents** (business and personal tax returns, resumes, business formation docs, bank records, etc., etc., etc.)
- OBD has to evaluate all information, conduct a site visit, make a determination, and enter decision into a database.
- Certifiers have 90 days after receiving a complete application to make a determination.
  - There is no cost.
  - The applicant has the burden of proving eligibility, not the certifier.



# Gameplan - ACDBE

- Set overall **3-year overall ACDBE goals** for PHL concessions opportunities, such as
  - Food and Shops program under MarketPlace PHL
  - Other concessions such as Wi-fi, Advertising, etc.
  - Car rental
- As each RFP/lease is developed, **set or review lease-specific ACDBE participation**
  - Set PHL direct lease goals
  - Review MarketPlace PHL subleases
- Monitor ACDBE participation
  - Reports from car rental agencies
  - Joint-venture reviews for MarketPlace subtenants
  - Sales information from MarketPlace
  - Goods and services reports from other concessions (Wi-Fi, Advertising, etc.)

# Gameplan – Leveling the Playing Field

- DBE and ACDBE regulations require that we establish a level playing field for DBEs and ACDBEs
- Required actions include:
  - Reducing barriers to competition
    - Such as looking at procurement processes and restrictive qualifications
    - Ensuring transparency for and advertising of opportunities
  - Helping to develop DBEs/ACDBEs so they can be successful outside of the DBE/ACDBE programs
    - Capacity-building events
    - Outreach activities
    - Networking opportunities
- Setting contract and lease goals is only one tool when other actions are not successful





# Starting Lineup





**Cobi Duncan**  
*ACDBE Manager*

**Key Stats**

- 27 Years with the City
- Master of Business Administration (MBA) - concentration in Management, Certified professional in HR (PHR) SHRM certified professional (SHRM-CP), Master Compliance Administrator (MCA)



**Deneen Wilson**  
*DBE Manager*

**Key Stats**

- 17 Years with the City
- Bachelor of Business Administration (BBA) - concentration in Human Resource Management; Master Compliance Administrator (MCA)



**Stephanie Weatherbe**  
*ACDBE Coordinator*

**Key Stats**

- 27 Years with the City
- MBA in Business Administration - concentration in Health Care Management
- Worked for City as Clinical Aide, Certified Medical Assistant
- Worked in City's Health Revenue Department, Department of Public Health Central Admin and as Contract Coordinator with Office of HR



**Courteney Henderson**  
*DBE Coordinator*

**Key Stats**

- 15 Years with the City
- BA in English
- Worked in City's Procurement Department as Procurement Specialist and Specialist Supervisor
- Managed, developed, posted and awarded contracts for Service, Supply, Equipment and Public Works



**Stacy French**  
*Administrative Assistant*

**Key Stats**

- 9 Years with the City
- Associates of Arts in Liberal Studies and Journalism
- Worked for City Revenue Department
- From Queens, NYC – one of the most ethnically & linguistically diverse urban areas in the U.S.



**Cobi Duncan**  
***ACDBE Manager***

*Hidden Talents*

- Human Resources - Exam Development, Classification and Compensation, Staffing and Recruitment, Immigration, Training and Development

Fun Fact

- Enjoyed 1st helicopter ride at the age of 50+

Interesting Fact

- My cousin is the Managing Editor for the Philadelphia Tribune

**Deneen Wilson**  
***DBE Manager***

*Hidden Talents*

- Detective/Investigator

Fun Fact

- Conquered white water rafting

Interesting Fact

- Related to Civil Rights Activist, Mary McLeod Bethune

**Stephanie Weatherbe**  
***ACDBE Coordinator***

*Hidden Talents*

- City Administered Plan (CAP) Contracts and RFPs

- OEO Officer
- Safety Committee for OHR

- CPR Certified
- Phlebotomist

Fun Fact

- Taught Medical Terminology and Medical Procedures at Community College of Philadelphia
- Attended 2020 Superbowl

**Courtney Henderson**  
***DBE Coordinator***

*Hidden Talents*

- Contract Development
- Contract Management
- Procurement
- Newsletter development and writing

Fun Fact

- Published poet

**Stacy French**  
***ACDBE Coordinator***

*Hidden Talents*

- Academic/Textbook publishing – editorial, research, peer review, consultant contracts

- Trade publishing-Sales coordinator

Fun Fact

- Managed an art/design/architecture bookstore on 5<sup>th</sup> Ave in NYC that was frequented by celebrities





Tracy Borda  
CFO



Denise Bailey  
VP Bus. Diversity and Accessibility  
DBE Liaison Officer (DBELO) and ACDBELO

- Direct and Independent Access to DBELO/ACDBELO
- Commits the Department to DBE and ACDBE Requirements

- DEI champion
- Support for our HR needs



- Capital projects drive the DBE program
- New Reconsideration Official for Good Faith Effort Appeals

- Seasoned player on the ACDBE stage



- Long-standing Reconsideration Official for Good Faith Effort Appeals

- New asset for taking ACDBE to the next level



- Implementing external software solutions and multiple email boxes

- Looking forward to strategies, messaging, and impact



- Keeping our confidential information safe and intrusion-free





Stats

**ACDBE  
2023**

*Non-Car  
Rental*

Goal:  
21.3%  
Attained:  
38.42%\*

*Car  
Rental*

Goal:  
2.05%  
Attained:  
4.75%\*  
*\*draft*

**DBE  
2023**

Goal:  
18.8%  
Attained:  
10.8%

**Examples of Stats We Track**

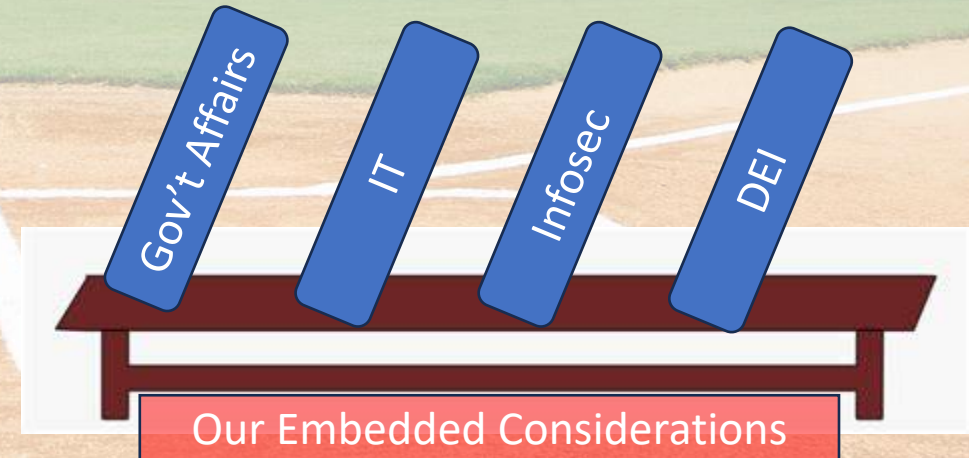
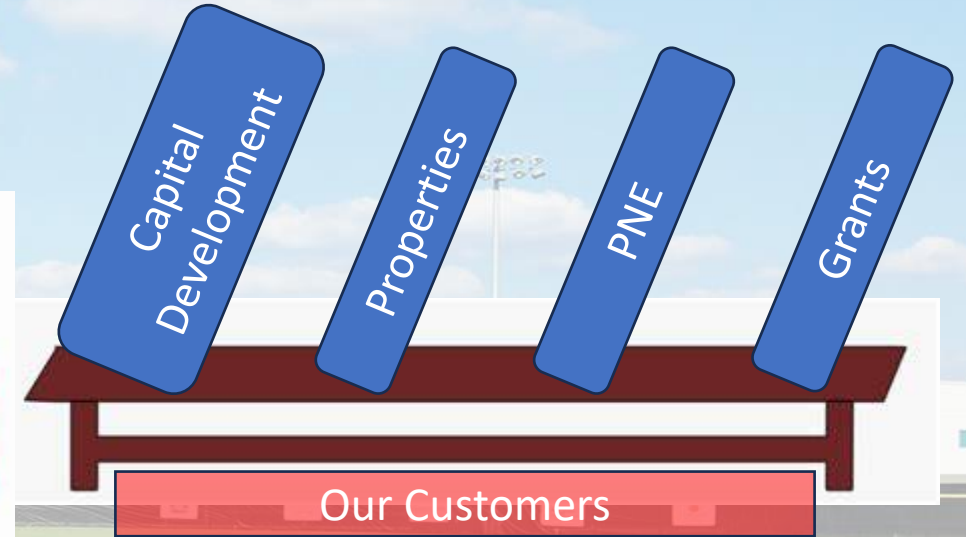
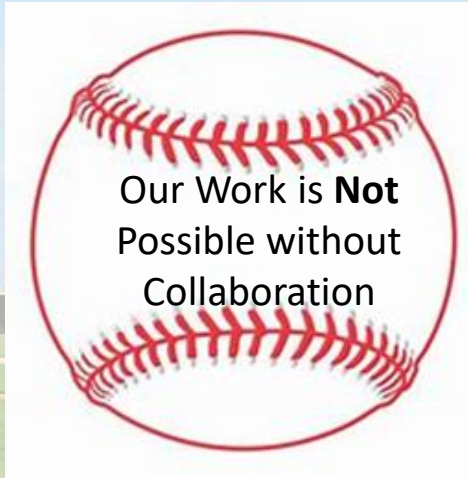
	Annually	Quarterly	Other Frequencies
DBE Achievement Report to FAA	◆ December 1		
ACDBE Achievement Report to FAA	◆ March 1		
DBE/ACDBE Reporting to City Council	◆ For Budget Hearings		
DBE/ACDBE Reporting to Airport Advisory Board			
DBE/ACDBE Certification Decisions			◆ 90 days after complete application
Certification Reporting to PA Unified Certification Program		◆	
Diverse Business Outreach Sessions		◆	
Payment and Performance Monitoring			◆ throughout the year
ACDBE Joint Venture Monitoring			◆ throughout the year
Bid reviews of DBE participation			◆ throughout the year
Lease and sublease reviews for ACDBE participation			◆ throughout the year
Demographics of outreach event attendees		◆	
Overall DBE Program Plan and department goal-setting			◆ every 3 years (2025)
Overall ACDBE Program Plan and goal-setting			◆ every 3 years (2026)





# Scouting Report

# Bench Strength





# Season Ticket Holders

Our work is supported by, reported to, and relied on by many external stakeholders, such as those below.



**THE ENTERPRISE CENTER**  
BUSINESS | CAPITAL | COMMUNITY



City of  
**Philadelphia**

- OEO
- OTIS
- Central Procurement
- Office of DEI



**ASIAN AMERICAN**  
Chamber of Commerce  
GREATER PHILADELPHIA



GREATER PHILADELPHIA  
**HISPANIC CHAMBER**  
OF COMMERCE



City  
**Council**  
PHILADELPHIA



Small Business Development Center







# Home Game Schedule



# Where Can You See Us in Action?

- February 28-29
  - DBE/ACDBE Internal Training
- March 27
  - Kickoff of 2024 ACDBE Academy – *Module 1 – Airport 101*
- April 24
  - ACDBE Academy - *Module 2 – Identifying and Competing for Opportunities*
- April (TBD)
  - Change Your Altitude “Opportunities in ESG” workshop with PAU and CDG
- May 22
  - ACDBE Academy – *Module 3 – The Money Module*
- June 26
  - ACDBE Academy – *Module 4 – Operations*
- August 21
  - ACDBE Academy – *Module 5 – Mock RFP*
- October (TBD)
  - Annual Business Opportunity Forum in conjunction with MEDWeek (Oct 7-11)

# Thank You!

- For listening to our presentation
- For supporting our team
- For your part in making business diversity a reality

***Any time you have an opportunity to make a difference in this world and you don't, then you are wasting your time on Earth. – Roberto Clemente***