

NOTICE OF PUBLIC MEETING PHOENIX AVIATION ADVISORY BOARD

Pursuant to A.R.S. Section 38-431.02, notice is hereby given to the members of the **PHOENIX AVIATION ADVISORY BOARD** and to the general public that the **PHOENIX AVIATION ADVISORY BOARD** will hold a meeting open to the public on **Thursday, December 18, 2025 at 3:00 p.m. located at the City of Phoenix Aviation Department, PAAB Conference Room, 2485 E. Buckeye Road, Phoenix, Arizona 85034, or via WebEx teleconference.**

OPTIONS TO ACCESS THIS MEETING:

Watch the meeting virtually using the WebEx link provided below.

<https://cityofphoenix.webex.com/weblink/register/r65425d0eae35fad42b9305f9e09bebe9>

Call in to listen to the meeting, dial 602-666-0783, and Enter Meeting ID 2349 058 6851 #. Press # again when prompted for attendee ID.

Public Comment: If you wish to provide a written comment or speak at the meeting virtually or by phone, please submit a request to pearl.meza@phoenix.gov no later than 10 a.m. on Thursday, December 18, 2025. The email should include your first and last name, email address, the item number(s), and whether you would like your comment entered into the record or if you wish to speak. Those who wish to attend in person may submit a request to speak by completing a speaker card at the registration desk at the beginning of the meeting.

Pursuant to Arizona Revised Statutes, Section 38-431.02B, notice is given that the Phoenix Aviation Advisory Board may vote to go into Executive Session, or Sessions, for discussion or consultation, for legal advice with the attorney or attorneys of the public body for any agenda items listed below, as authorized by Arizona Revised Statutes, Section 38-431.03 (A)(3) or for discussion of records and/or information that is exempted by law from public disclosure, as authorized by Arizona Revised Statutes, Section 38-431.03(A)(2). If authorized by a majority vote of the Phoenix Aviation Advisory Board, the Executive Session will be held immediately after the vote and will not be open to the public. If a decision is requested, the Phoenix Aviation Advisory Board may decide the matter in the public meeting or defer the decision to a later date. The agenda items that may be subject to an Executive Session pursuant to Arizona Revised Statutes, Sections 38-431.03 (A) (2) and 38-431.03 (A) (3) are as follows: Items 4, 5, 6, & 7.

One or more board members may participate via teleconference. Agenda items may be taken out of order.

The agenda for the meeting is as follows:

CALL TO ORDER

SUMMARY OF CURRENT EVENTS

1. Summary of Current Events by the Aviation Director
2. Summary of Current Events by the Airline Station Manager

MINUTES OF MEETING

3. For Approval or Correction, the Minutes of the Phoenix Aviation Advisory Board Meeting on November 20, 2025

DISCUSSION AND POSSIBLE ACTION (ITEMS 4 - 5)

4. Amended & Restated FBO Lease 94042 with Jackson Jet Center Phoenix, LLC at Phoenix Sky Harbor International Airport

This report requests that the Phoenix Aviation Advisory Board recommend to the Phoenix City Council to amend and restate Ground Lease 94042 with Jackson Jet Center Phoenix, LLC to add up to a 25-year lease extension, document minimum capital investment commitment, update the rent structure model, and modernize lease provisions for the operation of a full-service Fixed Base Operator Facility at Phoenix Sky Harbor International Airport.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

5. Information Technology Project Management Services Award Recommendation

This report requests that the Phoenix Aviation Advisory Board recommend to the Phoenix City Council to enter into a professional services agreement with Barich, Inc. to provide Information Technology Project Management Services for the Aviation Department.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

INFORMATION AND DISCUSSION (ITEMS 7 - 8)

6. Update on Terminal 4 Concessions Reconcepting Plans at Phoenix Sky Harbor International Airport

This report provides the Phoenix Aviation Advisory Board with an update on plans to reconcept and modernize certain Terminal 4 food, beverage, and retail concessions at Phoenix Sky Harbor International Airport.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

7. Childcare Programs Update

This report provides the Phoenix Aviation Advisory Board with an update on the Aviation Department's childcare programs.

THIS ITEM IS FOR INFORMATION AND DISCUSSION

ADVISORY BOARD INFORMATION AND FOLLOW-UP REQUESTS
CALL TO THE PUBLIC

This is the time for the public to comment. Members of the Board may only discuss items that are specifically identified on the agenda. Therefore, pursuant to A.R.S. Section 38-431.01(H), action taken as a result of public comment will be limited to directing staff to study the matter, responding to any criticism, or scheduling the matter for further consideration and decision at a later time.

ADJOURNMENT

For further information, please call Pearl Meza, Management Assistant II, Aviation Department at 602-273-3382. For further documentation on this meeting, please visit skyharbor.com.



**PHOENIX AVIATION ADVISORY BOARD
SUMMARY MINUTES
November 20, 2025**

Meeting held in person and via WebEx

Board Members Present

Annette Musa - Vice-Chairperson
Sandra Ferniza
Sharon Hwang
Ruben Alonzo
Stephanie Cherny
Verma Pastor
Chad Makovsky – Ex-Officio
Dan Brownlee – Ex-Officio

Board Members Absent

Ron Price - Chairperson
Cynthia Aragon
David Shilliday

Staff Present

Alexandria Van Haren	Jon Brodsky	Moe Yacut
Carolina Potts	Jordan Feld	Nicole Donathan
Chris Baranowski	Kelly Scali	Pearl Meza
Christy Gomez	Lea Cons	Prasan DeSilva
Cindy Lizarraga	MaryHelen Martinez	Robert Hawes
Clif Looper	Marshall Kain	Ryan Hartnett
Craig Grosskopf	Matthew Becker	Sarah Asta
Daver Malik	Matthew Heil	Sean Larkin
Heather Shelbrack	Michael O'Shaughnessy	Shawna Larson
Janet Lee	Mike Pluff	William Robinson
Jason Gitkin	Monica Hernandez	

Members of the Public Present

Brian Loev Michael Workman

CALL TO ORDER

Vice Chairperson Musa called the meeting to order at **3:00 p.m.**

SUMMARY OF CURRENT EVENTS

1. Summary of Current Events from the Aviation Director

Aviation Director Chad Makovsky opened by welcoming Deputy City Manager Amber Williamson, who now has oversight of the Aviation Department following the retirement of former Deputy City Manager Mario Paniagua.

He introduced Ms. Williamson as an experienced and highly capable city leader whose familiarity with municipal budgeting and enterprise operations has already been of tremendous value to the department.

Ms. Williamson expressed appreciation to the Board, commended the professionalism of the Aviation Department, and noted her enthusiasm for supporting Sky Harbor's continued success.

Mr. Makovsky proceeded with operational updates, reporting that passenger activity continued to trend below 2024 levels, with total September passengers down 4.7% year-over-year and international volumes down 8.3%, due primarily to reduced Canadian traffic. Calendar-year totals remained modestly lower, and staff continue evaluating potential budget and resource adjustments to account for fluctuating demand.

He noted that activity at Phoenix Deer Valley Airport remained strong and had surpassed Sky Harbor's operation counts, while activity at Phoenix Goodyear Airport had declined due to reduced enrollment at the United Aviate Academy. Sky Harbor's cargo operations, however, reflected significant recovery after prior years of contraction.

Air service developments included Frontier Airlines' forthcoming service to New Orleans beginning February 2026, and American Airlines' newly launched or imminent seasonal service to Fort Myers, Fort Lauderdale, and Sun Valley.

Mr. Makovsky then described a significant operational challenge involving the Terminal 4 central chiller plant, which experienced a major pipe failure on October 22, resulting in the temporary loss of air conditioning throughout the terminal. The Emergency Operations Center was activated while temporary cooling resources were deployed to protect customers, employees, and sensitive equipment.

He emphasized that business partners, including concessionaires, proactively assisted in supporting the airport response. The incident did not significantly impact flight operations, and the airport remains on schedule to replace the aging central plant, supported by more than \$70 million in Bipartisan Infrastructure Law funding.

Mr. Makovsky also reported the relocation of the Ground Transportation and Lost and Found teams into improved facilities within the primary operations building.

He also shared that Sky Harbor and its concessions partners won multiple USA Today Readers' Choice Awards and local "Best of Phoenix" honors.

He highlighted the Finance Division's continued recognition by the Government Finance Officers Association with its Certificate of Achievement for Excellence in Financial Reporting, as well as recent sustainability awards, including Airport Carbon Accreditation at Level 4 for Sky Harbor and Level 3 for Phoenix Goodyear and Phoenix Deer Valley. The airport also received recognition for its Green Partner Program and newly earned Level 3 Airport Workforce Development Accreditation.

Mr. Makovsky concluded with a review of the operational impacts of the federal government shutdown, noting declines in on-time performance and increases in cancellations and delays.

He recognized the coordinated assistance provided by concessionaires, business partners, and community organizations to support unpaid federal employees during the shutdown.

Board members commended the department's responsiveness and requested follow-up reporting on the relationship between reduced passenger volumes and related impacts on concessions, parking, and ground transportation. Mr. Makovsky agreed to provide further analysis at a future meeting.

2. Summary of Current Events by the Airline Station Manager

Mr. Dan Brownlee discussed Southwest's annual safety fair as a key opportunity to reinforce safety culture, engage employees, and highlight resources offered by vendor partners.

He recognized the City of Phoenix for its support during the fair and expressed gratitude for the strong collaboration among all airport stakeholders during the government shutdown.

MINUTES OF MEETING

3. For Approval or Correction, the Minutes of the Phoenix Aviation Advisory Board Meeting on October 16, 2025

A motion was made by Ms. Cherny, seconded by Ms. Ferniza, to approve agenda item 3.

No public comments.
The motion carried.

CONSENT ACTION (ITEMS 4 - 5)

4. Facility Lease Agreement with Alvest Equipment Services LLC. at Phoenix Sky Harbor International Airport

5. Executive Hangar Lease Agreement with Jackson Jet Center, LLC at Phoenix Sky Harbor International Airport

A motion was made by Ms. Cherny, seconded by Ms. Ferniza, to approve agenda items 4-5.

No public comments.
The motion carried.

DISCUSSION AND POSSIBLE ACTION (ITEM 6)

6. Request to Award Taxicab Services Contracts

Mr. Michael O'Shaughnessy presented the item, a request to award two new taxicab service contracts, outlining the history, regulatory framework, and competitive challenges affecting the airport's ground transportation market.

Mr. O'Shaughnessy explained that the existing taxi contract expires on April 30, 2026, and that taxis—though now accounting for a small portion of total ground transportation activity—continue to serve a critical role for Sky Harbor passengers. Unlike ride-share and other mobility options, contracted taxicab companies are the only providers authorized to offer true walk-up, curbside, on-demand service at the airport. This model remains especially important for travelers requiring predictable pricing, accessible vehicles, or service without digital or app-based tools.

He described the rapidly evolving competitive landscape, noting that over the past decade, the arrival of transportation network companies (TNCs) and autonomous vehicle services has placed intense downward pressure on taxi revenues. This environment contributed directly to declining participation among larger taxi operators.

Mr. O'Shaughnessy explained that when the Revenue Contract Solicitation (RCS) was issued on June 27, 2025, the airport sought proposals from two large and two small companies, with detailed requirements addressing the size and quality of fleets, expected service levels, and the integration of reduced-emission or electric vehicles. The solicitation also required providers to supply at least 88 accessible vehicles, maintain safety monitoring systems, and comply with strict cleanliness, maintenance, and replacement standards verified through bi-annual inspections.

He stated that the procurement process included significant outreach: two business information sessions, publishing in six advertising venues, notifications to more than 6,100 entities, and a pre-response meeting on July 8, 2025. Proposals were due August 19. Ultimately, five responses were received;

however, three were deemed non-responsive due to incomplete submissions or failure to meet key requirements. Only two firms—Apache Taxi LLC and Mayflower Cab Company—submitted fully responsive proposals. Mayflower, an incumbent, met the owner-operator requirement, while Apache proposed a fleet model that aligned with airport standards.

Mr. O'Shaughnessy reported that no large taxi providers submitted proposals. Subsequent outreach revealed that industry consolidation, driver shortages, and concerns about required vehicle counts contributed to the lack of interest.

He emphasized that the proposed vehicle counts were designed to ensure adequate coverage during peak travel periods and that alternate approaches are available, including negotiating higher vehicle allocations with the selected companies or issuing a supplemental solicitation to attract larger operators if needed.

Mr. O'Shaughnessy stated that under the proposed contracts, the term would be five years with a single two-year extension option, enabling providers to recoup investments in fleet acquisitions, accessibility modifications, training, and technology. Estimated annual revenue to the airport exceeds \$700,000. Providers would begin fleet acquisition activities promptly after contract award to prepare for the May 1, 2026 launch.

Board members asked questions regarding market coverage, potential service gaps, accessible transportation demand, and long-term customer trends.

A motion was made by Ms. Pastor, seconded by Ms. Ferniza, to approve agenda item 6.

The motion carried.

INFORMATION AND DISCUSSION (ITEMS 7 - 8)

7. Regional Airspace Update

Mr. Jordan Feld provided an overview of the item noting he would discuss the airspace in general, the current FAA airspace modernization effort and the role of the Board and Staff in the FAA's process.

Mr. Feld described the phoenix metropolitan airspace and showed several maps of waypoints, standard instrument departures and arrivals in comparison to actual flight tracks noting the various reasons why air traffic controllers vector aircraft. He also highlighted the departure gates that hold departures in the compatibility corridor until aircraft are at sufficient height to reduce neighborhood impacts. He informed the Board that the FAA indicated its current airspace

project is primarily focused on better aligning standard routes with flight track tendencies to reduce workload, thereby improving efficiency and safety.

Mr. Feld compared the current airspace project goals with the 2014 flight path changes that resulted in litigation, noting that the aforementioned departure gates legally preclude the FAA from seeking departure changes similar to 2014 and that in general, based on the concepts the FAA had shared to date, none of the proposed changes were as significant as the 2014 changes.

Mr. Feld explained the FAA is currently performing environmental analysis of the proposed changes and has initiated government briefings with the current schedule anticipating the environmental analysis and proposed airspace changes being available to the public in March 2026, followed by at least two public workshops in April 2026. Following the workshops, the public will be able to provide comments to the FAA, which will be utilized in finalizing the changes in the Summer of 2026. The current schedule indicates the new procedures would take effect in February 2027.

In closing, Mr. Feld discussed the critical role of the airport in assessing proposed changes, assisting the public in understanding the impacts, and advocating on the community's behalf with FAA.

Board members expressed concern with the limited number and format of the proposed FAA public meetings. Mr. Feld agreed and informed the Board the airport is advocating for additional workshops and that if the FAA refuses, staff will plan to perform supplemental community outreach to ensure stakeholders are informed.

No public comments.

8. Navigator Program 25th Anniversary

Ms. Heather Shelbrack presented the item, a detailed presentation celebrating the 25th anniversary of the Navigator volunteer program, one of the most visible and valued customer-service programs at Phoenix Sky Harbor International Airport.

Ms. Shelbrack provided a historical timeline beginning with the program's establishment in 1999 and described its growth into a comprehensive service network that includes Navigator volunteers, Navigator Buddies, teen volunteers, and the airport chaplaincy program. The program has played a significant role in shaping Sky Harbor's reputation as "America's Friendliest Airport."

She reported that more than 380 volunteers are currently active across the program's various components. Collectively, they have contributed over 54,000

hours of service this year, providing wayfinding assistance, responding to customer needs, supporting irregular operations, and enhancing the passenger experience during peak travel periods.

Ms. Shelbrack provided examples of the tasks Navigators support, including assisting international arrivals, guiding passengers, and providing specialized assistance to elderly or anxious travelers.

The presentation highlighted recent program enhancements, including a newly curated exhibit by the Phoenix Airport Museum documenting the program's history, volunteer recognition initiatives, and updated uniforms and branding featuring a refreshed Navigator logo.

She also described the program's strong community partnerships, including annual food-bank initiatives and holding a "Doggie Director" contest to benefit the city's Community Service Fund Drive efforts.

Board members commended the Navigators for their sustained dedication and professionalism. Several members remarked that Navigators are often the first point of human contact for arriving passengers and significantly influence the airport's customer-service reputation. The Board expressed appreciation for the volunteers' service and affirmed continued support for the program's expansion and recognition initiatives.

No public comments.

ADVISORY BOARD INFORMATION AND FOLLOW-UP REQUESTS

None

CALL TO THE PUBLIC

None

ADJOURNMENT

The meeting ended at **4:13 p.m.**

PHOENIX AVIATION ADVISORY BOARD	
To:	Phoenix Aviation Advisory Board
From:	Chad R. Makovsky, A.A.E. Aviation Director
Subject:	Amended & Restated FBO Lease 94042 with Jackson Jet Center Phoenix, LLC at Phoenix Sky Harbor International Airport

Description

This report requests that the Phoenix Aviation Advisory Board recommend to the Phoenix City Council to amend and restate Ground Lease 94042 with Jackson Jet Center Phoenix, LLC (Jackson Jet) to add up to a 25-year lease extension, document minimum capital investment commitments, update the rent structure model, and modernize lease provisions for the operation of a full-service Fixed Base Operator (FBO) Facility at Phoenix Sky Harbor International Airport.

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Report Summary

Jackson Jet currently operates a fixed base operator business on approximately 20.5 acres at Phoenix Sky Harbor International Airport (PHX) under Lease 94042. This lease is scheduled to expire on October 31, 2028.

Jackson Jet plans to invest a minimum of \$12 million in FBO facility enhancements. These improvements include the construction of two new aircraft storage hangars, installation of solar energy upgrades, development of new office space, resurfacing of the vehicle parking lot, and implementation of various interior and exterior efficiency upgrades.

To enable Jackson Jet to amortize these investments, a lease extension of up to 25-years is proposed. The entirety of the 25-year extension is contingent upon Jackson Jet's construction of both hangars; if Jackson does not build both hangars, the extension term will be reduced to 15 years. As a commitment to the timely completion of the proposed improvements, Jackson Jet will provide a \$600,000 cash deposit to guarantee the capital investment milestone.

The existing lease, originally executed in 2001, contains numerous outdated provisions that no longer align with current operational and business practices for modern FBO agreements. Given the extensive scope of proposed changes, including the extended term, significant capital investment, and outdated provisions, the lease will be amended and restated in its entirety. This comprehensive approach ensures that all modifications are clearly integrated, eliminates potential inconsistencies, and aligns the agreement with current airport leasing standards and best practices.

Contract Term

The lease is set to expire on October 31, 2028. Amending and restating the lease will extend the term up to 25 years from November 1, 2028, to October 31, 2053. If the leased premises are needed for airport expansion purposes, the City may terminate the

amended and restated lease by giving Jackson Jet at least 12 months' prior written notice. No additional extension options will be included beyond the maximum 25-year term.

Financial Impact

Jackson Jet currently pays approximately \$312,533 as a Minimum Annual Guarantee (MAG) for its FBO premises. Under the amended and restated lease, the MAG will be converted to a ground rental rate of approximately \$0.35 per square foot, which was calculated to approximate the current MAG. The new rent per square foot will remain in effect for the first five years of the amended and restated lease. Beginning in year six and continuing through year ten, rent will increase annually by \$0.10 per square foot.

An appraisal will determine the market rental rate for year eleven of the lease extension. If the appraised market rental rate increase is 10% or less, rent for year eleven will immediately adjust to the appraised market rental rate. If the appraised market rate increase exceeds 10%, rent for year eleven will be capped at 10%, with annual increases for years twelve through twenty until the rental rate reaches the appraised market rate. Once the appraised market rate is achieved, all subsequent annual rental adjustments through year twenty will be based on the Phoenix-Mesa-Scottsdale Consumer Price Index (CPI) or three percent, whichever is greater.

The rental rate for year twenty-one will be determined by a second appraisal, and the rental rate for years twenty-two through twenty-five will be determined following the same rental rate adjustment methodology as the years following the appraisal process conducted in year eleven.

In addition to annual ground rent, Jackson Jet will continue to be subject to paying all applicable fees and services associated with the current PHX FBO Minimum Standards, including Fuel Flowage Fees, Landing Fees, and Remain Over Night Fees.

First year total revenue from Jackson Jet at PHX from all revenue sources is expected to be approximately \$1,011,611. The minimum estimated revenue over the 25-year extension term is projected to exceed \$33,326,923.

Concurrence

This item was recommended by the Business and Development Subcommittee on December 4, 2025 by a vote of 3-0.

Recommendation

Request the Aviation Advisory Board recommend to the Phoenix City Council to amend and restate Ground Lease 94042 with Jackson Jet Center Phoenix, LLC to add a up to a 25-year lease extension, document minimum capital investment commitment, update the rent structure model, and modernize lease provisions for the operation of a full-service Fixed Base Operator (FBO) Facility at Phoenix Sky Harbor International Airport.

PHOENIX AVIATION ADVISORY BOARD REPORT	
To:	Phoenix Aviation Advisory Board
From:	Chad R. Makovsky, A.A.E. Aviation Director
Subject:	Information Technology Project Management Services Award Recommendation

Description

This report requests that the Phoenix Aviation Advisory Board recommend to the Phoenix City Council to enter into a professional services agreement with Barich, Inc. to provide Information Technology (IT) Project Management Services for the Aviation Department (Aviation).

THIS ITEM IS FOR DISCUSSION AND POSSIBLE ACTION.

Report Summary

The Technology Division of the Aviation Department currently has a contract for information technology project management services for the planning, design and implementation of IT projects and initiatives to support technology systems at Phoenix Sky Harbor International Airport, Deer Valley, and Goodyear Airports.

Aviation implements a large number of technology projects that require a dedicated team of airport-focused program management professionals, specializing in project oversight and the execution of IT-related projects. These staff are expected to provide a high level of expertise and support. These services are critical for the successful implementation of IT infrastructure projects and complex integrations that support many passenger-facing, back-office, and operational systems.

Procurement Information

Aviation issued a Request for Proposals on July 2, 2025, and received 9 proposals, 4 of which were deemed responsive. The proposals were evaluated and scored by an evaluation panel through consensus scoring on the following criteria:

- Qualifications and Experience of Key Personnel
- Qualifications and Experience of Firm
- Fee Schedule

The award recommendation is for Barich, Inc. as the highest scoring proposer that scored above the competitive range set by the evaluation panel.

Contract Term

The proposed term will be five years with no options to extend.

Financial Impact

The Aviation Department's contract value will not exceed \$9,750,000 over the aggregate 5-year term, with an estimated annual expenditure of \$1,950,000.

Public Outreach

This solicitation process included all standard and required outreach efforts, including advertising in Aviation industry publications.

Concurrence

This item was recommended by the Business and Development Subcommittee on December 4, 2025 by a vote of 3-0.

Recommendation

Request that the Phoenix Aviation Advisory Board recommend to the Phoenix City Council to enter contract with Barich, Inc. to provide information technology project management services to the Aviation Department for five years.

PHOENIX AVIATION ADVISORY BOARD	
To:	Phoenix Aviation Advisory Board
From:	Chad R. Makovsky, A.A.E. Aviation Director
Subject:	Update on Terminal 4 Concessions Reconcepting Plans at Phoenix Sky Harbor International Airport

Description

This report provides the Phoenix Aviation Advisory Board with an update on plans to reconcept certain Terminal 4 food, beverage, and retail concessions at Phoenix Sky Harbor International Airport.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Report Summary

In November 2024, the Phoenix City Council authorized the Aviation Department to negotiate and execute amendments to extend the terms of leases with Terminal 4 food, beverage, and retail concessions whose agreements are set to expire between 2026 and 2030.

A total of 15 concessions contracts are eligible for the negotiated eight-year lease extension, as follows:

- Food and Beverage contracts set to expire in June 2026:
 - Host International (1 contract) – 25 total concessions locations
 - SSP America (1 contract) – 24 total concessions locations
 - Casa Unlimited (1 contract) – 1 total concessions location
- Retail contracts set to expire in December 2029 and November 2030:
 - Hudson/Dufry (2 contracts) – 5 total concessions locations
 - Stellar (4 contracts) – 12 total concessions locations
 - Paradies Lagardere (4 contracts) – 11 total concessions locations
 - Casa Unlimited (1 contract) – 3 total concessions locations
 - WHSmith/In-Motion (1 contract) – 2 total concessions locations

In April 2025, lease amendments were executed with three eligible food and beverage concessions contracts and nine eligible retail concessions contracts. The remaining two concessions contracts are in the final stages of execution.

With most amendments finalized, a key provision of the lease extensions includes required capital reinvestment between 10% and 15% of total gross sales revenue generated from all concessions locations under the concessions contract. The capital reinvestment spend must be used to support either brand reconcepting or a brand refresh to enhance the customer experience and better align with evolving passenger preferences. Brand reconcepting is limited to no more than 30% of the total concession locations.

Based on these requirements, Host International, SSP America and Paradies Lagardere submitted their initial proposed brand reconcepts. Aviation reviewed these submissions and approved select reconcepts from each concessionaire. Host International received approval for three brand reconcepts, SSP America received approval for four brand reconcepts, and Paradies Lagardere received approval for four brand reconcepts.

Staff continues to work with these concessionaires on proposed construction schedules for the reconcept locations to mitigate impacts to concession offerings for the traveling public. Additional reconcept proposals are expected from these and other eligible concessionaires in the near future, and staff will continue to provide periodic updates as concepts are approved.

Recommendation

This item is for information and discussion.

PHOENIX AVIATION ADVISORY BOARD REPORT	
To:	Phoenix Aviation Advisory Board
From:	Chad R. Makovsky, A.A.E. Aviation Director
Subject:	Childcare Programs Update

Description

This report provides the Phoenix Aviation Advisory Board an update on the Aviation Department's childcare programs.

THIS ITEM IS FOR INFORMATION AND DISCUSSION.

Report Summary

The Aviation Department has undertaken efforts to support badged airport workers through childcare programs, funded by American Rescue Plan Act funds. This report will provide an update on both programs, the airport's scholarship program for families to obtain childcare at sites throughout Maricopa County, and the construction of a purpose-built childcare facility at the 44th Street Sky Train station.

Childcare Scholarship Program

The childcare scholarship program is managed by First Things First, Arizona's early childhood agency, committed to the healthy development and learning of children aged birth to 5 years old.

Childcare Facility

The Aviation Department conducted a procurement to select an operator for the childcare facility, KinderCare at Work. KinderCare is currently working with the Aviation Department to begin the tenant improvement process to build out the facility at 44th Street.

Recommendation

This item is for information and discussion.