

REPORT ON PROVIDING ECONOMIC BENEFIT TO BIPOC COMMUNITIES IN EXPANSION/CONSTRUCTION OF NEW AVIATION FACILITIES

Prepared by Yates Consulting on behalf of PRR, Inc. for the CACC

BACKGROUND

Yates Consulting embarked on this task during the first week of June 2022 with a deadline of an initial report by the end of that month. While the timeline was short, it was understood that the effort would be high-level and essentially provide some input geared to inform the CACC on how others have provided opportunities for communities that much of the time do not get engaged in airport construction. While construction may take place years from now, the success of engaging underrepresented communities in economic opportunities is greater when those entities are considered in the planning stage. The economic benefits from airport expansion or new construction are not always just in building the facilities, but also in planning, operating and providing goods and services, not to mention the ancillary businesses that tend to locate in or near the facility.

The intent of this report is to inform CACC members of what the State has designated is an important task of providing opportunities to all communities throughout the state. Many of the techniques others are using throughout the country are also applied here in Washington state. Some I note are new and are worth examining for the expansion and/or construction of new airport capacity-creating facilities. In crafting this report, it was tough to go into significant detail due to the timeframe, but it is my understanding that this cursory overview is an initial effort.

METHODOLOGY/TIMEFRAME

In crafting this report, Yates Consulting enlisted the aid of Linda Kennedy, who is a Yates Consulting employee and someone who has conducted thousands of interviews over the last several decades, with most done onscreen for local and national audiences. She spoke with many of the persons associated with airport minority programs as did firm principal Henry Yates. As you know, there has not been a new airport constructed in the U.S. since 1995. There have been many airport improvements since that time, with substantial expansion of many facilities, including Sea-Tac. Given this fact, our focus was on improvements, especially those using federal money, which will likely be necessary for either a new or expanded airport in Washington state. Obviously, expansion will occur prior to any new construction, but the rules relating to minority firms' participation will essentially be the same, especially if federal dollars are used, which is likely.

As mentioned, we focused on airports that have recently been expanded and were touted as doing a good job of including minority firms in the work. We focused on minority-owned businesses and their inclusion in the planning, design and construction of airports. It was also

important to gather information regarding the provision of goods and services as well as the maintenance that is needed at airports day in and day out.

It is important to note, though, that many programs are for Disadvantaged Business Enterprises (DBEs) and that category includes women-owned firms. Some airports do not separate the two so we only received DBE information which combines the two. In most cases, when airports are administering their non-federal minority-owned business requirements or goals, the two entities are separated. Per the task, we looked at Historically Underutilized Businesses (HUB) specifically. While our research generally led us to identify any minority-owned firm and their success at airports, according to the Conference of Minority Transportation Officials (COMTO), the less likely firms or the most underutilized companies include Disadvantaged Business Enterprises (DBEs), Airport Concession DBEs (ACDBE), Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), Veteran Business Enterprises (VBEs), and Disabled Veterans Business Enterprises (DVBEs) that: 1) supply goods and services to the transportation industry; 2) provide professional consultations services; 3) engage in the construction of transportation facilities; and/or 4) provide professional management services.

While many categories of business are intended to represent HUBs, we focused mostly on minority-owned businesses, most of which are, according to disparity studies and other indicators, the most underutilized in transportation projects overall, including airport construction. A recent disparity study conducted by the State and the Port of Seattle focused on minority- and women-owned businesses and airport inclusion in many different “for profit” elements of airport operation. We did not review this data, but feel the need to mention it because it is a tool to further examine minority-owned business availability in this state. The disparity study went into excruciating detail on this score and can be viewed as the ultimate authority regarding minority-owned businesses capability and availability to work on airport projects. In addition, WSDOT is commissioning an overall state transportation disparity study later this year, and, while it does not focus specifically on aviation, it will look at businesses capable of working in the transportation sector in many arenas – construction, architectural and engineering tasks, goods and services, etc. Many of those businesses are also able to work at airports and once the disparity study is completed will add to the CACC’s knowledge of this area.

We also did research into procedures nationwide that have proven to bring more minority-owned firms onto airport projects specifically. Many of the procedures we list are already employed by the State Department of Transportation, and some local jurisdictions, but some are being done differently than in Washington state. Others are new and have never been employed here. Regardless, the rules for ensuring minority-owned firms work on airport expansion/new construction projects are complicated and dynamic. It is important to enlist those who understand federal law and state statutes fully to ensure that all requirements are met. There are few differences nationwide in federal law regarding the inclusion of minorities in airport expansion, operation, etc. There are many differences state-by-state in carrying out business inclusion programs, especially when the funding comes from state or local coffers.

Lastly, there is a list of pervasive issues that plague minority-owned businesses attempting to conduct work in the public arena, whether they are working at airports or elsewhere. There are many government entities trying to address these items individually and collectively. It is important to note them, but in this report we will not go into detail on them. Those familiar with minority-owned business inclusion are well-aware of these issues in Washington state and sometimes nationwide. They include

1. Anti-affirmative action ballot measures (I-200 in WA)
2. Bonding and insurance
3. Prompt payment
4. Labor agreements (PLAs & CWAs)
5. Lack of access to capital
6. Extensive administrative requirements.

There are other issues, but these are the most pervasive, according to persons in the minority-owned business community.

In preparing this report, we talked with several individuals throughout the country who administer programs to bring minority-owned contractors, consultants, concessionaires, and goods and services providers onto airport projects, and are reporting on a few that are notable here. We also spoke with two members of the CACC – Jeffrey Brown, Interim Aviation Chief Development Officer at Sea-Tac Airport, and Arif Ghose, Airport Director at Paine Field. Jeffrey has extensive experience throughout the nation and has seen many of these sorts of programs and knows who has done well and who has not. Arif is a good local resource, having spent a good deal of time at Sea-Tac before taking the helm at Paine Field. Both provided excellent insight into efforts to ensure opportunity for minority-owned companies.

FUNDING MEANS EVERYTHING

As was mentioned earlier, funding and where it comes from dictates the sort of program for minority-owned contractors an airport is expected to have in place. The likelihood of federal funding will inevitably lead to DBE requirements which will necessitate designation of a Disadvantaged Business Enterprise Liaison Officer (DBELO). In addition, goals will need to be set and a plan crafted for both the construction of the project and concessions that a commercial passenger airport will inevitably have for those using it to catch flights elsewhere. Sea-Tac currently has a robust concessions program that is intended to bring minority-owned firms to operate businesses at the airport. Many of the concessionaires at that facility have partnered with larger interests, sometimes bringing in smaller local interests and other times working with national brands (Starbucks, for instance).

The State of Washington is intent on providing opportunity to minority-owned businesses, but its programs are subject to I-200, a 1998 initiative to the people that was narrowly passed and prohibits preferences in government employment, higher education and contracting based on race or gender. This has created a situation in which many local minority-owned businesses are

used less than they were prior to the initiative passing. Any goals set to bring minority-owned contractors on transportation jobs that are funded by state government must be aspirational and not mandatory like the federal DBE program due to I-200. The mandatory federal goals program always outperforms the state aspirational effort. Any government entity currently in charge of an airport that might be expanded would be subject to the provisions of I-200 as well and would need to rely on aspirational goals in order to operate a minority-owned business inclusion program if it is funded with state dollars.

A slight nuance is the method by which much of Sea-Tac airport is funded and likely will also be the case with any new or expanded passenger facility. According to federal law, when an airport relies on Passenger Facility Charges to expand, it does not need to adhere to the DBE program rules. These funds, which are collected from passengers as an “add-on” to the ticket price, generally are supposed to go the FAA and airports are then given a percentage of it back based on their number of enplanements (passengers) and operations (take-offs and landings). Most large airports, including Sea-Tac, have crafted agreements with the FAA in which they keep much of the PFC money collected at their facility in lieu of the FAA giving them large sums of federal funds from the Airport Improvement Program (AIP). This procedure, at present, allows the PFCs to be exempt from the federal DBE provisions.

In conducting our research, we settled on reaching out to 8 airports that, according to our information, had the best programs in the nation for ensuring minority-owned contractors work on airport projects and minority-owned concessionaires operate in their airports. When we reached out to individuals who run these programs, we quickly discovered that most were not in the office for a critical week (and sometimes more) during our research. The Airport Minority Advisory Council met from June 20 to June 23. Officers in the organization, of which many who we spoke with were, generally arrived several days early to take care of the business of AMAC. This made them unavailable during this time period, although we were able to speak with several before they left or after they returned. We did not report on all our conversations, but selected the ones most relevant.

Port Authority of New York and New Jersey (La Guardia, JFK, NY Stewart, Liberty Int’l, Teterboro):

The Port Authority is obviously a large player in the aviation arena, operating five facilities of varying sizes and having a substantial minority population in its jurisdiction. While most airports nationwide are run by general government (city, county, state) the Port Authority of New York and New Jersey operates like Sea-Tac with a port authority having jurisdiction over its operations. These kinds of operational arrangements are different from those that occur when general governments run the airport in many cases. While Port of Seattle Commissioners are selected by the voters, most Port Authorities are governed by appointed officials. In the case of the Port Authority of New York and New Jersey, the Port “commissioners” are appointed by the two governors.

In February 2018, the Port Authority of New York and New Jersey Commission amended the agency's minority- and women-owned contracting goal to 30%, with 20% of the goal being directed at minority-owned firms and another 10% for women-owned companies. Previously, the agency's guidelines were 12 percent for MBEs and 5 percent for WBEs. The current goals go beyond federal DBE requirements. Another 3% requirement is added to the goal for service-disabled veterans (veterans who are disabled as a result of their service).

The Port Authority has an aggressive program that is well-staffed and focuses on businesses that it sees are not getting opportunities at the airport – mostly firms owned by Black and Brown contractors. Unlike Washington state, where a state agency (Office of Minority and Women Business Enterprises) certifies all DBE firms and many others, the Port Authority has its own certification program with more than 4000 firms in its database (all of Washington State has fewer than 2000). In addition, much of the Port Authority dollars for improvements are private, coming from airport tenants (mostly airlines), but the agency spends the money and directs funding toward meeting the 30% minority- and women-owned firm goal.

Federal funding is also used to improve NY/NJ airports and each of the five facilities have their own federal goals. The agency implements an aggressive business matchmaking exercise in which it identifies projects and firms that can fulfill project requirements. For instance, if the Port Authority has an excavation project at NY Stewart, it will examine what scopes are necessary to complete the project, then search their database for those scopes, and reach out to eligible firms to compete. This is especially true with design-build projects in which no low bid requirements are attached.

The Port Authority is especially keen on reaching out to Black and Brown (their term) firms. The agency's airports are spread out significantly, so it looks for firms in particular areas that are smaller and uncertified and helps them become certified.

The Port Authority conducts disparity studies with the latest being used to identify individual companies to add to their directory. This process is ongoing because firms are created continually. The jurisdiction does what it calls the "footwork" using its disparity study to identify viable firms and match them to opportunities. The person who heads Diversity and Inclusion at the Port Authority of New York and New Jersey says that doing this footwork has paid off significantly for individual airports. He indicates that the "sparseness of firms in a certain area (trade scope or geographical) shapes how to craft the goals, which are usually lower in places where there is less firm availability". On the other hand, "the sparseness of firms in a certain area may lower the goal, but it also identifies where the Port Authority can have the greatest impact trying to attract firms to the region." Sometimes the Port Authority is actually driving the business growth of a firm by convincing it that having a satellite office in an area where there is a good deal of airport work for it. The Port Authority also puts out bids to only Black and Brown firms given the fact that they are usually the ones its disparity studies indicate are less likely to win airport contracts. The federal government does not allow this to

be done with AIP funding, but there is no restriction on doing it with local monies (state or local).

As the result of a Port Authority Disparity Study conducted in 2021, the agency discovered that disparities still existed in contracting with MWBE firms and others. In an effort to address the disparities, the Port Authority created a discretionary small business procurement program to directly solicit PA-1 certified, underutilized MWBE firms to participate in competitive procurements regarding construction and goods and services, including professional services. The procurement program involves contracts of up to \$2.5 million for construction solicitations and up to \$1.5 million for all other solicitations.

Louis Armstrong International New Orleans

This airport is engaged in an aggressive effort to bring MBE/WBE firms onto one of its largest projects ever. We spoke with Philistine Ferrand, DBE Liaison Officer for the airport and she noted that the large project is still underway, but she believes the airport will hit its goal of 41% of all monies spent going to MBE and WBE firms.

She noted specific advertisement and aggressive outreach to minority- and women-owned firms, including many sessions for DBEs only. All this work occurred before the project got underway and the airport, which is operated by the city, worked with the prime contractor to ensure there was adequate MWBE participation. After conducting careful analysis of MWBE contractor availability, the airport reconfigured when bid packages went out and did not ask for pricing for particular jobs until they got closer to when the work had to be done. For instance, the airport put specialty trades out for bid at the end because its staff knew that's where, based on a recent disparity study, the airport would get much of its MWBE participation. The extra time also gave carpenters and finishers an opportunity to get prepared to work with the agency.

Other techniques used were not new, but there was a good deal of continual monitoring that occurred, including monthly meetings to determine where the contractor and the city were with the goal and to discuss how to adjust, if necessary. The Airport Board of Commissioners made a commitment to publish information about who received what dollars based on ethnicity.

The likely result, (the project is still underway), is that the New Orleans airport will exceed its 41% participation for minority- and women-owned firms. This included a minority-owned firm that was part of the three-way joint venture that served as prime contractors for the project. MWBE participation of companies on the project went down as low as the sixth tier. The city touts the fact that the project was monitored from pre-construction and will be through completion, including reviewing diversity goals for contract awards and requiring subcontractors with substantial scopes to bring on MWBE team members.

Orlando International Airport

This airport is wrapping up construction on a new terminal and its representative noted that it had exceeded the airport's goals for minority- and women-owned firm participation by using a series of techniques:

- 1) Put someone on the ground every day monitoring the inclusion of minority- and women-owned firms on the project. This person can step in immediately if there is an issue between the prime and the sub. In addition, the person serves as a resource for the MWBE sub if there was a need for assistance on items such as change orders and the like. The person also assists with a head count to document the numbers of minority workers on the job.
- 2) Keeping track of who gets paid and when with regular reporting to the airport Small Business director to ensure minority-owned firms are compensated fully and in a timely fashion.
- 3) Monthly reporting to the Airport Review Board regarding minority participation on the project.
- 4) Lastly, meetings every other week occur to get a sense from the prime contractor, what is happening on the ground. Who is on the job, who is anticipated to come onboard, what strategy is being used to bring on more minority firms, etc. are questions that are asked during these sessions.

This effort is working so well that it will be replicated for Phase 2 of the terminal construction and the City of Orlando plans to use it for the new convention center it is building.

Orlando International Airport has also developed a unique procedure for obtaining goods and services for airport tenants by bringing larger non-DBE tenants (rental car firms, etc.) to meet with DBE businesses exclusively at regular intervals to discuss goods and services they can offer to the larger firms. Rental car companies spend \$100 million annually on goods and services for airport operations at Orlando International and the Airport Authority brought 100 DBE goods and services providers to a meeting with them. Entities that make key fobs, sell tires, detail vehicles, sell cleaning supplies and conduct fleet maintenance, along with others, came to this event and met representatives from the large rental car companies.

In addition to the work with goods and services providers, minority firms operating concessions at Orlando exceed the agency's self-imposed 30% threshold.

Pittsburg

This airport is a smaller one (9 million passengers in 2019) but notable because of its innovative approach to minority business contracting and worker recruitment.

The airport's DBE Goal is 14% and it is very aggressive and devotes significant resources to exceeding it. Jean Oliver, the Manager of Business Development and Equity for the Allegheny County Airport Authority, which operates a commercial airport and some general aviation facilities said that the Authority's DBE program is integrated throughout its processes: "We are focused on making sure that all firms have equal access to opportunity at our airports," Oliver said. "The TMP (terminal modernization) is the latest example of that strategy working, but our focus is really on all facets of our business."

In talking with Ms. Oliver, she summed up Pittsburgh's strategy very simply saying three key factors have helped ACAA boost DBE participation:

- Breaking down barriers to entry (no "sacred cows")
- Actively working with and recruiting DBE firms in the region
- And dedicating staff to enforce and monitor DBE compliance

Since 2018, ACAA has hosted more than 50 DBE outreach events including in the North Side, Homewood, Hill District, Hazelwood and Downtown. Specifically for the TMP, ACAA hosted "Meet the Primes" events to connect DBEs with existing contract holders (usually larger businesses).

A strategy that has been recognized to be successful, especially when recruiting for jobs, but also for reaching out to DBE businesses is going into the neighborhoods where people of color or lower income individuals live. The several neighborhoods mentioned in the previous paragraph are generally ethnic in nature and lower income.

O'Hare International Airport (City of Chicago Department of Aviation)

This is one of the busiest airports in the nation and also one of the most diverse regions of the country. The City of Chicago has established an aggressive goal for its departments including the Department of Aviation. From October 1, 2019, through September 30, 2022, (3 federal fiscal years) O'Hare has established a 25.78% DBE goal for its federal expenditures which make up a substantial portion of what it spends for airport improvements. In 2021, the City hired the same firm that has done disparity studies for WSDOT to conduct a comprehensive study to determine the availability of DBE firms to work at O'Hare and their utilization. The disparity study also offered recommendations as to how O'Hare can make its DBE program better. Most of the goal will be accomplished using "race-conscious" means, which provides additional support for minority firms and includes their consideration in the awarding of contracts.

The airport has done a number of things starting in October 2019 to ensure it meets/exceeds the goal:

1. Arranging solicitations, times for the presentation of bids, quantities, specifications, and delivery schedules in ways that facilitate participation by DBEs and other small businesses and by making contracts more accessible to small businesses.
2. Provide assistance in overcoming limitations such as the inability to obtain bonding or financing (e.g., by such means as simplifying the bonding process, reducing bonding requirements, eliminating the impact of surety costs from bids, and providing services to help DBE's, and other small businesses, obtaining bonding and financing)
3. Providing technical assistance and other services
4. Carrying out information and communications programs on contracting procedures and specific goal opportunities (e.g., ensuring the inclusion of DBEs and other small businesses on recipient mailing list for bidders; ensuring the dissemination to bidders on prime contracts of lists of potential subcontractors; provision of information in languages other than English, where appropriate)
5. Implementing a supportive services program to develop and improve immediate and long-term business management, record keeping, and financial and accounting capability for DBEs and other small businesses*
6. Providing services to help DBEs and other small businesses improve long-term development, increase opportunities to participate in a variety of kinds of work, handle increasingly significant projects, and achieve eventual self-sufficiency
7. Establishing a program to assist new, start-up firms, particularly in fields in which DBE participation has historically been low, for example, environmental analysis
8. Ensuring distribution of the DBE directory, through print and electronic means, to the widest feasible universe of potential prime contractors
9. Assisting DBEs and other small businesses to develop their capability to utilize emerging technology and conduct business through electronic media

*Oftentimes paid for by the FAA

Massport (Boston Logan, Worcester Regional Airport & Hanscom Field)

The Massport information is very heavy on race-neutral vs. race-conscious, and, because Massport, at two of its three airports, exceeded the goal, it is allowed by the FAA to use more "race-neutral" measures to meet goals into the future. I did not probe my contact at Massport regarding its race-neutral/race-conscious efforts, but assume that the DBEs that were used to meet the goals in 2017 and 2018 were a mix of caucasian women (race-neutral) and minority-owned (race-conscious) firms. Because out at the two airports, Massport was so successful at exceeding its goals, the FAA allowed it to put the race-neutral/race-conscious goals on an even footing at Logan and eliminate race-conscious goals altogether at Hanscom. The O'Hare situation is quite different in a city where there is a very high population of minorities. The goals set by the city for non-federal participation are race-conscious and would be the same for those set using federal dollars.

This airport handles its minority- and women-owned business contracting efforts differently than others. It partners with a local expert in aviation diversity and inclusion issues, Cindy

Olivares of ACC Consulting, who is based in the Boston area so understands the local business dynamics. The Port also commissioned a disparity study to determine DBE business availability and utilization. Massport has worked diligently in complying with FAA DBE requirements, but has not always been successful, especially at Worcester. Below are some charts that show the three airports' goals and DBE results. Logan is significantly larger than either Hanscom or Worcester — 21+ million passengers in 2010 vs. the two small airports combined registering fewer than 30,000. Regardless, the amount of money spent by the larger airport subject to DBE requirements is almost the same as the dollars spent at the smaller facilities. Logan avoids the DBE program by using Passenger Facility Charge (PFC) dollars which are not subject to DBE requirements and are the largest source of revenue to the airport.

Below is an excerpt from the Massport DBE Plan:

The following race-neutral methods will be employed (to meet the DBE Goal):

1. Endeavor implementation of Massport's Small Business Element consisting of unbundling and small business goals
2. Provide information on the Massport organization, functions and its full range of contractual needs
3. Offer informational meetings and/or outreach fair session(s) providing bidding and procurement process, contract requirements for Massport projects, including debriefing sessions
4. Maintain successful bid documents from past projects and provide potential participants with information
5. Issue projected Massport project information. (i.e. Massport Website)
6. Provide information and assistance on certification procedures (i.e. Massport Website)
7. Upon request, provide information on sub-contracting practices and bonding requirements
8. When arranging solicitations, endeavor to allow time for preparation of bids and delivery schedules to facilitate the participation of DBEs

Further, Massport sent us the following information, along with its Disparity Study. In the case of Worcester, the goal has not been reached. For both Boston Logan and Hanscom, the goal has been exceeded significantly, and must be adjusted:

Race-Neutral versus Race-Conscious Goal

49 CFR part 26, section 26.51(1)(4) states as follows:

If you obtain DBE participation that exceeds your overall goal in two consecutive years through the use of contract goals (i.e., not through the use of race-neutral means alone), you must reduce hour use of contract goals proportionately in the following year. We will review the accomplishment after FFY 2020 and adjust, if necessary, for subsequent years.

For Boston Logan, the goal has been exceeded for the past two consecutive years using contract goals (each contract has a specific goal based on scope, DBE availability, etc.)

Boston Logan International Airport

Year	Project \$	DBE \$	DBE %	Goal %	RN%
2018	\$5,892,650	\$972,975	16.5%	11.6%	4.9%
2017	\$5,532,564	\$1,130,786	20.4%	11.6%	8.9%
Total	\$11,425,214	\$2,203,761	18.4%	11.6%	6.8%

The goal was exceeded in FY 2017 and 2018 (combined) by 58.6%. Assuming that 58.6% of the adjusted goal will be achieved using race-neutral measures, the race-conscious/race-neutral split for Boston Logan is:

Race-Conscious – 6.2%

Race-Neutral – 6.7%

Total – 14.9%

For Hanscom, the goal has also been exceeded for the past two consecutive years using contract goals.

Hanscom Field

Year	Project \$	DBE \$	DBE %	Goal %	RN %
2018	\$5,784,503	\$1,569,012	27.1%	10.9%	16.2%
2017	\$3,105,850	\$949,075	30.6%	10.9%	19.7%
TOTAL	\$8,890,353	\$2518,087	28.3%	10.9%	17.4%

The goal was exceeded in FFY 2017 and 2018 (combined) by 159.6%. Assuming that 100% of the adjusted goal will be achieved using race-neutral measures, the race-conscious/race-neutral split for Hanscom Field is:

Race-Conscious – 0.0%

Race-Neutral – 14%

Total – 14.0%

APPENDIX TO DRAFT REPORT ON PROVIDING ECONOMIC BENEFIT TO BIPOC COMMUNITIES IN EXPANSION/CONSTRUCTION OF NEW AVIATION FACILITIES

There are significant amounts of resources for anyone wishing to learn more about creating and maintaining a program that serves disadvantaged businesses – ethnic minorities, women and other small businesses. Given the timeframe for this exercise, we did not pursue many of the avenues we could have that are the products of various airports nationwide, private research entities, trade associations or individuals who have spent substantial time in this industry and created meaningful programs. Below is a listing of entities and resources that may prove to be useful in the future:

Government

Federal Aviation Administration (FAA) – faa.gov (go to Office of Civil Rights)

This agency, which is a part of the US Department of Transportation, has detailed, on its website, the process which a local government (state or otherwise) must follow to create a Disadvantaged Business Enterprise (DBE) Program that will meet federal criteria and allow the agency to receive federal funds.

Office of Minority and Women Business Enterprises (OMWBE) – OMWBE.wa.gov

The OMWBE has an extensive directory of minority businesses that qualify as Disadvantaged Business Enterprises. The FAA will require mandatory goals which must be set and adhered to for the receipt of federal funding. OMWBE is a state agency authorized by the federal government to vet firms for DBE status in Washington State.

Washington State Department of Transportation (WSDOT) – wsdot.wa.gov

WSDOT Office of Equal Opportunity (OEO) administers the DBE program for the State of Washington transportation system. OEO has a staff with personnel at each of the agency's regional offices, employs DBE program experts and contracts with other DBE experts regularly.

Washington State Airports Disparity Study - wsdot.wa.gov

This study, conducted in 2019, looked at DBE programs at 64 airports in Washington state that have received federal funding. The study was commissioned by WSDOT's Office of Equal Opportunity and looked at the disparity between available DBE firms to work at airport facilities and their utilization. It also made recommendations regarding ways to enhance the DBE program at airports throughout the state.

Port of Seattle, Sea-Tac Airport – www.portseattle.org

Office of Diversity in Contracting – The Port of Seattle operates one of the largest airports in the country at Sea-Tac and has a robust Disadvantaged Business Program. While the agency also

has a bustling Seaport, its main source of revenue and its main expenditures stem from airport operations.

Organizations – National

Airport Minority Advisory Council – amac-org.com

This organization is the primary advocacy entity for minority airport employees and consultants. The organization also focuses on airport opportunities offered through concession ownership and operation.

Airports Council International – www.airportscouncil.org

This large organization features almost 2,000 airports world-wide. In the last two years, it has created a Diversity and Inclusion Committee providing advice and guidance to its airport members in this arena. In addition, it is assisting the organization to set policy (legislative and otherwise) regarding the implementation of the DBE program.

American Association of Airport Executives – www.aaae.org

While membership for Airports Council International is by airport, this organization is geared toward the individual airport professional and offers certifications and other professional credentials. It too, has a somewhat newly created Diversity and Inclusion Committee that airports access for direction in carrying out DBE programs, but the committee also serves to shape organization policies in interacting with the FAA and the US Congress.

Conference of Minority Transportation Officials – www.comtonational.org

COMTO is an organization with 35 chapters throughout the nation in which individual transportation professionals join to provide support to minorities in the industry. Many individual members and the organization overall provide support to DBE programs related to airports.

National Minority Supplier Development Council – www.nmsdc.org

This group, which consists of 23 local affiliates nationwide, has a rigorous vetting process to ensure its members are truly “minority-owned.” It features businesses of all types that support airport and other industry sectors in a wide variety of products and services.

National Association of Minority Contractors – www.namcnational.org

This group consists of minority contractors from around the nation.

Organizations – Local

Conference of Minority Transportation Officials, Washington – www.comtowashington.org

This group provides support to minorities in the transportation arena whether they be employees or otherwise and is an affiliate of the national organization noted earlier.

NW Mountain Minority Supplier Development Council – www.nwmmsd.org

This organization, as mentioned above, consists of many different for-profit businesses that offer a wide range of products and services. This local chapter covers Alaska, Idaho, Montana, Oregon, Utah, Washington and Wyoming, which is likely the range for services for either airport expansion or a new facility in Washington state.

Tabor 100 – www.tabor100.org

Tabor 100 is a local organization founded about 23 years ago to honor an advocate for equal opportunity in contracting after he passed. It has emerged as one of the premier organizations in the state providing support to minority businesses through grants, training and networking. It currently carries out the WSDOT DBE Support Services Program helping businesses be successful in pursuing DBE contracts.

National Association of Minority Contractors – www.namcwa.org

This group is a chapter of the national organization (noted above) that features mostly contractors engaged in the business of both public and private construction.

Northwest Minority Business Alliance (NWMBA) – www.nwmba.org

This group is a spinoff of the National Association of Minority Contractors described above. The NWMBA consists of mostly contractors who perform work on public projects in the region.

Airports (email addresses and telephone numbers) we spoke with

Port of New York New Jersey (LaGuardia, JFK, NY Stewart, Liberty Intl)

Anthony Miller, Directory of Business Diversity Operations – antmiller@panynj.gov, 201-395-3933

Louis Armstrong International (New Orleans)

Philistine Ferrand, DBE Liaison Officer – philsti@flymsy.com, 504-303-7611 or 504-303-7614

Orlando International Airport

George Morning, Director, Small Business Development Department - george.morning@goaa.org, 407-825-7133

Allegheny County Airport Authority (Pittsburgh International)

Virginia Culbreath, DBE Program Administrator – vculbreath@flypittsburgh.com, 412-472-3779 or Jennifer Clossin, Equity Program Compliance Specialist – jclossin@flypittsburgh.com, 412-472-5531

City of Chicago Dept. of Aviation (O'Hare International)

Marquis Miller, Chief Diversity Officer – marquie.miller@cityofchicago.org, 312-744-5495 or Terri Zhu, Project Manager for Diversity at O'Hare – terri.Zhu@cityofChicago.org, 773-686-3700

Massachusetts Port Authority (Boston Logan Airport)

Tiffany Brown-Grier, Acting Director – 617-568-3192 or Cindy Olivares, ACC Consulting – 617-568-3190

Other well-regarded airport minority business opportunity programs to assess in the future

- Charleston Intl.
- Columbia Metro
- Columbus Regional
- Houston Airports System
- Metropolitan WA Airports Authority (Washington DC)
- Oakland International
- Phoenix Sky Harbor Intl.
- Port of Portland – PDX
- Raleigh-Durham Intl.
- Richmond Intl.
- San Diego Intl.
- St. Louis Lambert Intl.