



**NOTICE TO ALL PROPOSERS**

**FINAL ADDENDUM**

**TO THE INVITATION TO BID FOR**

**TUCSON AIRPORT AUTHORITY, TUCSON INTERNATIONAL AIRPORT  
RENTAL CAR CONCESSIONS**

**July 10, 2023**

The following Addendum dated July 10, 2023, shall be made a part of the Invitation to Bid dated April 27, 2023, for the Tucson Airport Authority Tucson International Airport Rental Car Concessions.

**GENERAL**

Bid due date has been extended to **August 10, 2023**, no later than 2:00 p.m.

**QUESTIONS**

Q1. Who are the qualified bidders?

Answer: Refer to section II paragraph B. Minimum Bidder Qualifications/Experience Requirements of the Invitation For Bid (IFB) document for bidder qualification requirements. Also, refer to section IV. Contract Award of the IFB document for details on contract award process.

Q2. How is Ready/Return allocated?

Answer: Refer to Addendum #3, Answer to Q4 and Attachment 1.

Q3. What is the allocation process if TAA decides to grandfather in any component of the various spaces?

Answer: TAA is not considering the grandfathering of the spaces at this time.

Q4. Are there maintenance facilities on site?

Answer: Current QTA facilities are equipment with car wash and fueling system; however, vehicle maintenance activities are not supported nor authorized at the QTA facilities.

Q5. How are the CFCs used? Is there a cap on the amount of transaction days the CFC applies to?

Answer: Refer to Addendum #1, Answer to Q6.

Q6. Does the TAA anticipate an increase in the CFC during the upcoming term?

Answer: Refer to Addendum #1, Answer to Q6.

Q7. What capex projects are scheduled for the RAC's?

Answer: Refer to Addendum #1, Answer to Q6.

Q8. Is the TAA open for digital branding/illuminated signage?

Answer: Refer to Addendum #3, Answer to Q15.

Q9. Are there any peer-to-peer agreements, and is TAA entertaining?

Answer: Turo has been operating at TUS Airport since March 1, 2023, as the only authorized peer to peer car share company. No other peer to peer car share company showed interest nor is being considered at this time.

Q10. Please provide the last five years of market share data.

Answer: See Attachment

Q11. Please define the overflow demised area and how is it allocated?

Answer: The question/ask is not clear. Assuming this is in reference to the "Vehicle Staging Areas" as shown in Exhibits 3 and 4 of the Addendum 3, the subject areas are divided into seven (7) similarly sized areas and are intended to be allocated to the seven (7) successful RAC contract awardees in an order of preference starting with the highest bidder to next highest bidder, and so forth, subject to TAA's final review and approval, at TAA's discretion, considering overall operational feasibility for RAC's or other concerns.

Q12. Please provide the last five years of deplanement data/segmentation.

Answer: Refer to Exhibit 3 of the original Invitation For Bid document. More historical and detailed information is available at the following link: <https://www.flytucson.com/taa/media-center/statistics/>

Q13. Is the contract commencing on August 1, 2023? If so, can this date be extended as the evaluation of bids is occurring July 27<sup>th</sup>.

Answer: The anticipated new contract commencement date for this 5-year contract is October 1, 2023, subject to change to a later date.

Q14. We ask that the automobile fleet age be adjusted to no older than 3 years, instead of 2 years due to supply issues.

Answer: Refer to question #32

Q15. Does the Airport have any formal written agreements with any off-airport operators? If so, what are the terms of that agreement – i.e., what is the arrangement for pick-up and drop-off of customers; what are the fees that operators pay to the airport?

Answer: No, TAA currently does not have an agreement with an off-airport rental car operator at TUS Airport.

Q16. In recent years, there have been several companies that have been interested in providing car sharing services on-airport, whether they are actual car sharing companies or a branded service that rental car companies offer. These car sharing companies/services have membership fees. If TAA intends to allow car sharing anywhere on airport property (whether offering limited parking spaces on-airport, curbside pick-up, etc.), please confirm that the TAA is collecting a portion of these membership fees along with the off-airport revenue percentage fee.

Answer: Turo is currently the only peer to peer car sharing company authorized to operate at TUS Airport. To TAA's knowledge, there are no membership fees involved with Turo's operations at the airport.

Q17. Please confirm that no additional brand can be added to any bidder's concession agreement during the term of the agreement and that operator may only operate the brand or brands that it specified in its proposal/bid.

Answer: Yes, correct. Addition or reduction of brands will not be allowed under any circumstances. The maximum awarded brand will be seven (7) and it will remain the same during the term of the agreement. Furthermore, substitution of a brand by RAC may be considered by TAA at its sole discretion.

Q18. Please confirm that all the terms and conditions specified in the IFB and any/all issued addenda will be incorporated and made a part of the Concession Agreement. Please add language to the IFB and to the Concession Agreement which states: *"The Invitation for Bids, including all issued addenda and questions and answers, are hereby incorporated into and made a part of the Concession Agreement."*

Answer: Correct, the terms and conditions of the IFB and the addendums issued by TAA will be incorporated into and made part of the concession agreement.

Q19. Please provide an update on the current CFC account balance, annual projected collections and current uses for CFCs funds.

Answer: Some CFC related information was shared as part of Addendum 1. As previously mentioned, more information will be shared with successful awardees in due course. TAA plans on reviewing the CFC Program for potential updates and keeping RAC's apprised of the same.

Q20. We believe that all of the fuel tanks in the QTA are coming to the end of their 'useful life' and all will need to be replaced in the next few years. Will the Airport commit to using CFC funds to replace all QTA fuel tanks during the Term of this agreement? This is a very reasonable use of the CFC funds and would benefit the customers greatly while providing uniform benefit to all RACs.

Answer: Some CFC related information was shared as part of Addendum 1. As previously mentioned, more information will be shared with successful awardees in due course. TAA plans on reviewing the CFC Program for potential updates and keeping RAC's apprised of the same.

Q21. During the 6/15/23 pre-bid meeting, the airport solicited feedback from the RACs regarding the grandfathering of the facilities (counters, QTA, ready/return, staging). Has the airport decided if any of these facilities will be grandfathered?

Answer: TAA decided against grandfathering of any RAC facilities. Allocation process as explained in the IFB documents as well the Addendums shall remain the same.

Q22. Can the airport please clarify whether priority for selecting QTA areas, counters, and ready/return will be based on the amount of 1<sup>st</sup> year MAG or total MAG in each bid?

Answer: Garage Ready/Return Lot assignment will be based on the Contract Year 1 MAG, all other areas will be based on the total MAG for Contract Years 1-5. All area allocations are subject to TAA's review and approval at its discretion.

### **IFB**

Q23. Will TAA please provide a full 5 years of historical RAC gross revenue? Section II.G.1 indicates that Exhibit 2 provides the last 5 but it actually only provides the last 2 years.

Answer: Yes, please see the attachment

Q24. Please provide monthly enplanement numbers for 2022 as this information is important as it relates to any future trigger of MAG Suspension.

Answer: Refer to Exhibit 3 of the original Invitation For Bid (IFB) document. More historical and detailed information is available at the following link: <https://www.flytucson.com/taa/media-center/statistics/>

Q25. Section II.B.1 – In listing the Airports which the bidding entity operates, will the TAA allow the list to include airports both larger and smaller than TUS?

Answer: To meet the referenced minimum qualification requirement, RAC's must demonstrate on-airport rental car concession business and operations management experience at an airport(s) that's comparable in size to the TUS Airport or is larger than TUS Airport.

Q26. Section 8 – Branding. Ultimately our hope is that if two or three brands are all successful under one company that the contract for the multiple brands will allow for A) a single contract for all successful

brands under that one company; B) a single MAG created by combining the multiple MAG bid amounts and; C) a single allocation of space to include the premises each brand would qualify for under the Bid.

- a. Please confirm that a company can bid for up to 3 brands at TUS and if all three brands are successful, that the company will be provided ONE (1) contract to operate all three brands, with a single deposit amount and a single insurance certificate
- b. We respectfully request that the successful brands, under a dual or multi branded contract, have their MAGs combined into a single MAG for which all concession payments will be combined to meet this obligation (as apposed to two or three separate MAGs which must be tracked and monitored separately).
- c. We respectfully request that the Airport allow the dual and multi branded agreements to combine their allocation of space into a single allocation (block of space) in the Ready/Return, QTA and Counter.

Answer: TAA is further solidifying this matter under the following requirements: 1) Combining of Contracts: TAA will allow combining of multiple family brand bids of up to a maximum of three (3) brands under single legal entity contract for convenience and ease of contract administration purposes. 2) Combining of MAG's: TAA will *not* allow dual or multiple family brand MAG's to be combined as a single legal entity MAG. The brand-specific MAG's shall be submitted as part of bid submissions separately for each brand and shall remain as a brand-specific requirement during the term of the agreement even if dual or multiple brands are combined under a single legal entity contract. 3) Combining of Leased Premises: While TAA will allow leased premises to be combined as a single legal entity leased premise to provide flexible use of space for the successful dual or multiple brand single legal entity, initial allocation (and reallocation spaces as applicable for Garage Ready/Return only) will be at brand-specific level based on bid MAG (and market share for Ready/Return Lot for years 2-5). All leased premises allocations are subject to TAA's review and approval at its discretion.

Q27. Submission – Will TAA please permit electronic submission of bids (email or online)? Numerous airports have been doing this over the last few years and it will reduce consumption and waste. We would be happy to mail the original bid guarantees in advance of the bid due date.

Answer: While TAA appreciates the green initiatives and paper reduction efforts, the electronic submissions tend to involve inherent risks (e.g., broken weblinks, electronic delivery delays) that may result in disqualification of the bidders. Accordingly, mail requirements shall remain the same.

Q28. Tentative Schedule: We typically request that there be a 4-week period between the date when we receive the final addendum and the date when our Bid packages are due. If the Airport's responses to Bidders questions are not provided by June 30, please extend the Bid Due Date to reflect 4 weeks from the date of the Final Addendum to the Due Date for the Bids.

Answer: TAA intends to provide approx. four (4) weeks for the bid submission period

Q29. In addition, if the TAA does require hard copies we request only one (1) original and avoid the 2 additional copies, as this is more in line with our green policy and being good stewards of the environment.

Answer: While TAA appreciates the green initiatives and paper reduction efforts, the electronic submissions tend to involve inherent risks (e.g., broken weblinks, electronic delivery delays) that may result in disqualification of the bidders. Accordingly, mail requirements shall remain the same.

Q30. Section II.A (pg 1) – As to TAA’s right to provide opportunities to other RACs, please confirm that a RAC that does not attend the mandatory pre-bid meeting and does not submit a bid is not eligible to be

an on-airport operator during the term, and only those companies that are successful in this IFB process will be on-airport operators during the term. Any RAC interested in operating at the Airport should not be able to NOT respond now, wait until it sees which companies bid and what MAGs are bid, and then enter into a contract at the minimum. This undermines the bidding process.

Answer: Correct, the bids submitted by entities who did not participate in one of the two mandatory meetings that TAA hosted will not be considered.

Q31. Section II.B – Because Attachment B is not required for incumbent bidders, please confirm that we are also exempt from demonstrating those qualification/experience requirements outlined in Section II.B

Answer: Incumbent Bidders will be deemed as qualified as it relates to specifically Section II.B.1 of the IFB with regards to “minimum of 5 consecutive years of demonstrated business and operational management experience”; however, *all bidders*, including Incumbent Bidders, shall fill out and submit the Attachment B – Business Questionnaire.

To provide TAA with a clear understanding of all bidding entities and its respective brand(s) structures, TAA is revising the first paragraph in section II.C of the IFB with the following:

“The companies listed below currently have executed agreements with TAA to manage and operate a rental car concession at the Airport (“Incumbent Bidders”). While these Incumbent Bidders will be assumed to meet the requirements of the section II.B.1 above, *all bidders* shall submit all the required forms attached here on the IFB.”

With the above change, Incumbent Bidders are also required to submit Attachment B - Business Information Questionnaire along with the rest of the forms in their response to this IFB.

Q32. Section II.B.2 – Please change the expectation for age of vehicles from 2 years to 3 years. During these very challenging times following COVID, rental car agencies have had difficulties with their typical ‘cycling’ of vehicles because new cars have been challenging to secure/purchase. For at least the next few years, please allow the age of the vehicle to be extended to 3 years.

Answer: TAA is modifying the following sections of the IFB and the agreement:

Section II.B.2 of the IFB is modified to read as follows:

“Bidder must have demonstrated the experience and ability in providing late model automobile fleet (no older than three (3) model years) for rentals by on-airport customers.”

And section 6.2.2.(C) of the draft concession and lease agreement is modified to read as follows:

“Ensure that all vehicles offered for rental at the Airport are maintained in good mechanical operating condition, in good appearance (free from defects or damages), in clean, neat and attractive condition inside and outside, and are late model vehicles no more than: a) Three (3) years old during the Contract Years 1 and 2; and b) No more than two (2) years old during the remaining Term of the Agreement, unless older vehicles are approved in writing by the President/CEO.”

Q33. Section II.B.4 – please remove requirement that customers must be able to ‘pay’ for rental on website and or mobile app. This capability may not be available to all rental car companies.

Answer: TAA is not considering any changes to the referenced section at this time.

Q34. Section II.D.2. (pg 2) – We request that the TAA offer a mutual 5-year renewal option that is mutual to both the TAA and Company.

Answer: TAA respectfully declines term extension options at this time.

Q35. Section II.D.4 – Nearly every sector of the Premises includes significant ‘Common Areas’ which were not previously included in Rent. This additional common area rent, on top of the cost per foot increase is dramatic.

- Please remove the 20k square feet of common area outside of the Customer Building. Concessionaires should not be required to rent roadways simply because they service the garage we lease space in. Roadways should not be part of any lease.
- Please remove the 33k sq ft of common area between the QTA and the Ready/Return as this area is used by public parkers or other Airport users.
- Please remove the 51k of common area exiting the garage and around the QTA area. It is not common for concessionaires to pay rent on space that cannot be used and is exclusive to Fire Lanes.

Answer: Newly added common areas have been exclusively used by and for the RAC’s at TUS Airport as they are contiguous part of the overall RAC facilities (e.g., common circulation, garbage service area), and no other users benefit from the subject areas other than RAC’s. TAA believes that it’s a fair practice that the direct and exclusive beneficiaries of any facility pay for the use of the same. Furthermore, any common areas of the airport that’s used by RAC’s as well as other users (e.g., general public, airport employees) are excluded from RAC Common Areas. Accordingly, TAA is not considering any changes to referenced section

Q36. RAC Exhibit 2 – R/R garage layout – Please verify that Row T square footage is correct. The exhibit shows this row to contain 10,810 sq feet however it has the second lowest number of stalls (25) of any row yet the second largest square footage.

Answer: It's confirmed that the referenced row square forage is accurate. The number of stalls that can fit into a certain square foot can vary depending on parking configuration (e.g., nose-to-nose parking, traditional parking stall arrangement, or mixture of both). With the new square feet rental approach, TAA is intending to provide more flexibility to RAC's operational needs while also ensuring that the billing process is accurate and uniform.

Q37. Section II.D.4 (pg 3) – We request and strongly encourage TAA to avoid using CPI as a rent adjustment method. CPI has little (if any) correlation to rent and is also highly burdensome administratively.

- Will the TAA consider a flat two percent (2.0%) increase annually?
- Common Area rent should be adjusted based on actual costs from the prior year.

Answer: TAA is not considering any changes to the rental recalculation basis. CPI method shall remain the same for all areas except for the RAC Building Space (section II.D.4 of IFB) and RAC Building Common Area (section II.D.4 of IFB) which shall be based on the prevailing TUS Airport Terminal Rates and Charges as previously shared.

Q38. Section II.D.6 (pg 3) – Should “Pass Through Fees” include CFCs here?

Answer: TAA acknowledges that Customer Facility Charge (CFC) fees are also considered as pass-through fees.

Q39. Section II.E. Space Assignments

- Will the Airport consider Grandfathering the current Counter Assignments for all successful Bidders?
- Will the Airport consider Grandfathering the current 'location' of Ready/Return lanes such that brands can remain adjacent to the other brands from the same brand family?
- Will the Airport consider Grandfathering the current QTA Service Facility Space for successful Bidders?
- If the Airport will not Grandfather the QTA areas, will the Airport please include language indicating that the Airport will perform a baseline study on the existing QTA's with expectations for the condition upon which the current QTA operator would be required to turnover the QTA (e.g. asphalt in good repair, fuel systems tested and repaired prior to the turn-over, etc.). This occurred with Sky Harbor reallocation. All sites underwent an audit and the last RAC to utilize the site made reasonable repairs prior to surrender. In addition, the past three years of records should be provided to and reviewed by the airport then passed on to the RAC operating the system. This would be in the best interest of the airport as well for future ADEQ inspections.
- During the last bid, great effort was made to put the brand families adjacent to one another. This resulted in efficiencies and cost savings for all companies. Changing Service Facility Space is time



- consuming, expensive and exposes RACs to environmental concerns that should belong to the prior occupant. Grandfathering these facilities is the only reasonable approach.

Answer: TAA is not considering the grandfathering of the spaces at this time. Any issues that may arise as part of the relocation or move out will be handled under the terms and conditions of the current RAC agreements.

Q40. Section III.A.4 (pg 6) – Our financial statements are not audited by outside CPAs. Please confirm that TAA will accept our unaudited balance sheets and statements of comprehensive income. A GAAP certification letter from our CFO can accompany the statements.

Answer: Yes, TAA will accept the described version of the unaudited financial records for the most recent three (3) years. Furthermore, TAA requires a stub period financials along with a statement from the CFO for any period longer than six (6) months from the date of the most recent financial statement.

Q41. Section III.A.4 (pg 6) – Please confirm that Attachment C is only an example and that bidders are permitted to submit their financials on their own forms.

Answer: Provided that all the pertinent information is covered under RAC company's own version of the documents, alternatively formatted financial documents will be accepted

Q42. Section E (pg 8) – Please confirm that you will accept a surety bond as bid guarantee.

Answer: The IFB states Cash Bond, Cashier's Check, Certified Check, Money Order, or Irrevocable letter of credit from a bank.

Q43. Section IV.A. 4<sup>th</sup> para (pg 8) – Again, please confirm that only those RACs that attended the mandatory pre-bid meeting and submitted a bid are eligible to be an on-airport operator during the term of the agreement.

Answer: Correct, the bids submitted by entities who did not participate in one of the two mandatory meetings that TAA hosted will not be considered.

Q44. Section E.4. (pg 9) – Please confirm that Enterprise Leasing Company of Phoenix, LLC is not in arrears or default.

Answer: Correct.

Q45. Attachment A (pg A-1) – Will TAA please clarify #4? This section is awkwardly written and not very clear on what the obligations would be.

Answer: The referenced section contains a standard FAA Grant Assurance related language. TAA is willing to provide further clarity to the successful contract awardees as needed.

Q46. Attachment A (pg A-1) #7 – Will TAA please clarify the date of 5/31? If the due date is 7/27 (or later, as requested) no bids will have been submitted by 5/31, and withdrawal should be permitted up to the due date.

Answer: TAA has provided an updated schedule to all bid holders on the bid holders list, and all who attended the pre-bid meetings.

Q47. Attachment B – Will TAA please confirm that the entirety of Attachment B pages B-1 through B-10 are not required for incumbents?

Answer: Incumbent Bidders (as referenced in Section II.C of the IFB) will be deemed as qualified as it specifically relates to Section II.B.1 of the IFB: Minimum of 5 consecutive years of demonstrated business and operational management experience; however, *all bidders*, including Incumbent Bidders, shall fill out and submit the Attachment B – Business Questionnaire as well the remaining forms required under the IFB.

Once again, to provide TAA with a clear understanding of all bidding entities (including Incumbent Bidders) and its respective brand(s) structures, TAA is revising the first paragraph in section II.C of the IFB with the following:

“The companies listed below currently have executed agreements with TAA to manage and operate a rental car concession at the Airport (“Incumbent Bidders”). While these Incumbent Bidders will be assumed to meet the requirements of the section II.B.1 above, *all bidders* shall submit all the required forms attached herein.”

Q48. Attachment C – Again, please confirm this is an example and that bidders will submit their financial statements on their own forms.

Answer: Provided that all the pertinent information is covered under RAC company’s own version if the documents, alternatively formatted financial documents will be accepted.

Q49. Attachment D (pg D-2) – Please change “parent” entity to “bidding” entity. Enterprise Leasing Company, LLC is the bidding entity and the current contract holder. Our parent company does not act on behalf of its stand-alone subsidiaries.

Answer: TAA accepts the requested change regarding the referenced section of the IFB.

Q50. Attachment E (pg E-1) – Please change “parent” entity to “bidding” entity.

Answer: TAA accepts the requested change regarding the referenced section of the IFB.

Q51. Attachment F (pg F-1 and F-2) – Please confirm what the Dollar amount and Percentage Amount on these pages represents. Is this intended to be the % of gross revenues?

Answer: TAA's rental car concession ACDBE aspirational participation goal is 1.2% of estimated annual goods and services expenditures. Not 1.2% of annual gross receipts. This 1.2% aspirational goal can be achieved through annual goods and services expenditures with certified ACDBE businesses.

Q52. Addendum 3 Q1 (pg 1) – Please help to clarify further if the RACs will be allowed to combine their contract into a single contract that provides a single MAG and a single allocation of space in the R/R. We understand that each brand will have its own counter and its own QTA and these could be listed in the single contract as part of the Premises.

QUESTION: Can the Airport provide additional information to help the Bidders understand if they will be afforded the opportunity to combine all winning bids of the bidder into one contract?

QUESTION: Also, when determining how to allocate R/R, will the Airport please confirm that it will allow for a single block allocation of space for all brands under a single entity. In other words, please confirm that if Brand A's bid is a successful bidder and it is owned by the same entity that bid for Brand B (and Brand B is a successful bidder) that the total combined bid (as a percentage of the total of all bidders) would be used to allocate R/R stalls/lanes. Allocating the R/R in this manner will 1) keep brand families together and 2) reduce the number of 'rounding' necessary. Full Row allocation will create inequities (while providing other important benefits, for sure). By combining the bids of successful bidders owned by the same bidding entity, this will reduce the number of 'partial rows' that need to be dealt with and should ease this process. In other words, there will likely only be 3-4 'rounded off' rows versus 7.

Answer: TAA is further solidifying this matter under the following requirements: 1) Combining of Contracts: TAA will allow combining of multiple family brand bids of up to a maximum of three (3) brands under single legal entity contract for convenience and ease of contract administration purposes. 2) Combining of MAG's: TAA will *not* allow dual or multiple family brand MAG's to be combined as a single legal entity MAG. The brand-specific MAG's shall be submitted as part of bid submissions separately for each brand and shall remain as a brand-specific requirement during the term of the agreement even if dual or multiple brands are combined under a single legal entity contract. 3) Combining of Leased Premises: While TAA will allow leased premises to be combined as a single legal entity leased premise to provide flexible use of space for the successful dual or multiple brand single legal entity, initial allocation (and reallocation spaces as applicable for Garage Ready/Return only) will be at brand-specific level based on bid MAG (and market share for Ready/Return Lot for years 2-5). All leased premises allocations are subject to TAA's review and approval at its discretion.

Furthermore, the Garage Ready/Return Lot row allocations will be in full rows only. E.g., no partial rows.

Q53. I have a question about the criteria for a brand to be considered an incumbent? Hopefully it is the Brand (i.e. Hertz and Dollar), instead of the ownership entity that is the incumbent. For example, since The Hertz Corporation operates the Dollar brand, we may opt to submit the proposal as The Hertz Corporation dba Dollar instead of as DTG Operations, Inc. dba Dollar. Can you please confirm that either submittal would be viewed as incumbent bidder?

Answer: Yes, both the brands (e.g., DBA's) and the legal entities currently operating at TUS Airport as on-site RAC's will be considered as incumbent bidders.

Q54. The answer to Q1 and Q8 of Addendum 3 is problematic for a variety of reasons. Please revise this answer to No because of the below issues:

- a. We need a definitive answer on this question before we can calculate our bids.
- b. The answer should be no because combining MAGs into a family MAG would afford a parent company that owns multiple brands to calculate the single MAG that 2 or 3 brands need to collectively cover and then figure out how to divide the total MAG amount between the brands.
- c. The family branded MAG would enable a parent company (that owns multiple brands) to essentially bid as a multi branded entity, rather than each brand bidding based on its independent revenue projections. A single branded IFB process would require that each brand pledges and meets its independent MAG amount. Allowing a parent company to combine the MAGs into one obligation for multiple brands would essentially override the usual terms and conditions associated with an IFB that requires single branded proposals. It is simply not possible to combine MAGs as a follow up to submission of single branded bids.
- d. It is similarly problematic to suggest that the combined MAGs would be utilized for the space allocations. This concept is directly contrary to the answer to Q7, which reiterates that space allocation follows the single MAGs.

Answer: TAA is further solidifying this matter under the following requirements: 1) Combining of Contracts: TAA will allow combining of multiple family brand bids of up to a maximum of three (3) brands under single legal entity contract for convenience and ease of contract administration purposes. 2) Combining of MAG's: TAA will *not* allow dual or multiple family brand MAG's to be combined as a single legal entity MAG. The brand-specific MAG's shall be submitted as part of bid submissions separately for each brand and shall remain as a brand-specific requirement during the term of the agreement even if dual or multiple brands are combined under a single legal entity contract. 3) Combining of Leased Premises: While TAA will allow leased premises to be combined as a single legal entity leased premise to provide flexible use of space for the successful dual or multiple brand legal entities, initial allocation (and reallocation spaces as applicable for Garage Ready/Return only) will be at brand-specific level based on bid MAG (and market share for Ready/Return Lot for years 2-5). All leased premises allocations are subject to TAA's review and approval at its discretion.

#### Agreement

Q55. Section 1.6.2.b – Please exclude “charges to customers for vehicles that are out of service for repairs” from the definition of Gross Revenue and include this as an ‘exclusion’. I am not aware of another airport that attempts to collect revenue on cars while they are in the shop. Charges to customers, when they are even applied, are often minimal and/or waived.

Answer: TAA, at its discretion, may consider modifying the agreement language with the successful contract awardees.

Q56. Section 1.6.2.j – Please delete this section. This is really a huge overreach on what is reasonably attributable to the airport.

Answer: TAA, at its discretion, may consider modifying the agreement language with the successful contract awardees.

Q57. Section 1.6.3 – Please add to this section the following: “cost associated with red light tickets, parking tickets, towing, impound, toll violations and the administration thereof”

Answer: TAA, at its discretion, may consider modifying the agreement language with the successful contract awardees.

Q58. Section 4.1.3 (pg 9) – We request and strongly encourage TAA to avoid using CPI as a rent adjustment method. CPI has little relation (if any) correlation to rent and is also highly burdensome administratively.

- Will the TAA consider a flat two percent (2%) increase annually?
- Common Area rent should be adjusted based on actual costs from the prior year, not on annual CPI increases.

Answer: Refer to Question 37

Q59. Section 4.4 (pg 10) – The date when our monthly revenue report is due should be the same as the date when our payment is due. Please change the ‘monthly statement’ date to the 20<sup>th</sup> of each month.

Answer: TAA, at its discretion, may consider modifying the agreement language with the successful contract awardees.

Q60. Section 4.5 (pg 11) – We request the requirement to retain an independent CPA be eliminated as it would be very costly to hire a CPA for this purpose. We request that annual statements be certified by a financial representative of the company. If the TAA requires, we can provide a certification of the statements from an authorized financial officer of the corporation.

Answer: TAA will modify the referenced portion of section 4.5 of the concession and lease agreement to provide TAA, at its sole discretion, to require Company to employ an independent certified public account (CPA) as opposed to the current default requirement of the same. Unless the Company is notified by TAA of the CPA requirement by written notice, certification of statement from an authorized financial officer of the Company will suffice.

Q61. Section 4.6 (pf 12) – second paragraph. Please include two (2) grace periods per year under this requirement before the liquidated damages are assessed.

Answer: TAA, at its discretion, may consider modifying the agreement language with the successful contract awardees.

Q62. Section 4.8 (pg 12-13) – We request the TAA replace all references of enplanements with “deplanements” as it is most often arriving passengers that rent cars, not departing customers.

Answer: TAA, at its discretion, may consider modifying the agreement language with the successful contract awardees.

Q63. Section 4.8.2 (pg 12-13) – Regarding MAG Abatement, if the Airport is going to require that the reduction continue for a 3-month period prior to the rental car industry receiving any relief, we would expect that the airport would in turn, require 3 months of passenger counts above the trigger, before the abatement would come to an end.

Answer: TAA respectfully declines the request. It shall remain same as written.

Q64. Section 4.8.4.b (pg 13) – Please add the following clarification to the end of the last sentence “meaning that the annual MAG shall be reduced by 1/12<sup>th</sup> the MAG multiplied by the number of months the MAG was suspended”. This will help clarify the annual obligation which the RACs will have during any year in which the MAG is suspended.

Answer: TAA, at its sole discretion, agrees to further clarify the referenced section in the agreement.

Q65. Section 4.8.5 (pg 13) – Please remove the words “in rent” from end of the 3<sup>rd</sup> sentence. The ‘overpayment’ referenced here would have been a MAG overpayment not a rent overpayment.

Answer: TAA, at its sole discretion, agrees to further clarify the referenced section in the agreement.

Q66. Section 4.8.5 (pg 13) – Please provide at least 10 business days for RAC to pay TAA after receiving notice of reinstatement. 5 days is simply unreasonable and may include a weekend.

Answer: TAA agrees to change the referenced requirement to ten (10) business days.

Q67. Section 4.9 (pg 14) – end of section. Should the sentence “No other airport-related add-on fees or pass-through fees are permitted” be revised to include “CFCs”?

Answer: TAA, at its sole discretion, agrees to further clarify the referenced section.

Q68. Sec V (p.10) Minimum Qualifications - QUESTION: Please confirm Enterprise Leasing Company of Phoenix, as an incumbent, meets the minimum qualifications.

Answer: The referenced Section V does not correspond with the “Minimum Qualifications” topic. Assuming that the comment is regarding the Incumbent Bidders (as referenced in Section II.C of the IFB), please see below:

Incumbent Bidders (as referenced in Section II.C of the IFB) will be deemed as qualified as it specifically relates to Section II.B.1 of the IFB: Minimum of 5 consecutive years of demonstrated business and operational management experience; however, *all bidders*, including Incumbent Bidders, shall fill out and submit the Attachment B – Business Questionnaire as well the remaining forms required under the IFB.

Once again, to provide TAA with a clear understanding of all bidding entities (including Incumbent Bidders) and its respective brand(s) structures, TAA is revising the first paragraph in section II.C of the IFB with the following:

“The companies listed below currently have executed agreements with TAA to manage and operate a rental car concession at the Airport (“Incumbent Bidders”). While these Incumbent Bidders will be assumed to meet the requirements of the section II.B.1 above, *all bidders* shall submit all the required forms attached herein.”

Q69. Section 6.2.2.c – please allow for vehicles ‘no more than 3 years old’.

Answer: TAA is modifying the following sections of the IFB and the agreement::

Section II.B.2 of the IFB is modified to read as follows:

“Bidder must have demonstrated the experience and ability in providing late model automobile fleet (no older than three (3) model years) for rentals by on-airport customers.”

And section 6.2.2.(C) of the draft concession and lease agreement is modified to read as follows:

“Ensure that all vehicles offered for rental at the Airport are maintained in good mechanical operating condition, in good appearance (free from defects or damages), in clean, neat and attractive condition inside and outside, and are late model vehicles no more than: a) Three (3) years old during the Contract Year 1 and 2; and b) No more than two (2) years old during the remaining Term of the Agreement, unless older vehicles are approved in writing by the President/CEO.”

Q70. Section 7 – Is the TAA intending on stating the current \$4.50 CFC amount here? Also, the RACs need at least 60 days’ notice of a change to the CFC rate. There is a lot of planning and programming changes that must occur to make this happen smoothly and without customer complaints. Please include language to this affect.

Answer: TAA is not intending to add the dollar amount in the referenced section of the agreement. TAA agrees to provide RAC’s with sixty (60) days advanced notice with any changes to the CFC program changes.

Q71. Section 12 (pg 27) – What is the reason for significantly increasing the required deposit? It is typical for an airport to require EITHER 50% of MAG or 25% of MAG plus 25% of Rent. Please reduce the required security deposit to reflect one or the other.

Answer: This requirement shall remain as written. TAA estimates it may take up to six (6) months to onboard a new tenant should a RAC default on their contractual obligations. The security deposit requirement is intended to recover the otherwise lost revenue during said period of time.

Q72. Section 12 (pg 27) – last sentence first paragraph. It is typical to require renewal notice within 30 days of expiration. Please alter requirement from 60 days to 30 days. Also, second paragraph please make same change to 30 days.

Answer: TAA respectfully declines the request. This requirement shall remain as written.

Q73. Section 13 (pg 27-28) – Because there is a monetary penalty associated with this breach, “operational provisions” should be defined.

- Additionally, the amount of \$1000.00 is entirely unreasonable. Please adjust to \$250.00 per occurrence.
- Please provide ten (10) business days to cure prior to penalty being imposed.

Answer: The referenced section is for the purposes of recovering various liquated damages to TAA as a result of noncompliance with the operational requirements of Section 6 of the agreement. By way of example, such damages to TAA may include, but are not limited to, recovering the revenue loss that may result from RAC’s noncompliance with hours of operations, recovering costs of burdensome administrative and legal processes associated with handling of noncompliance issues by TAA staff or external services. Accordingly, the liquated amount requirement (\$1,000/per occurrence) shall remain the same. Furthermore, TAA, at its sole discretion, agrees to incorporate a language that provides a form of warning prior to imposing the liquidated damages.

Q74. Section 14.2 (pg 28) – Will TAA please remove the words “or binder(s)”? Because our policies are blanket and cover thousands of locations (1) a binder would be thousands of pages irrelevant to our airport operation and (2) a binder would include confidential information.

Answer: TAA, at its sole discretion, may consider modifying the agreement language with the successful contract awardees.

Q75. Section 15.2 (pg 30) – In the 13<sup>th</sup> line within the parenthesis, please delete “*any person or entity other than TAA*” and replace with “**Company**”. We should not be responsible for contamination caused by entities outside of our control.

Answer: TAA respectfully declines the request. This requirement shall remain as written.

Q76. Section 20.8 (pg 37) – Will the TAA please strike “physically delivered” as this is not a reliable method of delivery? Will the TAA please add that overnight express mail (FedEx, UPS) is a notification method?

Answer: TAA, at its discretion, may consider modifying the agreement language with the successful contract awardees.

Q77. Exhibit F Insurance – We have several questions/comments for your consideration:

- Does TAA carry “all risk” or casualty insurance on the building? If so, this should be stated.
- Section II Deductible – Please strike this entirely. Our deductibles are confidential. Bidder is a multi-million dollar company so there should be no concern as to amounts of deductibles.



- Section IV – As previously stated, we are privately-held and do not share policies due to their confidential nature. We will provide certificates of insurance evidencing coverage. Please strike *“Company shall, upon request, supply TAA with certified copies of all applicable insurance policies, riders, endorsements and declaration pages.”*
- Section IV – Please delete *“not less than thirty (30) days”* – oftentimes at renewal, we are still negotiating with our carriers so 30 days is not always possible. Rest assured **there is never a lapse in coverage.**
- Section X – Please delete this entirely, as this is an overreach and also would never be necessary

Answer: TAA, at its discretion, may consider modifying the agreement language with the successful contract awardees.

Q78. Please include a Most Favored Nations provision in the agreement. We suggest the following language: *“In the event that any contract granted by the TAA to any other Rental Car Company shall contain any terms and conditions more favorable to such company than the terms and conditions herein described (other than the number of allocated parking spaces and the location of the concession area, etc.), then this Agreement shall be amended to include such more favorable terms and any offsetting burdens that may be imposed on any such other company. The intent of this provision is to ensure that the TAA shall give due diligence to ensure all rental car companies will be able to compete on terms as*

*equal as possible with all other rental car companies, and to ensure that no individual rental car company or companies shall enjoy any rights or privileges more favorable to any such individual company or companies than those enjoyed by all rental car companies.”*

Answer: TAA respectfully declines to add the suggested language; however, rest assured that TAA will utilize the same template contracts for all RAC’s to ensure consistency among the same.

Q79. Section 1.6.1 of the proposed concession agreement states that the term “Gross Revenue” includes amounts due for rental or delivery of vehicles to customers within five miles of the airport if they used the Airport within 24 hours of the rental. Such a requirement has proved to be difficult to track. To simplify this, we suggest modifying this provision to say that if someone from a “nonlocal” zip code rents a car from a store within 5 miles of the airport, any revenue from that rental is considered part of gross revenue.

Answer: TAA, at its sole discretion, may consider modifying this section prior to contract execution with the successful contract awardees.

Q80. Section 1.6.2(b) of the proposed concession agreement states that “gross revenue” includes “charges to customers for vehicles that are out of service for repairs.” Such a fee is incurred after the rental ends and is meant to offset costs that we would have otherwise not incurred but for the actions of the renter. As it is unrelated to the rental or use of a rental car, we respectfully request that it be removed from the proposed agreement.

Answer: TAA, at its sole discretion, may consider modifying this section prior to contract execution with the successful contract awardees.

Q81. Section 2.1.3 of the proposed concession agreement removes the requirement that the vehicle storage space be paved, fenced, and lighted by TAA. Can the airport please clarify whether this language was removed because TAA has completed that work or for another reason?

Answer: Subject language was removed as the work has been completed.

Q82. Section 4.6 of the proposed concession agreement adds a requirement that the RACs pay interest at 18% per annum in the event of a delinquent payment. As it stands, the RACs are already subject to a \$500 fine for this. To add 18% interest on top of that would subject the RACs to an unreasonable, overly burdensome, and unnecessary penalty that may be due to little more than a technical issue with our accounting systems. As such, we respectfully request that the airport remove the newly-added interest requirement from this section.

Answer: The referenced interest rate (18%/year) and liquidated damages (\$500) serve two separate purposes. While the imposition of interest intends to recover lost value of unpaid amounts, the liquidated damage (\$500) is intended to recover the costs of burdensome administrative and legal processes associated with delinquent account handling by TAA. Referenced section shall remain the same.

Q83. Section 4.8 of the proposed concession agreement states that MAG will be abated if enplanements drop below 75% for three consecutive months and that such abatement will cease once actual enplanements return to above 75% for two consecutive months. Requiring the RACs to pay MAG as long as enplanements remain 75% or more of what they were in the previous year is (for a lack of a better term) extreme. If the RACs were forced to do this for an extended period of time (see: COVID), all of them would face the real risk of bankruptcy. As a result, we respectfully request this threshold be increased to 85%. If the airport is unwilling to do this, we respectfully request that it modify the threshold for eliminating MAG abatement so that MAG remains abated until enplanements return to normal for one month.

Answer: TAA is not considering any changes to the referenced section. The 75% enplanement requirement is the same as it is with the current RAC agreements and shall remain the same. Furthermore, it's TAA's view that the proposed reduction in the number of months for Enplanement Stabilization (section 4.8.2 of the agreement) (e.g., from two consecutive months to one month) is a disadvantage to the RAC's as such change would result in MAG being reinstated sooner and potentially in less stable conditions. Accordingly, the referenced requirement shall remain the same.

Q84. Section 4.8.6 of the proposed concession agreement gives the president/CEO "sole discretion as to the Enplanement calculations, and whether there exists a Severe Decline in Enplanements and/or an Enplanement Stabilization" for purposes of determining whether MAG should be suspended. This language provides the president/CEO with the unilateral authority to render Sections 4.8.1 and 4.8.2 (which provide objective metrics for determining whether a severe decline in enplanements/enplanement stabilization has occurred) meaningless. As we saw with COVID, the importance of having a clear standard for MAG relief cannot be overstated. For this reason, we respectfully request that Section 4.8.6 be removed from the proposed agreement.

Answer: TAA disagrees with the stated reasoning to remove the subject section and believes that the section provides objective metrics that can be applied by the CEO should the conditions exist. Accordingly, the referenced requirement shall remain the same.

Q85. Section 6.2.2(b) of the proposed concession agreement gives the president/CEO the “sole judgment and discretion” to modify the required hours of operations for the RACs. While we understand that there may be situations where the president/CEO needs the authority to modify the required hours of operation of the RACs so that they are different than the airport’s flight schedule, the authority

granted by this language is unreasonably broad. As it stands, the president/CEO could force the RACs to operate 24 hours/day even if no flights were to land from 10pm-8am (thereby forcing the RACs to needlessly incur additional expenses which will translate to higher rates and reduced customer satisfaction). This being the case, we respectfully request that the president/CEO be required to use “reasonable judgment and discretion” when modifying these hours.

Answer: TAA respectfully declines the suggestion. The referenced requirement shall remain the same.

Q86. Section 7 of the proposed concession agreement requires the RACs to implement modifications to the CFC “within the timeframe as directed by TAA in the written notice.” If the CFC is changed, the RACs

need ample time to update our systems and alert our customers (many of whom book rentals far in advance of their trip) of that change. Without that time, customer service will suffer (as few things will upset a renter more than finding out the price of their rental has increased when they are picking up their car.) As such, we respectfully request that any such change be preceded by 30 days’ notice.

Answer: TAA is modifying the referenced section to provide 60 days advanced written notice to RAC’s.

Q87. Section 13 of the proposed concession agreement imposes a \$1000 penalty on the RACs for every breach of the operational provisions in Section 6. As such penalties are rather unusual, kindly explain the reasoning for their inclusion here. Additionally, \$1000 for that penalty is unreasonably high. Consequently, we respectfully request that this penalty be reduced to \$300 per incident and that language be added to say that each year, we get one warning per type of violation before the penalty can be assessed.

Answer: The referenced section is for the purposes of recovering various liquidated damages to TAA as a result of noncompliance with the operational requirements of Section 6 of the agreement. By way of example, such damages to TAA may include, but are not limited to, recovering the revenue loss that may result from RAC’s noncompliance with hours of operations, recovering costs of burdensome administrative and legal processes associated with handling of noncompliance issues by TAA staff or external services. Accordingly, the liquidated amount requirement (\$1,000/per occurrence) shall remain the same. Furthermore, TAA agrees to incorporate a language that provides a warning prior to imposing the liquidated damages.

*END*

**TUCSON INTERNATIONAL AIRPORT**  
**FY2023 Y-T-D ON-AIRPORT**  
**RENTAL CAR REVENUES**

<b>GROSS RENTAL CAR REVENUES</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>YTD TOTAL</b>
ALAMO	\$468,584	\$417,819	\$312,438	\$392,683	\$735,832	\$660,452	\$738,067	-	-	-	-	-	\$3,725,875
AVIS	\$1,033,943	\$962,445	\$913,679	\$910,405	\$1,289,801	\$1,366,075	\$1,174,104	-	-	-	-	-	\$7,650,451
BUDGET	\$1,167,314	\$1,283,314	\$1,038,872	\$1,147,838	\$2,139,750	\$2,138,763	\$1,398,252	-	-	-	-	-	\$10,314,103
DOLLAR	\$850,411	\$888,270	\$957,407	\$850,823	\$1,350,692	\$1,451,707	\$1,225,279	-	-	-	-	-	\$7,574,588
ENTERPRISE	\$1,269,191	\$1,358,777	\$1,211,888	\$1,309,961	\$1,830,472	\$1,885,880	\$1,677,690	-	-	-	-	-	\$10,543,858
HERTZ	\$1,427,840	\$1,327,259	\$1,111,253	\$1,156,300	\$1,776,478	\$1,776,394	\$1,477,099	-	-	-	-	-	\$10,052,623
NATIONAL	\$789,851	\$706,123	\$580,830	\$637,985	\$861,606	\$993,232	\$841,817	-	-	-	-	-	\$5,411,445
<b>F.Y. 2023</b>	<b>\$7,007,133</b>	<b>\$6,944,007</b>	<b>\$6,126,367</b>	<b>\$6,405,994</b>	<b>\$9,984,632</b>	<b>\$10,272,502</b>	<b>\$8,532,308</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>\$55,272,944</b>

F.Y. 2022	\$6,490,253	\$7,506,614	\$5,704,512	\$5,308,333	\$8,833,981	\$9,885,770	\$9,155,336	\$7,604,039	\$5,585,139	\$5,197,766	\$5,386,872	\$5,788,557	\$82,447,173
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%Chng (22/23)	7.96%	-7.49%	7.40%	20.68%	13.03%	3.91%	-6.81%	N/A	N/A	N/A	N/A	N/A	N/A
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YTD Change	
Oct-Apr	4.52%

NOTE: NUMBERS BASED ON INITIAL REPORTED ACTIVITY, MAY NOT REFLECT ACTUAL REVENUE AFTER CONTRACT RELATED FINANCIAL ADJUSTMENTS.

**TUCSON INTERNATIONAL AIRPORT**  
**FY2022 ON-AIRPORT**  
**RENTAL CAR REVENUES**

<b>GROSS RENTAL CAR REVENUES</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>TOTAL</b>
ALAMO	\$626,135	\$679,470	\$449,214	\$411,835	\$780,970	\$865,914	\$746,646	\$488,106	\$362,506	\$310,496	\$387,728	\$266,961	\$6,375,981
AVIS	\$890,472	\$955,143	\$760,635	\$766,266	\$1,236,333	\$1,403,157	\$1,216,482	\$1,028,245	\$756,187	\$715,363	\$727,835	\$809,292	\$11,265,410
BUDGET	\$1,074,042	\$1,390,534	\$874,040	\$894,516	\$1,783,793	\$1,973,287	\$1,996,795	\$1,346,960	\$817,517	\$737,014	\$886,334	\$1,094,266	\$14,869,099
DOLLAR	\$678,409	\$1,095,764	\$764,435	\$608,409	\$1,258,509	\$1,505,135	\$1,175,328	\$1,179,206	\$725,260	\$748,963	\$598,055	\$812,711	\$11,150,185
ENTERPRISE	\$1,244,747	\$1,337,697	\$1,163,360	\$1,026,119	\$1,411,172	\$1,738,622	\$1,563,506	\$1,409,619	\$1,272,699	\$1,127,231	\$1,241,585	\$1,232,400	\$15,768,756
HERTZ	\$1,198,763	\$1,324,805	\$1,093,814	\$1,048,559	\$1,568,394	\$1,546,008	\$1,630,988	\$1,450,749	\$1,074,697	\$985,859	\$960,155	\$935,738	\$14,818,528
NATIONAL	\$777,685	\$723,201	\$599,014	\$552,629	\$794,810	\$853,647	\$825,591	\$701,154	\$576,273	\$572,840	\$585,180	\$637,189	\$8,199,214
<b>F.Y. 2022</b>	<b>\$6,490,253</b>	<b>\$7,506,614</b>	<b>\$5,704,512</b>	<b>\$5,308,333</b>	<b>\$8,833,981</b>	<b>\$9,885,770</b>	<b>\$9,155,336</b>	<b>\$7,604,039</b>	<b>\$5,585,139</b>	<b>\$5,197,766</b>	<b>\$5,386,872</b>	<b>\$5,788,557</b>	<b>\$82,447,173</b>

F.Y. 2021	\$3,209,153	\$3,538,026	\$2,515,493	\$2,698,426	\$3,409,935	\$5,260,534	\$6,945,153	\$6,428,321	\$5,812,044	\$5,808,146	\$5,712,671	\$5,469,544	\$56,807,448
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%Chng (21/22)	102.24%	112.17%	126.78%	96.72%	159.07%	87.92%	31.82%	18.29%	-3.90%	-10.51%	-5.70%	5.83%	45.13%
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NOTE: NUMBERS BASED ON INITIAL REPORTED ACTIVITY, MAY NOT REFLECT ACTUAL REVENUE AFTER CONTRACT RELATED FINANCIAL ADJUSTMENTS.

**TUCSON INTERNATIONAL AIRPORT  
FY2021 ON-AIRPORT  
RENTAL CAR REVENUES**

<b>GROSS RENTAL CAR REVENUES</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>TOTAL</b>
ALAMO	\$355,616	\$390,075	\$244,626	\$226,924	\$309,171	\$620,440	\$831,552	\$687,461	\$664,092	\$695,091	\$667,591	\$487,148	\$6,179,787
AVIS	\$477,290	\$466,133	\$319,597	\$375,866	\$408,593	\$602,966	\$930,454	\$750,886	\$714,108	\$706,403	\$790,849	\$676,695	\$7,219,841
BUDGET	\$454,225	\$525,770	\$348,697	\$393,309	\$642,934	\$847,624	\$1,356,926	\$1,101,984	\$976,935	\$768,595	\$882,133	\$974,119	\$9,273,251
DOLLAR	\$311,162	\$372,297	\$291,998	\$258,143	\$224,505	\$431,938	\$615,857	\$813,135	\$704,733	\$941,679	\$790,894	\$871,053	\$6,627,395
ENTERPRISE	\$741,056	\$842,668	\$604,879	\$657,025	\$905,615	\$1,269,947	\$1,294,174	\$1,387,558	\$1,351,839	\$1,350,673	\$1,249,151	\$1,076,825	\$12,731,411
HERTZ	\$503,612	\$576,614	\$413,669	\$484,772	\$587,676	\$947,901	\$1,314,397	\$1,090,274	\$921,189	\$804,953	\$789,870	\$825,301	\$9,260,227
NATIONAL	\$366,192	\$364,469	\$292,027	\$302,387	\$331,441	\$539,718	\$601,793	\$597,023	\$479,148	\$540,752	\$542,183	\$558,403	\$5,515,536
<b>F.Y. 2021</b>	<b>\$3,209,153</b>	<b>\$3,538,026</b>	<b>\$2,515,493</b>	<b>\$2,698,426</b>	<b>\$3,409,935</b>	<b>\$5,260,534</b>	<b>\$6,945,153</b>	<b>\$6,428,321</b>	<b>\$5,812,044</b>	<b>\$5,808,146</b>	<b>\$5,712,671</b>	<b>\$5,469,544</b>	<b>\$56,807,448</b>
F.Y. 2020	\$5,088,660	\$5,258,777	\$5,043,209	\$5,220,192	\$8,405,287	\$5,391,791	\$950,803	\$1,230,905	\$1,969,750	\$2,333,056	\$2,647,899	\$2,708,247	\$46,248,573
%Chng (20/21)	-36.94%	-32.72%	-50.12%	-48.31%	-59.43%	-2.43%	630.45%	422.24%	195.07%	148.95%	115.74%	101.96%	22.83%

NOTE: NUMBERS BASED ON INITIAL REPORTED ACTIVITY, MAY NOT REFLECT ACTUAL REVENUE AFTER CONTRACT RELATED FINANCIAL ADJUSTMENTS.

**TUCSON INTERNATIONAL AIRPORT  
FY2020 ON-AIRPORT  
RENTAL CAR REVENUES**

<b>GROSS RENTAL CAR REVENUES</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>TOTAL</b>
ALAMO	\$608,125	\$623,050	\$535,906	\$569,626	\$1,002,718	\$604,985	\$76,134	\$131,533	\$235,916	\$295,451	\$340,485	\$271,788	\$5,295,717
AVIS	\$604,464	\$636,874	\$633,422	\$635,666	\$898,398	\$653,955	\$110,692	\$149,890	\$211,833	\$324,233	\$347,460	\$369,433	\$5,576,320
BUDGET	\$640,603	\$802,825	\$784,989	\$739,969	\$1,752,865	\$839,230	\$118,209	\$152,960	\$323,058	\$376,699	\$468,061	\$454,759	\$7,454,227
DOLLAR	\$486,302	\$527,584	\$487,814	\$493,754	\$715,462	\$533,402	\$129,260	\$107,169	\$120,206	\$134,185	\$190,253	\$231,874	\$4,157,263
ENTERPRISE	\$973,972	\$1,005,814	\$1,022,267	\$1,089,635	\$1,629,213	\$1,190,363	\$271,147	\$317,208	\$519,791	\$594,106	\$613,076	\$635,579	\$9,862,171
HERTZ	\$936,492	\$973,997	\$978,667	\$1,006,963	\$1,586,668	\$1,016,095	\$148,878	\$211,311	\$332,711	\$345,651	\$417,185	\$472,228	\$8,426,848
NATIONAL	\$838,702	\$688,634	\$600,144	\$684,579	\$819,962	\$553,760	\$96,484	\$160,832	\$226,235	\$262,732	\$271,378	\$272,585	\$5,476,028
<b>F.Y. 2020</b>	<b>\$5,088,660</b>	<b>\$5,258,778</b>	<b>\$5,043,209</b>	<b>\$5,220,192</b>	<b>\$8,405,286</b>	<b>\$5,391,790</b>	<b>\$950,804</b>	<b>\$1,230,903</b>	<b>\$1,969,750</b>	<b>\$2,333,057</b>	<b>\$2,647,898</b>	<b>\$2,708,246</b>	<b>\$46,248,574</b>
F.Y. 2019	\$4,862,635	\$5,287,552	\$4,601,319	\$5,026,118	\$8,231,017	\$8,598,501	\$6,147,738	\$5,527,480	\$4,460,848	\$4,324,156	\$4,713,675	\$4,133,218	\$65,914,258
%Chng (19/20)	4.65%	-0.54%	9.60%	3.86%	2.12%	-37.29%	-84.53%	-77.73%	-55.84%	-46.05%	-43.83%	-34.48%	-29.84%

NOTE: NUMBERS BASED ON INITIAL REPORTED ACTIVITY, MAY NOT REFLECT ACTUAL REVENUE AFTER CONTRACT RELATED FINANCIAL ADJUSTMENTS.

**TUCSON INTERNATIONAL AIRPORT**  
**FY2019 ON-AIRPORT**  
**RENTAL CAR REVENUES**

<b>GROSS RENTAL CAR REVENUES</b>	<b>OCT</b>	<b>NOV</b>	<b>DEC</b>	<b>JAN</b>	<b>FEB</b>	<b>MAR</b>	<b>APR</b>	<b>MAY</b>	<b>JUN</b>	<b>JUL</b>	<b>AUG</b>	<b>SEP</b>	<b>TOTAL</b>
ALAMO	\$594,689	\$607,037	\$481,882	\$608,932	\$1,025,163	\$1,101,138	\$764,625	\$611,704	\$526,028	\$631,057	\$511,141	\$458,834	\$7,922,229
AVIS	\$581,769	\$580,046	\$502,957	\$520,899	\$955,315	\$1,083,858	\$706,694	\$631,785	\$480,931	\$467,007	\$525,303	\$460,089	\$7,496,653
BUDGET	\$621,582	\$720,556	\$580,599	\$724,217	\$1,565,313	\$1,280,580	\$858,650	\$830,322	\$662,113	\$587,366	\$589,838	\$604,507	\$9,625,644
DOLLAR	\$494,396	\$567,375	\$573,339	\$470,137	\$612,918	\$660,541	\$536,668	\$455,203	\$444,114	\$440,969	\$517,613	\$431,401	\$6,204,673
ENTERPRISE	\$991,885	\$1,059,080	\$962,768	\$1,049,759	\$1,491,973	\$1,642,559	\$1,225,219	\$1,103,847	\$896,559	\$855,890	\$851,768	\$751,297	\$12,882,606
HERTZ	\$933,122	\$1,061,325	\$947,139	\$1,009,377	\$1,715,533	\$1,850,535	\$1,307,567	\$1,180,303	\$866,446	\$823,493	\$1,062,303	\$859,787	\$13,616,930
NATIONAL	\$645,192	\$692,133	\$552,635	\$642,797	\$864,802	\$979,290	\$748,315	\$714,316	\$584,657	\$518,374	\$655,709	\$567,303	\$8,165,523
<b>F.Y. 2019</b>	<b>\$4,862,635</b>	<b>\$5,287,552</b>	<b>\$4,601,319</b>	<b>\$5,026,118</b>	<b>\$8,231,017</b>	<b>\$8,598,501</b>	<b>\$6,147,738</b>	<b>\$5,527,480</b>	<b>\$4,460,848</b>	<b>\$4,324,156</b>	<b>\$4,713,675</b>	<b>\$4,133,218</b>	<b>\$65,914,258</b>
F.Y. 2018	\$4,818,036	\$4,830,285	\$4,072,074	\$4,587,798	\$7,265,815	\$7,422,551	\$5,867,544	\$5,206,500	\$4,078,987	\$4,084,937	\$4,489,384	\$4,283,888	\$61,007,798
<b>%Chng (18/19)</b>	<b>0.93%</b>	<b>9.47%</b>	<b>13.00%</b>	<b>9.55%</b>	<b>13.28%</b>	<b>15.84%</b>	<b>4.78%</b>	<b>6.17%</b>	<b>9.36%</b>	<b>5.86%</b>	<b>5.00%</b>	<b>-3.52%</b>	<b>8.04%</b>

NOTE: NUMBERS BASED ON INITIAL REPORTED ACTIVITY, MAY NOT REFLECT ACTUAL REVENUE AFTER CONTRACT RELATED FINANCIAL ADJUSTMENTS.