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ACI-NA DEI WORKING GROUP REPORT:
**RESOURCE MATERIALS AND GOOD
PRACTICES FOR DEVELOPING DEI
PROGRAMS AT AIRPORTS**

OCTOBER 2023

"Travel is fatal to prejudice, bigotry, and narrow-mindedness, and many of our people need it sorely on these accounts. Broad, wholesome, charitable views of men and things cannot be acquired by vegetating in one little corner of the earth all one's lifetime."

Mark Twain, 1835

ACI-NA DEI Working Group Report: Resource Materials and Good Practices for Developing DEI Programs at Airports

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Mr. Sam Samaddar
Chair
ACI-NA Board of Directors
1615 L St. NW Suite 300
Washington, DC 20036

Dear Mr. Chairman:

On behalf of the DEI Working Group, we would like to thank the ACI-NA Board of Directors for identifying the need for and the establishment of the ACI-NA Diversity, Equity, and Inclusion (DEI) Working Group.

The Board of Directors charged the Working Group with identifying good practices and creating a framework for a repository of resources that airports could use in developing their own DEI plan and strategy. We used our various areas of subject matter expertise, familiarity with DEI programs in other industries, knowledge gained from the DEI Airport Survey, interviews with airport officials, and literature searches.

Twenty-seven volunteers recommended by their airport directors were selected to participate on the Working Group. We brought our expertise and passion to the group. The group has expertise in human resources, operations and maintenance, external relations, finance, communications, and environmental management. This variety of perspective helped inform our work. We quickly engaged in establishing a Community Agreement, Mission Statement, and a DEI Survey of airports. This was followed by a robust review of existing DEI practices at airports, as well as in other industries.

This Report is the culmination of our efforts over the past year. It is with great pride that we deliver this work product, the **“ACI-NA DEI Working Group Report: Resource Materials and Good Practices for Developing DEI Programs at Airports.”**

It is our hope that airports across North America use this report as a reference, whether beginning the DEI journey or wanting to enhance an existing program. The case studies, examples of initiatives and resources cited can help airports determine the course that is appropriate for them. We urge the reader to use the Report to help bring Diversity, Equity, and Inclusion to the airport industry.

The Board’s support for this endeavor was sincere and apparent. We would also like to thank Danette Bewley, President and CEO, Tucson Airport Authority and the liaison to the ACI-NA Board, and Annie Russo, the Chief Political and Congressional Strategy Officer, whose guidance and encouragement was appreciated. Additionally, we would like to thank Solomon Wong, President and CEO of InterVISTAS Consulting, Inc., who gave selflessly of his time and talent as the representative from the World Business Partner/Associates. This report would not have been possible without the guidance and dedication of Patty Clark who is truly committed to the advancement of the entire airport community.

Thank you.

Sincerely,

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* Mr. Gutierrez served through Jan. 2023

** Ms. Meshack served from Feb. 2023 - present

***Ms. Torres served through May 2023

****Ms. Park served from June 2023 – present

Members of the DEI Working Group meets with the Honorable Brad Mims at ACI-NA's Annual Conference September 2022



Credit: Airports Council International – North America

1. INTRODUCTION

Why Diversity, Equity, & Inclusion?

Over the past two and a half years, there has been a lot of deserved attention and focus on how the airport industry is advancing key issues related to diversity, equity, inclusion, and belonging. After a high-level discussion at the 2022 CEO Forum, ACI-NA acknowledged the complexities of these issues and how, as the Voice of Airports®, we needed to take action to help support the industry.

DEI stretches across virtually every aspect of the airport industry. It involves hiring protocols, future workforce, community equity issues, contracting practices, environmental justice, community relations, and legal reviews, among others. For that reason, the leadership at ACI-NA responded to this request. Not surprisingly, the breadth of what DEI involves does not fall neatly into any one individual Standing Committee. It crosses multiple committees, including Business Diversity, Commercial Management, Environmental Affairs, Human Resources, Legal Affairs, Marketing, Communications & Customer Experience, Operations, Planning, Safety, Infrastructure, and Development. Thus, ACI-NA created a Diversity, Equity, and Inclusion Working Group.

“The DEI Working Group will develop a framework for ACI-NA members to assist them to establish and maintain a successful DEI program.”¹ DEI Working Group Mission Statement.

“We need to embrace new generations and more people from diverse walks of life. That is how we will become better organizations and a better region.”² Joyce Carter, President and CEO, Halifax International Airport Authority.

The DEI Working Group was charged with:

“Identifying good practices, and then create a framework for a repository for resources that airports could use in developing their own plan. These resources may include recommendations on how to attract and retain underrepresented individuals to airport management and how to ensure that minority and women-owned businesses can successfully compete for airport contracts.”³ Recommendations from the working group will also be very mindful of the “regulatory restrictions and obligations under which airports operate.”⁴

In June 2022, ACI-NA introduced the 27-member Working Group (see [Membership of the DEI Working Group](#)), representing Large, Medium, Small, and Non-Hub airports across North America. Danette Bewley, President and CEO of the Tucson Airport Authority, serves as the liaison to the ACI-NA Board of Directors. Solomon Wong, President and CEO of InterVISTAS Consulting, serves as the World Business Partner/Associates representative on the Working Group. Annie Russo, Chief Political and Congressional Strategy Officer at ACI-NA, is the senior management liaison for ACI-NA.

¹ Introduction: Mission Statement

² <https://www.kbrs.ca/insights/atlantic-leader-insights-joyce-carter-discusses-air-travel-demographic-shifts-and-economic>

³ <https://acina.informz.net/InformzDataService/OnlineVersion/Pub/bWfPbGluZ0luc3RhbmNlSWWQ9MTA1MzU5Nzc=>

⁴ *Ibid.*

Tanisha Lewis, from the Metropolitan Washington Airport Authority, was named the Chair, and Debi Marshall, from the Syracuse Regional Airport Authority, was named the Vice Chair.

The members brought expertise in human resources, supplier diversity, communications, environmental management, external affairs, training and development, legal matters, finance and budgeting, and community investment. For the past year they delved into DEI policies and DEI programs at airports and other industries. Then they coupled those findings with research on achievements and current commitments by airports.

The DEI Working Group's efforts resulted in the *"ACI-NA DEI Working Group Report: Resource Materials and Good Practices for Developing DEI Programs at Airports."* It is designed to assist airports who are looking for help with DEI Programs. There are examples of lessons learned and practices that are being taken by airports and our business partners that are called out throughout the Report. These are presented as useful case studies to illustrate various initiatives that can help advance DEI, but this is not exhaustive, and many more examples exist.

Background

Aviation is one of the world's most global industries, connecting people, cultures, and businesses across the continents. Aviation generates economic activity and growth. It facilitates trade and commerce, and it helps promote tourism.

Airports are literally at the center of aviation.

But not everyone gets to participate in the aviation industry. Not everyone has enjoyed the economic benefits of the industry, nor been part of aviation commerce, except perhaps as a consumer.

"We know we are treading on uncomfortable ground for many. No one wants to be told they are responsible for inequitable practices or outcomes, and it may feel like an affront if they see no personal connection between their action (or inaction) and an outcome. People of color are not homogenous and have different barriers and histories. Yet the conversation must start somewhere. Racial inequities in our society are endemic and precede us by hundreds of years."⁵ International Economic Development Council, *A Playbook for Equitable Economic Development: Guidance on identifying structural racism and implementing equitable practices.*

While airports have been addressing these issues for years in formal and informal ways there is ample room for improvement. Throughout the U.S. and Canada, some airports are meeting this challenge and have developed comprehensive programs examining some or all aspects of Diversity,

⁵ https://www.iedconline.org/clientuploads/Resources/Race_Equity_EconDev/Final_IEDC_Playbook_11.23.22_WEB.pdf

Equity, and Inclusion (DEI). These airports are creating inclusive workspaces, opportunities for individuals and businesses, addressing issues of equity, and developing meaningful partnerships with their local community. Some airports are at the early stages in their program development, while other airports are gathering information and asking for help.

“At UPS, we know **that if you truly care about inequity anywhere, you should care about it everywhere.**” ⁶

Darrell Ford, EVP, Chief Human Resources Officer and Diversity, Equity, and Inclusion Officer for UPS.

“The airport's success depends on the people who work here as well as those people and businesses that provide goods and services. Building relationships with diverse characteristics encourages diversity of ideas and accelerates innovation that benefits both our people and our customers.” ⁷

Cincinnati/Northern Kentucky International Airport, Diversity Statement.

Context Setting

In the beginning of the [Getting Started section](#), the suggestion offered to airports wishing to commence their DEI journey, is to conduct an assessment to answer questions such as ‘Who are you?’ and ‘Where are you?’ Below is information to help set the general context for why DEI is so important and why this particular effort to assist airports who want help is needed.

“For too many organizations, DEI ends up a mere scaffold that does little to bring about actual, substantive change. And scaffolds are additive, instead of becoming integral parts of the existing organizational structure.”⁸ Tsedale M. Melaku and Christoph Winkler.

Being in the Room

Corporations across the U.S. and Canada do not have a good record of diversity among decision makers, although it is improving. There is an underrepresentation of women and people of color, among others at the Board and executive levels. The U.S. Census Bureau found that 75% of managers are white, 83% of senior managers are white, and 85% at the executive level are white.⁹ Research conducted by the Diversity Institute at Ryerson University on Board composition has

⁶ <https://about.ups.com/us/en/our-company/suppliers/supplier-diversity.html>

⁷ <https://www.cvgairport.com/about/career/diversity>

⁸ <https://hbr.org/2022/06/are-your-organizations-dei-efforts-superficial-or-structural>

⁹ <https://bonusly.com/post/diversity-inclusion-statistics>

shown that women represent 25% of the membership of corporate boards in Canada, Blacks represent >5% and “indigenous peoples, members of the LGBTQ2S+ community, and persons with disabilities are rarely members of boards.”¹⁰

There are significant data gaps in the airport industry which makes it difficult to track progress.¹¹ The FAA’s Women in Aviation Advisory Board recommended that the U.S. government improve the rigor of data about the aviation industry. The Board also reported that in most aviation occupations, women “make up less than 20% of the workforce—and that for the last sixty years, the introduction of women into the industry has been largely stagnant.”¹² They note that the largest gender gaps are in professional pilots (4.6), maintenance workers (2.6%) and senior leadership positions as aviation organization CEOs (3%). However, women fare better at airports, where they hold the position of Airport Director/CEO at nearly 17% of U.S. airports.¹³

Getting in the Door: Why it is important for ...

... Employees

Employees notice who’s in charge. They notice who is in the room and who is on the other side of the door. It is top of mind for American millennials and Gen Z generations in particular, but not exclusively, as they focus on and are committed to working where they feel welcome and that they belong. A Deloitte study found that 83% of millennials are “actively engaged at work when they believe the culture of their organization is inclusive.”¹⁴ HRD Canada noted how Gen Z employees have put a priority on a “diverse and inclusive workplace since 2018”, and it remains a priority today.¹⁵

“Industries ... tend to pick from their own rank.”¹⁶ Diversity Institute.

When employees feel welcome, retention and performance rates improve. According to the Harvard Business Review, employees with a strong sense of belonging resulted in a 50% lower risk of turnover, and 56% increase in job performance.¹⁷

But can they be enticed to knock on the airport’s door? In a survey by Glassdoor, a diverse workplace was a key factor for candidates when considering a job and was of paramount importance to underrepresented workers “including 72% of women, 89% of African Americans, 80% of Asians, and 70% of Latins.”¹⁸

“Part of Chris Dinsdale’s (incoming CEO and president of the Calgary Airport Authority) vision is to make YYC more than just a place where people arrive and leave and is prioritizing

¹⁰ https://www.torontomu.ca/diversity/reports/DiversityLeads_2020_Canada.pdf

¹¹ <https://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=5408>. In August 2023 the Airport Corporative Research Program of TRB awarded a contract to AMAC to conduct research on women and minority representation at airports.

¹² https://www.faa.gov/regulations_policies/rulemaking/committees/documents/media/WIAAB_Recommendations_Report_March_2022.pdf page 9

¹³ https://www.faa.gov/regulations_policies/rulemaking/committees/documents/media/WIAAB_Recommendations_Report_March_2022.pdf page 24

¹⁴ <https://blog.bonus.ly/diversity-inclusion-statistics>

¹⁵ <https://www.hcamag.com/ca/specialization/employee-engagement/what-do-your-gen-z-workers-want/311663>

¹⁶ https://www.torontomu.ca/diversity/Presentations/DL2020_Slides.pdf

¹⁷ <https://hbr.org/2019/12/the-value-of-belonging-at-work>

¹⁸ <https://www.glassdoor.com/employers/blog/diversity-inclusion-workplace-survey/>

community engagement. Dinsdale said the airport must serve by example through sustainability, job creation and giving back to those who work within the ecosystem.”¹⁹ Calgary Herald.

Having a diverse staff is a noble goal, but it is important that that staff feels welcome and included. They must feel valued, and be given equal opportunities to contribute, grow, and prosper.

... for businesses and for the community

DEI is not just about addressing airport staff. It is also about removing barriers for contractors, vendors, and service providers who would like to do work at an airport. Simply put, McKinsey & Company describes expanding the supplier list as adding value to the organization.²⁰ Diversifying the businesses who perform contracting activities or supply goods and services promotes innovation and drives competition. Accenture adds the additional benefit of it attracting and retaining employees, providing the organization with positive social impact.²¹ The ACI-NA Business Diversity Committee has accomplished much in this area and are a good resource.

Diversity, Equity, and Inclusion is also about airports being truly engaged in the communities in which they operate. The Port of Portland’s DEI Statement includes the rationale “because we know that our actions influence the socioeconomic and environmental fabric of our region, we believe that our work should help all communities prosper.”²² The local residents should feel welcome at the airport and a part of the airport and vice versa. Importantly they could have a meaningful role in the airport’s planning process from concept to construction.

“We are excited, in this airport community, that we have the opportunity to fully participate in this infrastructure project (JFK Redevelopment) and airport ecosystem. Residents of Southeast Queens can fully participate in the airport economics; including ownership and investment, business opportunities, high-level jobs and training.”²³ NY Assemblymember Clyde Vanel.

“Having a diverse mix of businesses, entrepreneurs and employees leads to success at our airport, and in our community as well. Charleston is a very diverse place, and the airport should be reflective of its community.”²⁴ J. Elliott Summey, Airport Director and CEO.

¹⁹ <https://calgaryherald.com/business/local-business/new-calgary-airport-ceo-sky-high-goals>

²⁰ <https://www.mckinsey.com/capabilities/operations/our-insights/expand-diversity-among-your-suppliers-and-add-value-to-your-organization>

²¹ https://www.accenture.com/_acnmedia/PDF-157/Accenture-Five-Reasons-Why-You-Should-Prioritize-Supplier-Diversity.pdf

²² <https://www.portofportland.com/diversityequityinclusion>

²³ <https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2022-press-releases1/governor-hochul-celebrates-final-phase-of-the-jfk-transformation.html>

²⁴ <https://airportimprovement.com/article/airports-all-sizes-are-championing-diversity>

The next chapter lays out the Business Case for DEI (see [Business Case](#)). It provides additional information about why it could make good business sense to develop a DEI Program.

Community Agreement

The first formal action taken by the ACI-NA Diversity, Equity, and Inclusion Working Group on August 9, 2022, was to adopt a Community Agreement that would govern all meetings. Tanisha Lewis, Vice President of Diversity, Inclusion and Social Impact, Metropolitan Washington Airports Authority, and the Chair of the Working Group, decided that every meeting should begin with a reading of the Community Agreement as a reminder of the rules of behavior governing our meetings. She noted that it helped to set the tone for each meeting and enabled people to disagree in a safe way.

ACI-NA Working Group Community Agreement

- **Listen to Understand** – Focus on what others say and come from a place of curiosity. Don't just wait for your turn to talk.
- **W.A.I.T (Why Am I Talking?) & W.A.N.T (Why Am I Not Talking?)** – Be aware of how much time/space/airwaves you're taking.
- **Speak My Truth Responsibly** – Use "I" statements and talk about your personal experience. Don't speak for others.
- **Experience Discomfort**
- **Confidentiality** – Take the lessons, leave the details.
- **Intent vs Impact** – Assume everyone has the best intentions and attends to the impact of words and actions.
- **Expect and Accept Non-Closure** – We won't solve things today and not everything we talk about will have a resolution.

This Community Agreement was adopted from the Port of Seattle's Community Agreement.

Mission Statement

The ACI-NA Diversity, Equity, and Inclusion Working Group developed and agreed to Mission and Vision statements. The Mission guided the activities of the Working Group which culminated in this document.

Mission

The ACI-NA Diversity, Equity and Inclusion (DEI) Working Group aims to make airports leaders in DEI within the aviation industry. The DEI Working Group will develop a framework for ACI-NA members to assist them to establish and maintain a successful DEI program. This framework of guiding principles, which will be scalable to airports of different sizes and governance, will provide ACI-NA members with a comprehensive toolkit that includes common language, educational resources, and training tools, necessary to foster an inclusive environment that values all voices, and nurtures positive interactions among airport staff, stakeholders, and the ACI-NA community.

Vision

Airports will be leaders in diversity, equity, inclusion, and belonging in North America.

Core Values as Guiding Principles

The Tools & Metrics Team was responsible for spearheading the process by which the ACI-NA DEI Working Group would establish its Core Values. Members of the Working Group looked at existing Core Values, sometimes called Guiding Principles, identified by airports across North America.

Halifax Stanfield International Airport declared that “People Matter, Always Safe and Secure, The Right Thing to Do, Acting Today for Tomorrow, Above and Beyond, and Together is Better, are the values of the airport. Among the sentiments expressed is: “We make decisions based on integrity and a sense of humanity.”²⁵

The Ottawa International Airport Authority conducts its business with:

- Responsibility
- Sustainability
- Accountability
- Integrity²⁶

Leadership, Inclusion and Service are the Values of the Port of Portland.²⁷ “We create equitable economic growth maximizing benefits for Black, Indigenous, people of color, low-income communities, and people living with disabilities.” The Port add: “We acknowledge and actively work to dismantle institutional racism.”

The San Diego County Regional Airport Authority established the following as its Values:

- We recognize the needs of our customers come first
- We pursue excellence in all our business processes
- We conduct our affairs with honesty and integrity
- We provide a safe, secure, quality-oriented, highly efficient environment
- We foster an informed, productive, diverse, enthusiastic work force
- We believe that continuous learning and personal involvement are job responsibilities
- We believe that everyone counts and we count on everyone²⁸

The Tucson Airport Authority established the following as its Values:

“We deliver results.

We manage an airport system where safety, security and customer service are our top priorities.

We are accountable.

We do what we say we will do.

We clearly communicate expectations and listen to make sure others understand and agree with them.

²⁵ <https://halifaxstanfield.ca/airport-authority/who-we-are/strategic-plan/>

²⁶ <https://yow.ca/en/corporate/airport-authority/about-us>

²⁷ <http://cdn.portofportland.com/pdfs/StrategicPlan-Values.pdf>

²⁸ <https://www.san.org/airport-authority/about-the-authority>

We work collaboratively for the greater good of travelers, customers, employees, business and community partners.

We work smart.

We are good at what we do, and we learn from each other.
We are critical thinkers who anticipate, analyze, prioritize, and act with urgency. We move quickly with what works and commit to continuous improvement.
We not only identify problems, we offer solutions.

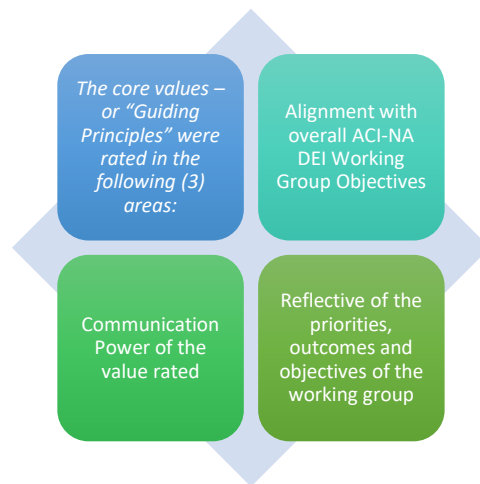
We are curious.

We embrace change, are unafraid to question our assumptions, and use mistakes for learning.
We value feedback, growth, agility and self-improvement.
We anticipate future needs and possibilities.
We see opportunities others may miss.

We play for the team.

Because we care, we contribute to the quality of the lives of our employees and the people we serve.
We embrace diversity, equity and inclusion, working in furtherance of these principles.
We are transparent and treat everyone with respect and dignity.
We are connected.
We make sure everyone understands their unique contribution to our overall success.
We encourage leadership from everyone.”²⁹

After a thorough review and robust discussion, the Tools & Metrics Team employed a survey combined with a rating system that allowed for all Working Group members’ thoughts, impressions, and impact assessments to be captured.



(Courtesy of ACI-NA DEI Working Group)

²⁹ <https://www.flytucson.com/taa/careers/>

“Our core values serve as a way of life, and we fully embrace fostering a diverse and equitable experience where we are free to explore and share ideas and experiences that connect rather than divide us.”³⁰

Denver International Airport’s Equity, Diversity, Inclusion & Accessibility Statement

Values

Our core values are the foundation for our organization and help define our purpose: Integrity, Service Excellence and Innovation.³¹

Eugene Airport

Values:

Safety, Teamwork, Accountability and Innovation
Vancouver International Airport³²

The Indianapolis Airport Authority is committed to creating public value that enhances our community as we deliver world class service and experiences. Customer Service, Economic Development, Workforce Development, Stability & Sustainability, and Community Engagement are IAA's five strategic pillars.³³

ACI-NA DEI Working Group Core Values

The consensus was that Accessibility, Accountability, Belonging, and Respect are the Core Values guiding the work of the ACI-NA DEI Working Group.

³⁰ <https://www.flydenver.com/about/administration/equity-diversity-inclusion>

³¹ <https://www.eugene-or.gov/4853/EUG-Belonging-and-Mission-Statement>

³² <https://www.yvr.ca/en/about-yvr>

³³ <https://www.ind.com/community/community-inclusion#:~:text=The%20Indianapolis%20Airport%20Authority%20is,are%20IAA's%20five%20strategic%20pillars>

Key Definitions

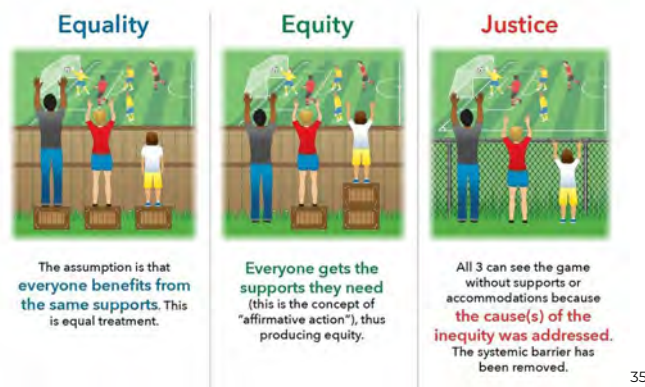
The words diversity, equity, and inclusion mean different things to different people. It is important that airport staff have a consensus on what these words (and other words and terms) mean. For the purposes of this document, we are using definitions used by the Port of Seattle's Office of Equity, Diversity, and Inclusion (OEDI) and Denver International Airport. OEDI collaborated heavily with Port staff, leadership, and community partners to arrive at these definitions. Listed below are some key definitions and terms, a more comprehensive list can be found in Tools and Resources: Definitions. Additional resources that can be helpful in the Tools section below.

“Diversity, equity, and inclusion (DEI) is not just a phrase. Each word speaks to distinct values.”³⁴ University of Washington, Office of Research.

Diversity: Human differences, including but not limited to those based on race, culture, color, sex, gender identity, national origin, nationality, geography, age, ability or disability, sexual orientation, military or veteran status, socio-economic status, faith, political beliefs, or other identities. Our definition also includes a diversity of thought, ideas, perspectives, and values.

Equity: This term is not the same as equality. With equity, everyone gets what they need to reach their highest potential and to level the playing field, whereas equality is all about the “sameness” approach across the board regardless of needs. To create equity, barriers to success for marginalized communities must be addressed and mitigated.

An illustration describing the differences between equality and equity is presented here:



Inclusion: the act of fostering environments in which every individual or group can be and feel welcomed, respected, supported, and valued to fully participate—an inclusive, inviting, and welcoming climate that offers respect in words and actions for all people.

³⁴ <https://www.washington.edu/research/or/office-of-research-diversity-equity-and-inclusion/dei-definitions/>

³⁵ <https://www.mobilizegreen.org/blog/2018/9/30/environmental-equity-vs-environmental-justice-whats-the-difference>

Belonging: belonging is when a person has a meaningful voice and the opportunity to participate in the design of initiatives, programs, and team/cultural norms. At its core, belonging is not just about inclusion, but also about sharing power, access, and opportunities among all groups and individuals within a team, unit, or organization.

Equality: the same amount of power, opportunities, and resources are distributed to everyone with the assumption that everyone starts in the same place and has the same needs.

Tools

The following resources offer definitions and glossaries for diversity, equity, inclusion, and related words and terms to help find the definitions appropriate for airport.

- Racial Equity Tools: <https://www.racialequitytools.org/glossary>
- Anti-Violence Project: <https://www.antiviolenceproject.org/glossary/#microaggressions>
- Colors of Resistance: <http://www.coloursofresistance.org/definitions-for-the-revolution/>
- Equity and Inclusion (UC Davis): <https://diversity.ucdavis.edu/dei-resources/glossary>
- The Institute for Democratic Renewal and Project Change Anti-Racism Initiative, Tool Kit: <https://drive.google.com/file/d/1mM2ATbM9aUwBRFxuk7O1hgIjzYYV5IKI/view>
- Center for Diversity & Inclusion at Washington University in St. Louis: <https://students.wustl.edu/diversity-dictionary/>
- Ontario Human Rights Commission: <https://www.ohrc.on.ca/en/teaching-human-rights-ontario-guide-ontario-schools/appendix-1-glossary-human-rights-terms>

2. HOW TO USE THE REPORT

“These little steps might not seem to be the sea change we need now, but together we will move the DE&I needle in business aviation.”³⁶ Jennifer Pickerel, Co-chair of NBAA’s DE&I Working Group.

It is unlikely that you will read the Report from start to finish. Rather, it is likely that you will use the table of contents to find the section appropriate for the airport. Throughout the document there are references and links to other chapters that will offer more guidance.

You will note that there are Highlights, that are offset in orange, offering a more in depth discussion of a topic. Periodically there are “Small Things” noted in green providing simple, inexpensive ways to support the airport’s DEI program.

Most chapters end with Tools and Resources related to that chapter. Chapter 17 describes Tools and Resources in greater detail and has a link to a robust matrix of resources for your consideration.

Highlights

Throughout the Report are “Call Outs” – quotes from experts, statistics or examples, most often, from airports that illustrate successful DEI initiatives. In most chapters of the Report there are also “Highlights.” These take a deeper dive into a specific initiative or program, for example the establishment of the Sunshine Committee at Halifax Stanfield International Airport to respond to mental health needs of employees. Another Highlight examines the robust DEI Program at an important airport partner – UPS. Airports can learn from these examples and perhaps pivot from them to develop their own.

Included here is an example Highlight on how Cincinnati/Northern Kentucky International Airport wove diversity, equity, and inclusion into the way it conducts external relations.

³⁶ <https://nbaa.org/news/business-aviation-insider/2021-nov-dec/business-case-dei/>



HIGHLIGHT

Cincinnati/Northern Kentucky International Airport Community Engagement is Key to Airport's Success



(Courtesy of Cincinnati/Northern Kentucky International Airport)

Cincinnati/Northern Kentucky International Airport (CVG) is based in Kentucky but serves the Cincinnati region, which spans Ohio, Kentucky, Indiana and beyond and has grown as an airport, community partner, and business operator in recent years. CVG Airport serves more than seven million passengers per year and is one of the fastest-growing cargo airports in the U.S. (cargo volume grew 149% between 2015 and 2022!).³⁷ It is home to Amazon Air's megahub, as well as DHL Express' Global Superhub for the Americas. CVG is committed to driving economic growth in the region while continuing to elevate the airport experience for passengers. CVG leadership believes the airport is a community asset that

must grow and remain financially self-sustainable through strategic and diverse business operations.

Local Partnerships Play a Critical Part in CVG's Growth and Success

Without the support of the local community, CVG says it cannot be successful. The airport relies on local, civic and business leaders to serve as champions for key projects, such as Amazon Air's hub development. This is evident in the investment that local governments, like Boone County and the City of Florence, have made in the infrastructure that surrounds the airport. The entire Cincinnati region sustains a critical element of CVG's success in supplying a workforce of over 14,000 on-airport employees that work for all CVG businesses.³⁸

In fall 2022, CVG hosted a networking event for minority and disadvantaged business enterprises on doing business with the airport. More than 150 people attended with 18 exhibitors present.³⁹ This event, and others like it, help CVG redefine the role of an airport by getting the community to think about the airport not only as a place to travel, but to potentially work for or do business with.

³⁷ *Ibid.*

³⁸ <https://www.cvgairport.com/about/next/amazon-and-cvg/local-community-partnerships-with-cvg>

³⁹ https://www.cvgairport.com/docs/default-source/new-heights/2022-quarterly-pubs/cvg_new_heights_2022-q4.pdf?sfvrsn=95f15815_3



(Courtesy of Cincinnati/Northern Kentucky International Airport)

Encouraging the Workforce of Today, Tomorrow and the Future

Right Now

CVG is committed to meeting the growing and expanding workforce needs in their community. Through the creation of a Strategic Workforce Collaborative in 2018,⁴⁰ CVG works with the more than 70 airport employers in need of talent and bolsters a vibrant workforce community, providing gainful employment and growth opportunities to diverse talent in the Cincinnati region and beyond. The creation of the CVG Job Portal⁴¹ is one outcome of this group. This Job Portal serves as a one-stop shop for job seekers interested in all opportunities available through the 70+ employers on and around the airport campus.

In the Near Term

CVG is gearing up for a new, on-campus Aircraft Mechanic Technician (AMT) school to provide local residents with opportunities for career development and advancement. Demand is high for AMT positions in the Cincinnati region and nationwide. The largest aircraft maintenance company in the U.S., FEAM Aero, is a prominent tenant on CVG's campus and is in the process of building a large second hangar. The addition of this new hangar will create nearly 200 AMT professional positions and more than 50 administrative and material specialist jobs. FEAM plans a recruitment campaign to fill these high-income earning roles, furthering economic development in the local and surrounding communities.



(Courtesy of Cincinnati/Northern Kentucky International Airport)

“...FEAM ... [has] been a terrific partner in which we share a vision The airport's current strategic plan outlines the transformational impact we can make for our region, and this project does just that through job creation and capacity building to grow and diversify cargo operations.”⁴² Candace McGraw, Chief Executive Officer, CVG Airport.

⁴⁰ <https://www.cvgairport.com/detail/cvg-career-center/cvg-career-center>

⁴¹ <https://jobs.cvgairport.com/>

⁴² Press Release FEAM AERO announces new 150,000 square-foot hangar build at CVG Airport.pdf

With the support of CVG, FEAM is taking this one step further. The company has partnered with Epic Flight Academy to launch an aircraft mechanic school right on the airport campus. This will provide the community with an incredible opportunity to launch a career in aircraft maintenance, which fuels air cargo operations at the airport. The school is expected to be open by early 2024.

“The opening of this new school at CVG Airport is a significant step towards our goals of helping to expand the aviation maintenance technician (AMTs) workforce and diversifying the industry,” said Cam Murphy, President of FEAM Aero. “Working with Epic in conjunction with CVG allows FEAM Aero to provide invaluable hands-on experience to all future AMTs by giving them real-world experiences, working on the various aircrafts that enter our hangars, and the ability to work while in school. **FEAM Aero is dedicated in building the AMT community of tomorrow by recruiting, training, and developing the next generation of talented individuals from all backgrounds, with a particular focus on transitioning military personnel, women, and minorities.** We are excited to award up to eight scholarships this inaugural year to those interested in attending Epic Flight Academy’s maintenance school at CVG Airport.”

In the Longer Term

In summer 2022, CVG, in partnership with The Aviation Museum of Kentucky, hosted an aviation summer camp for kids, ages 10-17, to learn about flight, aircraft instruments, navigation, and aeronautics. The program at CVG was made possible because of strong partnerships with Atlas Air, FEAM Aero, FAA, Queen City Flying Service, Mac’s Seaplane Service, and Wheels Up. This early exposure for young people to the aviation industry is an excellent way to spark interest in a future career. There was wonderful feedback from the participants – some of whom may be employed by CVG one day!



(Courtesy of Cincinnati/Northern Kentucky International Airport)⁴³

According to CVG, nothing is more important than preparing the next generation of aviation and airport leaders. With a particular focus on engagement of young girls and women, as well as

⁴³ https://www.cvgairport.com/docs/default-source/new-heights/2022-quarterly-pubs/cvg_new_heights_2022-q4.pdf?sfvrsn=95f15815_3

historically underserved communities in the region, CVG continues to advance these and other workforce and education priorities.

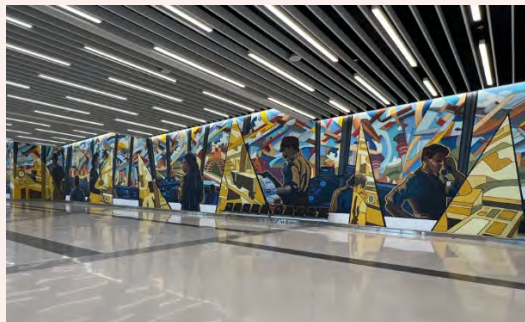
Art Creates Public Connections

Public art helps to create a sense of place, celebrate a region’s history and culture, provides opportunities for local artists to share their vision with the community, and “humanize the built environment.”⁴⁴ CVG achieves this through permanent installations and temporary exhibitions and is intentional about community pride and representation.

An Impactful Installation

In 2021, CVG partnered with ArtWorks, a Greater Cincinnati nonprofit that transforms people and places through creative works of art, to create two larger-than-life murals in the airport’s consolidated rental car facility. The rental car facility and customer service building offer connected and seamless passenger experience and serve as a front door to the region, particularly for visitors and those new to the area. For such visitors, these pieces of art are some of the first images they see and convey the Cincinnati region’s strong public arts heritage.

All Along the Control Tower, by Northern Kentucky-based artist, Christian Dallas



*(Courtesy of Cincinnati/Northern Kentucky International Airport)*⁴⁵

“This space is vital and forms the first impression for our region’s visitors. We are thrilled this large-scale art will enhance that experience of travel, build civic pride and showcase the creativity of our community.”⁴⁶ Colleen Houston, ArtWorks CEO and Artistic Director.

⁴⁴ https://www.americansforthearts.org/sites/default/files/PublicArtNetwork_GreenPaper.pdf

⁴⁵ https://www.cvgairport.com/docs/default-source/new-heights/2022-quarterly-pubs/cvg_new_heights_2022-q4.pdf?sfvrsn=95f15815_3

⁴⁶ <https://www.cvgairport.com/about/news/2021/07/07/cvg-airport-partners-with-artworks-on-two-new-murals>

“Not only does this artwork give the viewer a look beyond the control tower windows, but it also provides a snapshot of the work that was contributed within it. This unique perspective aims to celebrate the many people who have helped create such a vibrant and important institution for the region. Looking through the windows of the control tower, the viewer can explore and spot many regional landmarks, aviation icons, and important elements that tie the mural to the Cincinnati region.”⁴⁷ ArtWorks.

A Special Temporary Exhibit

In 2021, in anticipation of the Cincinnati Black Music Walk of Fame, a new attraction in downtown Cincinnati opening in summer 2023, CVG installed an exhibit of the “Stars” of the Walk of Fame’s inaugural inductees in the airport terminal. The Walk of Fame is an outdoor interactive park at the Andrew J. Brady Music Center that recognizes famous Black musicians and artists with roots from the Cincinnati area. The exhibit educates visitors and locals alike about the area’s influence on funk, opera, hip-hop, Gospel, R&B, and rock. The stars of the first four inductees - Otis Williams of The Charms, The Isley Brothers, Dr. Charles Fold, and Bootsy Collins - have been seen by thousands of travelers.



(Courtesy of Cincinnati/Northern Kentucky International Airport)

Taking Care of the Community

The Airport Provides a Helpful Hand

CVG Airport partners with SkySquad, a paid, reservation-based curated service to improve the airport experience for anyone who needs an extra hand from curbside to gate and back again. Families and caregivers with young children, seniors traveling alone and individuals in need of language

⁴⁷ <https://www.artworkscincinnati.org/mural/all-along-the-control-tower/>

services can book a personal airport assistant to help navigate the airport, carry bags, car seats, strollers and more.

“In addition to being SkySquad’s first expansion outside of its launch markets of Dulles International and Reagan National airports, we’re thrilled to welcome this small business start-up and woman-owned business to CVG. SkySquad offers travelers another level of control and greater peace of mind. We are pleased to continue expanding amenities and services available to our passengers, especially during these difficult times.”⁴⁸
Candace McGraw, Chief Executive Officer, CVG Airport.

Taking Care of the Area's First Responders

First responders witness and experience chronic high-stress situations, which can lead to Post-Traumatic Stress Disorder (PTSD) among other behavioral health conditions. In 2022, CVG’s Aircraft Rescue and Fire Fighting team hosted a mental health resource symposium to make sure all first responders, families of first responders, and employers of first responders have the resources they need to take care of their mental health and wellness.

This symposium included a panel and speaker presentations, peer support, clinicians, Employee Assistance Program representatives, nutritionists, fitness and meditation experts, pet therapy, and more. Speakers discussed what PTSD and burnout are, how to get more sleep, and how family and friends can be affected by the job.

Whether for customers or employees, through partnership and engagement, CVG shared that a commitment to care is an ethos shared by all employees through shared vision and values.

Community Connections Help CVG Stimulate Innovation

It has been documented that the more diverse an organization is, the greater its ability to innovate (see [Business Case](#): Higher Innovation). The Innovation team at CVG is focused on leveraging technologies to create efficiencies, enhance the customer experience, address sustainability and so much more. Through engagement with startups, integration with area universities, and partnership with established companies, CVG’s efforts are making a difference in the community and industry.

Through a partnership with Ottonomy, for instance, CVG introduced two autonomous food-delivery robots in 2022.⁴⁹ Travelers have embraced the opportunity to have their food, beverage, and retail items delivered directly to their gate in CVG’s Concourse B. This partnership represents more

⁴⁸ <https://www.cvgairport.com/terminal/airport-assistance-services>

⁴⁹ https://www.cvgairport.com/docs/default-source/new-heights/2022-quarterly-pubs/cvg_new_heights_2022-q4.pdf?sfvrsn=95f15815_3

innovative and convenient ways to enhance the customer experience and has been modeled at other U.S. and global airports since launching at CVG.



(Courtesy of Cincinnati/Northern Kentucky International Airport)

Also in 2022, CVG teamed up with the University of Cincinnati (UC) to predict crowding and enhance the passenger experience throughout the airport. The airport innovation team engaged UC College of Engineering and Applied Science aerospace engineering doctoral student Javier Viaña to utilize airport data to create a software program to help the airport predict when travelers arrive at the airport broken down into 15-minute increments.⁵⁰ By leveraging data collected by another program previously developed by CVG, Viaña was able to specifically model queue lines at the security checkpoint.

This collaboration is a direct result of a multi-year memorandum of understanding (MOU) between UC and CVG. The MOU provides the University's research talent and emergent technologies a living-laboratory environment (the airport) that is a mutually beneficial relationship. CVG's focus on innovation not only helps solve challenges in the aviation industry today, but inspires the next generation of leaders to think of the airport as something more than terminals and runways.

SMALL THINGS

All DEI efforts do not have to be on a huge scale, or take years to implement, or come with a significant price tag. Rather, small things can and do make a difference. Even the slightest changes can demonstrate to the airport's stakeholders that the airport acknowledges all the people in the community, celebrates them, and wants them to feel welcome and that they belong. Additionally, it can signal to stakeholders that the airport is changing.

From the Women's History Month banners that the Metropolitan Washington Airports Authority hang in Dulles International and Ronald Reagan Washington National Airport and throughout workspaces to the messages that Fairbanks International Airport posts on its Facebook page honoring Bessie Coleman, airports are finding ways to recognize and honor diversity.

In Sacramento, the airport invited members of the Society for the Blind to tour the airport, walk through security screening, locate important amenities and to navigate their way to the gates and baggage claim. The Society described Sacramento International Airport as a place "that welcomes and includes people with vision loss."⁵¹ Staff and students of the Society were invited to airport personnel and met with airport and TSA agents. The tour was designed to not only "help improve

⁵⁰ <https://www.cvgairport.com/about/news/2022/03/01/cvg-explores-the-use-of-ai-to-predict-terminal-crowding>

⁵¹ <https://societyfortheblind.org/sacramento-a-city-that-welcomes-and-includes-people-with-vision-loss/>

the travel experience for people with vision loss and blindness,” but to provide a learning experience for airport staff as well.

Other examples of “Small Things” include:

- The first aid kits at Turner Construction, a construction management firm who does work at many U.S. and Canadian airports, offer bandages in a variety of skin tones. For less than \$15 per kit, this company made many staff feel like they belonged.
- Opening a public meeting with a land acknowledgment is a powerful way to recognize the indigenous people in your airport.
- Starting a staff meeting with an Equity or Inclusion Moment. For some ideas see ASC Chemistry for Life.⁵²



SMALL THINGS



(Courtesy of MWAA)



(Courtesy of Fairbanks International Airport)



(Courtesy of Sacramento International Airport)



(Courtesy of Sacramento International Airport)

Starting clockwise: Facebook post from Fairbanks International Airport celebrating Bessie Coleman, photos from the Society for the Blind initiative at Sacramento International Airport and an example of a banner created by MWAA to celebrate Women's History Month.

⁵² <https://www.acs.org/content/dam/acsorg/about/diversity/deir/resources/how-to-hold-an-inclusion-moment.pdf>

3. BUSINESS CASE

The Business Case for Diversity, Equity and Inclusion in Airports

The North American airport industry has a strong record of creating business opportunities and developing programs that benefit traditionally underrepresented/underserved groups, and small businesses at airports. Much of this due to what started as statutory requirements both in the U.S. and Canada but, thereafter, has grown extensively. However, it is critical for airports to expand diversity initiatives beyond procurement. It is now widely understood that it is desirable for airports to develop a workforce that is diverse and reflective of its community and offers an environment in which workers feel included, valued and connected with equal access to opportunities to succeed and the support to thrive. Additionally, stakeholders, including the communities surrounding airports, should have impactful engagement with the airport and share in the benefits of airports and not just the burdens.

Why? First and foremost, improving diversity, equity and inclusion in the workplace is socially responsible and the right thing to do. It is grounded in laws and regulations dating back to the 1960s in the U.S. and 1970s in Canada, but it goes beyond that. Genuinely engaging with employees, customers, tenants, vendors and the community, is prudent and necessary to develop an equitable, inclusive environment. However, in business, it is often important to articulate quantifiable reasons to justify initiatives that compete for valuable resources.

“We don’t see things the same and we think there’s power in that.”⁵³ San Francisco International Airport, Diversity, Equity & Inclusion Statement.

In sum, the business case for diversity, equity and inclusion is that it can help airports address workforce challenges, improve organizational productivity, generate more business from external parties, foster better community relations, promote positive financial growth, inspire greater loyalty, and spur innovation. Conversely, airports which do not embrace DEI may be confronted with increasing employee turnover, organizational stagnation, difficulty advancing its capital program, and disharmony with external stakeholders. Such organizations also may be ill-equipped to address the changing demographics of the future airport users and workforce.

Although there is little empirical data on the benefits of DEI in airports, specifically evidence from the private sector abounds and presents a compelling case for moving forward with a DEI-based approach in the airport industry.

DEI’s Positive Impact on Employee Recruitment and Retention

The airport and airline industries have not been immune from recent record-breaking worker shortages. Increasing diversity in the workplace and implementing DEI programs may be the keys to increasing employer attractiveness to potential candidates.

⁵³ <https://www.flysfo.com/about/about-sfo/diversity>

As an example of the importance of diversity and inclusion to recruitment and retention, a 2019 study indicated the **higher the percentage of women** in management, the **more women are attracted to an organization**.⁵⁴ Likewise, the higher the representation of women in a company, the **lower the employee turnover**.⁵⁵ In a report by Laura Wronski, *CNBC/SurveyMonkey Workforce Happiness Index: April 2021, CNBC*, 78% of workers surveyed believe “it is important to them to work at an organization that prioritizes diversity and inclusion, [and] 53% consider it to be “very important” to them.”⁵⁶

In an example from the airline industry, a Virgin Atlantic Airways spokesperson told *The Guardian* that “employment applications have soared since the company began promoting a more inclusive workspace such as abolishing its requirement for female flight attendants to wear makeup and allowing cabin crew to wear whatever uniforms they wish regardless of gender.”⁵⁷ Virgin CEO Shai Weiss shared with the *Telegraph* that the employer’s **inclusion efforts** have led to a **100% increase in job candidates**.⁵⁸

Virgin Atlantic Introduced Optional Pronoun Badges



(Credit: Virgin Atlantic)

“**Virgin Atlantic** announced an update to its gender identity policy and removes requirement for its people to wear gendered uniform options and introduces optional pronoun badges for staff.”⁵⁹

Addressing related issues such as **bias** in the workplace and **belonging** are equally important as diversity and inclusion to employee recruitment and retention. ACE bias is “an employee’s perception of negative bias in supervisors’ assessment of potential in two or more of the following areas: Ability, Ambition, Commitment, Connections, Emotional Intelligence, and Executive Presence.” Eighty per cent of respondents in a 2017 study **who perceived “ACE bias” have not referred people** in their networks to work at their companies.⁶⁰ Similarly, 31% of respondents who

⁵⁴ Juan M. Madera et al., *Top Management Gender Diversity and Organizational Attraction: When and Why It Matters*, American Psychological Association (2019).

⁵⁵ Cara C. Maurer & Israr Qureshi, *Not Just Good For Her: A Temporal Analysis Of The Dynamic Relationship Between Representation Of Women And Collective Employee Turnover*, Sage Journals (2021).

⁵⁶ Laura Wronski, *CNBC/SurveyMonkey Workforce Happiness Index: April 2021, CNBC* (2021), <https://www.surveymonkey.com/curiosity/cnbc-workforce-survey-april-2021/>.

⁵⁷ Devin Sean Martin, *Richard Branson To Stop ‘Turning Girls Upside Down’ On Virgin Planes*, *The New York Post* (2022), <https://nypost.com/2022/11/04/richard-branson-to-stop-turning-girls-upside-down-on-virgin-planes/>

⁵⁸ Oliver Gill, *Virgin Atlantic Job Applications Double After Male Crew Allowed to Wear Skirts*, *The Telegraph* (2022), <https://www.telegraph.co.uk/business/2022/11/02/virgin-atlantic-job-applications-double-male-crew-allowed-wear/>

⁵⁹ <https://corporate.virginatlantic.com/gb/en/media/press-releases/virgin-atlantic-updates-gender-identity-policy.html>

⁶⁰ *Disrupt Bias, Drive Value*, Coqual (2017).

perceived ACE bias **plan to leave their employer** within the year and 48% have looked for another job while on the job in the past 6 months.⁶¹

“Our organization thrives when the diversity of our Crew is recognized, respected, and reflective of our region. By welcoming and embracing the unique abilities, insights, and experiences of our team, we enable innovation and creativity in pursuit of our North Star.”⁶² Calgary International Airport’s Diversity, Equity and Inclusion Commitment.

In another 2019 study dividing employees into quartiles based on their sense of **belonging** in their workplace scores, less than 20% of respondents in the first (lowest) quartile responded they would recommend their company as a good place to work compared to around 70% of respondents in the fourth quartile (highest).⁶³ By the same token, **sense of belonging scores impact retention** with around 60% of respondents in the lowest quartile reporting they intend to stay with their organization at least two years, compared to around 85% of respondents in the highest quartile.⁶⁴ Turnover increases 50% when workers feel like they do not belong in their workplace, according to research from BetterUp.⁶⁵

In addition to recruitment and retention, there is the thought that DEI can play a role in improving safety as well, which is of particular importance in the airport industry. In its post, The Business Case for DE&I, National Business Aviation Association (NBAA) opined:

“A positive safety culture relies on an inclusive culture. Pilots and other business aviation professionals who believe their opinions are valued will speak to authority. The trust and vulnerability critical to a positive safety culture is impossible without inclusion and equity. Individuals who feel excluded or as though their opinions aren’t valued often feel a sense of resignation.”⁶⁶

Positive Financial Growth

- In 2019, “companies in the top quartile for ethnic diversity on executive teams were **36% more likely to have above-average profitability** than companies in the fourth quartile—up from 33 % in 2017 and 35 % in 2014.”⁶⁷
- In 2019, “companies with +30% women executives were **more likely to outperform companies** where this percentage ranged from 10-30%, and in turn these companies were more likely to outperform those with even fewer women executives, or none at all. A

⁶¹ *Ibid.*

⁶² <https://www.yyc.com/en-us/calgaryairportauthority/careers/inclusion.aspx>

⁶³ *The Power of Belonging, What It Is and Why It Matters in Today’s Workplace*, Coqual (2020).

⁶⁴ *Ibid.*

⁶⁵ Connie Gentry, The Changing Face Of Workplace Culture: How Some Local Business Leaders Promote Engagement With DEI, *Triangle Business Journal* (2022).

⁶⁶ The Business Case for DE&I, Nov/Dec 2021, National Business Aviation Association.

⁶⁷ Diversity Wins: How Inclusion Matters, McKinsey & Co. (2020).

substantial **differential likelihood of outperformance** - 48% - separates the most from the least gender-diverse companies.”⁶⁸

- In 2019, “companies in the fourth quartile for **both gender and ethnic diversity** . . . were **27% more likely to underperform** on profitability than all other companies in [the] data set.”⁶⁹
- “In the United States, for **every 10% increase** in racial and ethnic diversity on the senior-executive team, earnings before interest and taxes (EBIT) **rise 0.8%**.”⁷⁰
- “The Wall Street Journal evaluated that the 20 most diverse S&P 500 companies [have] an average operating profit margin of **12% (compared to 8% of their peers)**.”⁷¹
- “Employees at publicly traded companies with 2-D diversity are **70% more likely** (46% vs. 27%) than employees at non-diverse publicly traded companies to report that their firm **captured a new market** in the past 12 months, and **45% more likely** (48% vs. 33%) to report that their firm **improved market share** in that same time-frame.”⁷² In 2013, the Center for Talent Innovation (now Coqual) defined 2-D diversity as organizations with leaders who exhibit at least three inherent and three acquired diversity traits.⁷³
- “Over a period of three years companies with **higher diversity** in management earned **38% more of their revenues**, on average, from innovative products and services than those companies with lower diversity.”⁷⁴

“DEI is proven to be a key enabler for business growth and success, and at Toronto Pearson, we know that DEI is not only a strategic business priority, but also an important influence on organisational culture.” Molará Awosedo, Director of Diversity, Equity and Inclusion at Toronto Pearson Airport.⁷⁵

Higher Innovation

- “When teams have one or more members who represent the gender, ethnicity, culture, generation or sexual orientation of the team’s target end user, the entire team is far more likely (**as much as 158% more likely**) to understand that target.”⁷⁶
- “When leadership lacks innate or acquired diversity, or fails to foster a speak-up culture, **fewer ideas with market potential** make it to market.”⁷⁷
- “Employees at companies with 2D diversity are more likely than employees at non-diverse companies to take risks, challenge the status quo, and embrace a diverse array of inputs.

⁶⁸ *Ibid.*

⁶⁹ *Ibid.*

⁷⁰ Why Diversity Matters, McKinsey & Co. (2015).

⁷¹ S&P 500 Companies Moving Toward Diversity, Equity And Inclusion: The Financial Performance And Public Accountability Effect, DEI & You (2022).

⁷² Innovation, Diversity, and Market Growth, Center for Talent Innovation (2013).

⁷³ <https://www.td.org/atd-blog/diversity-going-beyond-the-headcount>

⁷⁴ Why Diversity and Inclusion Matter (Quick Take), Catalyst (2020), summarizing The Mix That Matters, BCG (2017).

⁷⁵ <https://www.internationalairportreview.com/article/180342/delivering-on-diversity-equity-and-inclusion-at-toronto-pearson/>

⁷⁶ Innovation, Diversity, and Market Growth, Center for Talent Innovation (2013).

⁷⁷ *Ibid.*

They are also **75% more likely** (35% vs. 20%) to see their **ideas move through the pipeline and make it to the marketplace.**⁷⁸

- “When companies establish inclusive business cultures and policies, they are more likely to report:**59.1% increase** in creativity, innovation, and openness.
- **37.9% better assessment** of consumer interest and demand.”⁷⁹
- “Teams that include different viewpoints or thinking styles (cognitive diversity) solve **problems faster** and produce **more and higher-quality intellectual property** such as patents.”⁸⁰
- “Mixed-gender teams can better **manage group conflict** compared to homogenous teams and can better **maximize creativity** among team members.”⁸¹
- 74% of public company directors surveyed state that **board diversity “improves strategy/risk oversight,”** and 93% stated that board diversity “brings unique perspectives to the boardroom.”⁸²

Greater Productivity

- “With diverse individuals in top jobs, employees at large companies are 64% less likely to perceive ACE bias and **19% more likely to be engaged.**”⁸³
- “With inclusive team leaders, employees at large companies are 87% less likely to perceive ACE bias and **39% more likely to be engaged.**”⁸⁴
- “People who feel they don’t belong are **25% less productive,** according to research from BetterUp.”⁸⁵
- 73% of public company directors surveyed agreed that board diversity “enhances company performance.”⁸⁶

Better Reputation

- “Organizations with inclusive business cultures and practices are **57.8% more likely to improve their reputations.**”⁸⁷
- Customers are influenced by brands that invest in social causes and care about their employee. 70% of respondents (ages 18-34) said a brand’s public support of a key social issue, such as LGBTQ+ issues, influenced them to purchase from that business.⁸⁸

⁷⁸ *Ibid.*

⁷⁹ *Why Diversity and Inclusion Matter (Quick Take)*, Catalyst (2020), summarizing *The Business Case for Change*, International Labour Organization (2019).

⁸⁰ *Why Diversity and Inclusion Matter (Quick Take)*, Catalyst (2020), summarizing *Teams Solve Problems Faster When They’re More Cognitively Diverse*, Harvard Business Review (2017).

⁸¹ *Why Diversity and Inclusion Matter (Quick Take)*, Catalyst (2020), summarizing Hun Whee Lee, Jin Nam Choi, & Seongsu Kim, *Does Gender Diversity Help Teams Constructively Manage Status Conflict? An Evolutionary Perspective Of Status Conflict, Team Psychological Safety, And Team Creativity, Organizational Behavior and Human Decision Processes* (2018).

⁸² 2022 Annual Corporate Directors Survey, PricewaterhouseCoopers (2022), <https://www.pwc.com/us/en/services/governance-insights-center/assets/pwc-2022-annual-corporate-directors-survey.pdf>.

⁸³ *Disrupt Bias, Drive Value*, Coqual (2017).

⁸⁴ *Ibid.*

⁸⁵ Connie Gentry, *The Changing Face Of Workplace Culture: How Some Local Business Leaders Promote Engagement With DEI*, *Triangle Business Journal* (2022).

⁸⁶ *Ibid.*

⁸⁷ *Ibid.*

⁸⁸ https://www.prweb.com/releases/from_racial_equality_to_gun_reform_to_environmental_impact_young_adult_americans_want_to_shop_with_brands_that_can_walk_the_walk_when_it_comes_to_key_social_issues/prweb18756133.htm

- A Harvard Business Review report indicated that when at least one team member has traits in common with the end-user, the entire team is more likely to understand that user. In fact, a team with one member who shares a client's ethnicity is 152% more likely than another team to understand the client.⁸⁹
- 90 percent of Gen Zers (those born after 1995), believe companies should address racial equality,⁹⁰ and **Gen Zers are 1.4 times more likely to say that inclusivity is one of the most important factors in their buying decisions.**⁹¹

Resources

- Valerie Bolden-Barrett, *Gender Diversity Enhances The Bottom Line — But Only In Inclusive Settings*, HRDive (2019), <https://www.hrdiver.com/news/gender-diversity-enhances-the-bottom-line-but-only-in-inclusive-settings/548235/>
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- *Celebrating Women's History*. <https://www.boeing.com/principles/diversity-and-inclusion/index.page>
- *Steps for Transportation Workforce Diversity Outlined in TRB's Research*, National Academies (2020). <https://www.nationalacademies.org/trb/blog/steps-for-transportation-workforce-diversity-outlined-in-trb-research>
- Giovanni Izidório Cesconetto, *AAM and DEI: Diversity, equity, and inclusion in aviation*, Canadian Advanced Air Mobility Consortium (2022).

⁸⁹ <https://hbr.org/2013/12/how-diversity-can-drive-innovation>

⁹⁰ <https://www.porternovelli.com/findings/2019-gen-z-purpose-study-undivided/>

⁹¹ <https://www.mckinsey.com/industries/retail/our-insights/the-black-unicorn-changing-the-game-for-inclusivity-in-retail>

<https://canadianaam.com/2022/09/29/aam-and-dei-diversity-equity-and-inclusion-in-aviation/>

- Juliet Bourke, *The diversity and inclusion revolution: Eight powerful truths*, (2018).
<https://www2.deloitte.com/us/en/insights/deloitte-review/issue-22/diversity-and-inclusion-at-work-eight-powerful-truths.html>

4. GETTING STARTED WITH DIVERSITY, EQUITY, AND INCLUSION (DEI) AT THE AIRPORT

Organizational Assessment

Airports are at all different stages on their DEI journey. It is important to determine where the airport is, where it wants to be, and how it wants to get there. Taking the first step might be the hardest. An organizational assessment can be a great tool to help the airport, and it can offer guidance on how to proceed.

“There may be a lot of emotion in the room. Try to respond with love and empathy and help others to build their compassion muscle.” Barbi Alexander, Shared Prosperity Program Analyst, Port of Portland.

Where is the organization now?

Good practices suggest starting by conducting an **organizational assessment** to determine the baseline or starting point. This typically includes surveys of stakeholders to help determine the airport's strengths, weaknesses, opportunities, and risks, and also take the temperature on employees' true feelings about the organization. Focus groups and one-on-one meetings are additional ways to gather useful information about current conditions. If the airport does not have a staff person with the appropriate skill set to develop the survey tool or facilitate these meetings, you could contact a third-party facilitator experienced in DEI and organizational assessments. Ask other airport executives or local business leaders for suggestions.

When contracting for these services it is important to thoroughly vet the individual or team that is going to lead the effort on the airport's behalf. Trust is a critical element of a DEI Program, and the airport's staff trust in them is very important. Think about the length of the engagement and define performance measures and milestones, etc. These same disciplines should apply throughout the DEI process.

“Challenging the status quo is never easy – especially when doing so requires us to **look first at ourselves**. But, as we embark on this journey toward dismantling structures, behaviors and norms that lead to unequal outcomes, **we commit to listening, educating ourselves and examining our own practices so we can be part of long term solutions.**”⁹²

Ivar C. Satero, Airport Director, SFO.

Due to budgetary constraints or procurement challenges it may not be possible to hire a consultant. Business partners and stakeholders have a vested interest in the airport's success; reach out and propose collaboration on these efforts or see if there is a local business or community organization

⁹² https://www.flysfo.com/sites/default/files/Racial_Equity_Plan-4.06.2021-v19.pdf

that could partner with the airport to serve in this function. Perhaps ask another airport director, who has a more mature DEI Program to lend a staff person to offer guidance at least for the assessment period.

“Starting a DEI Program can be overwhelming. Don’t try to boil the ocean. Break it down into manageable parts.”

Kim Becker, President and CEO, San Diego County Regional Airport Authority.

It is also suggested that staff and other stakeholders learn that the airport is taking these steps directly from the airport executive, preferably before a survey is distributed or focus groups commence. Therefore, give thought to how the airport is going to communicate to its stakeholders about the effort. Also its important to consider how and when it is going to report back on milestones. See [“Getting Started: Communication Strategy”](#) for other suggestions.

Internal Assessment

An organizational assessment that is **inwardly focused** might include the following:

- Focus groups with Board members and employees across different levels/departments/shifts/experience levels
- One-on-one interviews with management, key staff and Board members
- Survey of all employees focusing on organizational culture, professional development, inclusive policies/benefits, hiring practices, demographics DEI metrics – age/generation, gender, race, religion, etc.
- Include a question on preference for means of communication
- Review and analyze current employment policies to identify potential barriers

“Employers are resetting degree requirements in a wide range of roles, dropping the requirement for a bachelor’s degree in many middle-skill and even some higher-skill roles.”⁹³ Burning Glass Institute.

“We have implemented a diverse array of specific initiatives to help employees realize the importance of their day-to-day contributions and enhance their sense of belonging to the extended ADM family.”⁹⁴ Aéroports de Montréal.

⁹³<https://static1.squarespace.com/static/6197797102be715f55c0e0a1/t/6202bda7f1ceee7b0e9b7e2f/1644346798760/The+Emerging+Degree+Reset+%282022%29Final.pdf>

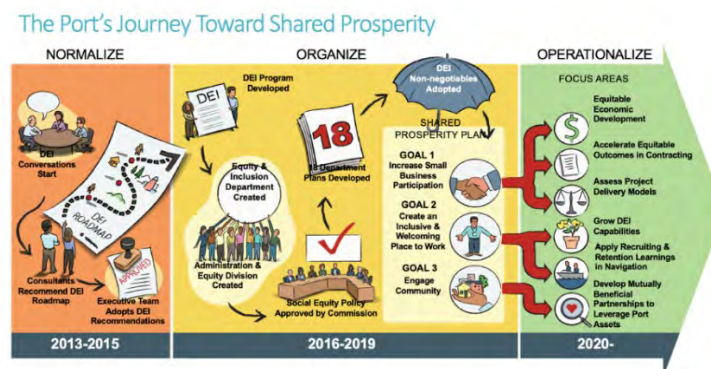
⁹⁴ <https://www.admtl.com/en/adm/career/programs-and-policies>

External Assessment

Organizational assessment that is **outwardly focused** might include the following:

- One-on-one interviews or focus group with members of the airport's external community, including but not limited to residents from areas surrounding the airport, elected officials, community organizations, and educational and religious institutions
- Review and analyze procurement procedures to identify potential barriers
- Meet with and/or survey airport tenants, vendors, commercial terminal operators, and other service providers
- Work with local chambers of commerce, Rotary Clubs or the like, to understand what goods and services are available in the local community that are potentially available to serve the airport
- Meet with businesses that would like to do work with the airport to understand the barriers they face
- Review environmental and sustainability practices, especially as it pertains to Environmental Justice (EJ)
- Conduct a thorough review of the available data on the economics of the region, such as the Council on Environmental Quality's Climate & Economic Justice Screening Tool⁹⁵
- Gather information on how the airport welcomes the community as non-passengers, e.g., hosting Runway Runs, Art Contests, and Airport Tours or establishing a Community Council
- Collect information on the airport's presence in the community, e.g., sponsorship of events, speaker's series, or employee volunteer activities

How The Port of Portland Mapped Out Its DEI Journey



(Courtesy of the Port of Portland)

⁹⁵ <https://screeningtool.geoplatform.gov/en/methodology>

“Every announcement, every flight inauguration, every business opening, and every project has naturally been closely discussed with many partners and stakeholders. From the preliminary stages to the final implementation of an idea, our teams make it their duty to work closely with everyone who’s invested in seeing the airport grow and develop as a true driver of economic development.”⁹⁶ Québec City Jean Lesage International Airport.

The facilitator will analyze all the data and report the results, with recommendations, to the airport’s executive team/leadership. Following the analysis, the Executive team/leadership should report the results of the organizational assessment to employees, the Board, and to the external community in accordance with the Community Plan. This is a critical junction for the DEI Program. **Reporting the results** – the good, the bad and the ugly - **in an honest, transparent manner is key to demonstrating a genuine commitment to leading the airport towards a diverse, equitable and inclusive organization.**

Resources

In 2020, the Port of Seattle conducted an Equity, Diversity and Inclusion Assessment⁹⁷ which included surveys. Using data from the surveys, the Change Team identified key areas of concern in Workplace Culture, Operations & Procedures, Employment, Equity Capacity Building, Engaging Women/Minority Business Enterprises and Small Businesses, and Engaging the Community. The Change Team identified recommended actions and, in 2022, publicly released reports on the status of the recommended actions.

The EDI Organizational Assessment 2021 Executive Summary can be found here:

https://www.portseattle.org/sites/default/files/2022-03/EDI%20Assessment%20Report%202021_Executive%20Summary_Final.pdf.

The full report can be found here: https://www.portseattle.org/sites/default/files/2023-01/OEDI_2022%20Full%20Report_FINAL.pdf.

The Report’s Appendices can be found here: https://www.portseattle.org/sites/default/files/2022-01/EDI%20Assessment%20Report_FINAL.pdf.

Where Does the Organization Want to Be?

This is still an early stage in the evolution of your DEI Program. This phase requires a heavy investment of the executive staff’s time and dedication, but it establishes the strong foundation

⁹⁶ https://www.aeroportdequebec.com/sites/default/files/2023-04/YQB_2022_Annual_Report_0.pdf

⁹⁷ https://www.portseattle.org/sites/default/files/2022-03/EDI%20Assessment%20Report%202021_Executive%20Summary_Final.pdf

necessary for a successful DEI Program. In this phase, determine what you want to accomplish. Among things to consider include the following:

- **Executives and Board trained** on diversity, equity, and inclusion, leadership, and implementing effective change
- **Executives set DEI strategies** for the organization preferably with trained facilitator
- **Executives report results** of the training/strategic planning to employees and external stakeholders
- **Keeping commitment to disclose** information is of critical importance; this transparency is important to the success of the Program

Leadership Training

In a study conducted by McKinsey & Company in April 2022, 42% of individuals who recently left public-sector job departed due to problems with leadership.⁹⁸ As a diverse and inclusive workplace becomes more important to potential employees, it is essential that leadership reflects those values. McKinsey notes how there is a growing demand for authenticity in the workplace. Its research demonstrates that younger employees expect it in “the brands they buy, the people with whom they interact, and the organizations for which they work.”



SMALL THINGS

“Remember, it’s okay to say, ‘I’m learning.’” Debi Marshall, Syracuse Regional Airport Authority.

The Kellogg School of Management at Northwestern University offers tips on how to become an authentic leader.⁹⁹ Other actions senior leadership team can take include attending unconscious bias training and DEI workshops.

ACI-World provides multiple online courses that assists members airports’ management teams enhance their leadership skills.¹⁰⁰ In turn, this can help the larger organization in its efforts to become a DEI-focused workplace.

“The American dream is alive, but fraying. Major employers are investing in their workers and communities because they know it is the only way to be successful over the long term. These modernized principles reflect the business community’s unwavering commitment to continue to push for an economy

⁹⁸ <https://www.mckinsey.com/industries/public-and-social-sector/our-insights/what-workers-want-is-changing-that-could-be-good-for-government?cid=other-eml-mtg-mip-mck&hlkid=19d16f281894465db504be6877c68cd8&hctky=12462581&hdpid=3b0717c6-bd92-407f-bb97-6f67b42c4dc6>

⁹⁹ <https://insight.kellogg.northwestern.edu/article/five-tips-for-authentic-leadership?cid=other-eml-ofl-mip-mck&hlkid=ac91978683b0488caba816fca8a099c4&hctky=12462581&hdpid=56036231-f527-474c-bd39-37919a2930f3>

¹⁰⁰ https://olc.aero/wp-content/uploads/2023/03/OLC-Course-Catalogue-23v3.pdf?utm_source=Airports&utm_campaign=678e7d91df-Leadership-Apr23&utm_medium=email&utm_term=0_e6a7185067-678e7d91df-258070413&mc_cid=678e7d91df&mc_eid=24b1a9b4c7

that serves all Americans.”¹⁰¹ Jamie Dimon, Chairman and CEO, JP Morgan Chase & Co. and Chairman of the Business Roundtable (2019).

How Do We Get There?

Every airport’s plan will be different. While good practices suggest that it is very important that there be top down support for any DEI effort, it is equally important that the plan itself come from the bottom up. One potential approach includes:

- Develop an internal employee-led [DEI committee](#)
- Think about who can be the airport’s DEI champion
- How large should the Committee be?
- Resolve labor issues, such as how employees will be paid for participation in the Committee, if after the work day
- Establish protocols for working with external stakeholders
- For additional information on developing an external engagement plan see “[External Engagement: Partnering](#)” section
- Identify an executive team member as the sponsor/liaison to the committee
- Document Terms of Reference so the expectations of Committee members are clear
- Ask for an employee to volunteer to facilitate the DEI Committee
- Set a budget for DEI training, programs, and initiatives
- Let employees know the airport is looking for volunteers
- Seek people from across departments, at different levels, and from different backgrounds

“We listened. We developed a strategy. Next: We established a DEI Council.”¹⁰² Columbus Regional Airport Authority.

¹⁰¹ <https://www.businessroundtable.org/business-roundtable-redefines-the-purpose-of-a-corporation-to-promote-an-economy-that-serves-all-americans>

¹⁰² <https://columolbusairports.com/blog/posts/360/diversity-equity-inclusion-bringing-strategy-to-life>

¹⁰³(Courtesy of Fairbanks International Airport)

¹⁰⁴(Courtesy of Tampa International Airport)

¹⁰⁵(Courtesy of Greater Moncton International Airport)

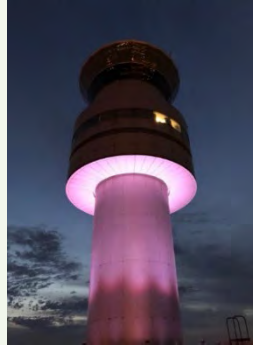


SMALL THINGS

Light the airport’s air traffic control tower to observe holidays, heritage months, and recognition days. Philadelphia International Airport (PHL)’s tower is lit to celebrate Pride Month. Toronto Pearson’s tower is lit for International Women’s Day.



(Courtesy of Philadelphia International Airport)



(Courtesy of Toronto Pearson International Airport)

Use social media to celebrate Heritage Months and Recognition Days. Fairbanks International, Tampa International and Greater Moncton International airports celebrated International Women’s Day.



Once the employee-led DEI Committee is established, consider doing the following:

- Notify staff and all stakeholders of the DEI Committee members’ expectations
- Executives should provide the Committee with the following:
 - Results of organizational assessment, including access to raw data
 - Insight into the DEI strategy developed by the Executive leadership and shared with stakeholders
 - Organization’s employee demographics

- Training on running effective meetings
- Training on DEI principles
- Budget information and procurement processes
- Agreed upon policies for how often to meet and how hourly employees are paid during meetings if scheduled outside normal shift



(Courtesy of Federal Aviation Administration)

“The biggest barrier that discourages women from entering and staying in aviation careers is culture—and it is the hardest to change. Changing culture requires consistent leadership commitment over time in thousands of large and small actions across government and industry.”¹⁰³ Women in Aviation Advisory Board Report, 2022.

- Share the expectations with Committee members and clearly explain their responsibilities. This could include:
 - Developing DEI initiatives, including identifying training and other programs for employees and others
 - Creating shared language around DEI
 - Reviewing policies and organizational communications from a DEI perspective
 - Starting to develop culture that fosters inclusion and belonging
 - Making recommendations to senior management/executives

Employee Resource Groups - A Good Starting Point

Employee Resource Groups (ERGs) can help foster an inclusive work environment. An ERG is a network within a company where employees meet up (in person or remotely) based on shared characteristics, experiences or goals. ERGs may connect employees of similar ethnicities, sexual orientations, faiths, disabilities, and more. ERGs, also known as affinity groups, are led by employees and made up of colleagues. Leadership may consider assigning a liaison to the ERG from the senior management team. Include the legal department in these discussions. For a list of potential ERGs see the ones hosted by the Port Authority of New York & New Jersey and the Tulsa Airports Improvement Trust (TAIT). To be clear, employees voluntarily participate in ERGs if they are interested.

¹⁰³ [https://www.faa.gov/regulations_policies/rulemaking/committees/documents/med \[ja/WIAAB_Recommendations_Report_March_2022.pdf](https://www.faa.gov/regulations_policies/rulemaking/committees/documents/med%20ja/WIAAB_Recommendations_Report_March_2022.pdf)

The Port Authority of NY & NJ recognize the following Employee Business Resource Groups:¹⁰⁴

- Port Authority Abilities Network
- Port Authority Asian American Association
- Network of Black Employees
- Network for Emerging Talent
- Port Authority Hispanic Society
- Port Authority Parents Working Together
- Port Authority Veterans Association
- Port Authority Women's Council
- Port Authority PRIDE



(Courtesy of The Port Authority of NY & NJ)

Tulsa Airports Improvement Trust (TAIT) Employee Resource Groups (ERGs)

- **Accessibility:** Gathers feedback and insight to better understand the challenges that individuals with disabilities face, and identify area where improvements can be made to enhance accessibility
- **Charitable Giving:** Provides support to our community through volunteerism, donations of goods and services and financially from funds raised by Tulsa International Airport (TUL) Charity Golf Tournament
- **Culture:** Plans activities/events that drive employee engagement, inclusion, and collaboration during work hours and outside of normal work hours
- **Innovation and Future Outlook:** Serves as a think tank for solutions that optimize organizational performance and prepare for new opportunities with emerging trends
- **Safety:** Managers and Supervisors dedicated to the personal safety and health of each TAIT employee, tenant and guest
- **Training & Development Focus Group:** Identifies and prioritizes employee training programs and development experiences that support individual and organizational performance goals
- **URGE (Underrepresented Resource Group for Employees):** Network of employees who feel empowered to share their ideas and experiences to foster an inclusive work environment
- **United Way:** Plans for the annual TAUW campaign through employee fundraising events to support the Tulsa Area United Way and its partner agencies
- **Veterans Resource Group:** Provides support, resources, and networking opportunities to veterans and their families within our organization
- **Working Families Resource Group:** Provides resources to promote supportive, flexible, family-friendly work places and practices

Although affinity groups began forming in the 1960s when Black workers at Xerox organized to discuss race-based tension in the workplace, growing acknowledgment of the importance of DEI

¹⁰⁴ <https://www.panynj.gov/port-authority/en/diversity-inclusion/empowering-our-workforce.html>

has shined a fresh spotlight on ERGs' role in the workplace. Members volunteer their time to organize, hold and attend meetings and provide the employee perspective to leadership. If the airport already has ERGs, they are a great source to find DEI champions, can provide insight and information and are a good sounding board for the DEI Committee. If the airport does not have ERGs, below is a step-by-step guide that can be used to establish them.

“By aligning their work with corporate and employee expectations, employee resource groups can help people feel more included in the workplace.”¹⁰⁵ McKinsey & Company.

How to Create Employee Resource Groups

- **Determine Interest:** It is important to determine the interest from employees in creating an employee resource group (ERG), and the reason employees desire an ERG. An employee survey could be helpful in determining employee interest.
- **Leadership Support:** Leadership support is critical. Employee Resource Groups need access to resources and must be seen as a part of the culture of the organization. Data from an employee survey and determining interest can assist with gaining leadership support. Be prepared to outline a plan to launch the ERG, outline the objectives and if a budget is needed for activities such as trainings for the ERG, speakers and ERG sponsored activities. Leadership should designate a liaison from the executive team or DEI Committee/leaders.
- **Establish Goals, Purpose or a Structure:** Establishing goals and a structure benefit ERGs because it gives them a purpose within the organization. Create a proposed list of goals and then engage with the ERG to help establish their goals.



SMALL THINGS

Email banners used by the Port of Seattle in honor of Native American Heritage and Pride Months, and a post featuring two of its commissioners talking about how the Port celebrated Asian American, Native Hawaiian, and Pacific Islander (AANHPI) Heritage Month are ways to make employees and the community feel included and welcome.¹⁰⁶



(Courtesy of The Port of Seattle)

¹⁰⁵ <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/effective-employee-resource-groups-are-key-to-inclusion-at-work-heres-how-to-get-them-right> N. Catalino, N.Gardner, D. Goldstein & J. Wong

¹⁰⁶ https://twitter.com/search?q=Port%20of%20Seattle%20AANHPI%20Month&src=typed_query

Example of goals for ERGs include:

- Promote inclusive work environments for all employees, and influence policies and procedures that make a more equitable and welcoming work environment
- Offer support and provide a sense of belonging to members of the group
- Spread awareness and promote allyship, particularly in terms of the concerned group

An ERG can have more than one goal or purpose. These goals or purposes establish the foundation for the ERG.

- Develop a meeting schedule and estimate time commitment. Consistency is important to the ERG's early success, and it helps to decide on a meeting schedule before the first gathering. This schedule gives potential group members an idea of the time commitment needed to participate, which can affect whether or not members join.
- Promote the ERGs continually: Once the structure is established, promote the existence of the group(s) consistently through multiple means such as employee forums, company gatherings, team meetings, internal email/intranet sites, new hire/onboarding materials, and/or social media. A logo developed by the ERG can give identity to the ERG, and help promote it to new members
- Starting small is okay
 - Trying to do too much too quickly can make the process less effective and more stressful than necessary. Focus on laying a firm foundation, and then grow the ERG.

“ERGs should come together organically as empowered employees are given a platform to share their experiences, identity and interests.”¹⁰⁷ Kimberley Valentine, Built In.

¹⁰⁷ <https://www.builtinchicago.org/2022/09/26/ergs-culture-differentiator>

ERG Tips/Good Practices

- **ERGs Are Voluntary and Flexible:** ERGs work best when the community of committed members grow organically. Members should not feel pressure to belong or participate. Invitations should come from members, not management. While management should promote the group to show support, ensure the ERG is not hand-picked by management as that action may cloud the true intent of the ERG. Allowing the level of involvement to be flexible helps members to feel lifted by the group, not burdened by it.
- **Let members shape the group:** Employee resource groups are employee-run. Members should have a say in structuring and running the group. For the first meeting, ask attendees to work together to develop a mission statement and to brainstorm ideas for the group. Members also may vote on group leadership. Consider installing an interim leadership team for the first few meetings and then hold elections once the group gains momentum or ask volunteers to guide the group during the first meetings.
- **Consider having a “Friends” category for membership in an ERG:** An employee may not have a disability, for example, but might be very supportive of an abilities-focused ERG. All employees should know that they are welcome to participate.
- **Provide professional development:** Be sure to plan professional development opportunities as part of the group’s regular programming. Remember this is voluntary and while employees may have passion to do great work, ERG members may need assistance to learn how to communicate with each other about sensitive issues they may face. They could also consider the development of a Community Agreement (see [Introduction: Community Agreement](#)). In addition, consider development opportunities that the ERG can sponsor for the organization such as providing guest speakers and coaches, professional courses, and educational activities like panels, lunch and learns, webinars and book discussions.

The Port Authority of NY & NJ offers Lunch and Learns Linking holidays or heritage months to aviation



(Courtesy of the Port Authority of New York & New Jersey)

PHL introduced its new Young Professionals, YoPro, and Airport Empowerment Group

**DOA IS LAUNCHING
YOPRO
(YOUNG PROFESSIONALS)
AN AIRPORT EMPOWERMENT
GROUP**

**JOIN US
FEBRUARY 28, 2023
12:00 - 1:00PM**

Mission Statement
The Department of Aviation's, YoPro Airport Empowerment Group, strives to bridge the gap between current and future aviation leaders by providing opportunities for career & professional development, mentorship, and networking for the next generation of airport professionals.

Eligible individuals will be sent via Outlook to:
1. current DOA employees
2. AG or student
3. in an advanced clerical or professional position.

YoPro is an employer engagement initiative jointly sponsored by IATAAC. Airport fee payments are required to register for this event.

YoPro Opportunities

- NETWORKING
- MENTORSHIPS
- CAREER DEVELOPMENT
- LEADERSHIP OPPORTUNITIES
- PROFESSIONAL DEVELOPMENT

No Registration Required!
YoPro Liaisons:
Anissa O'Brien
Inaiah Inquiries:
Engagement@phi.org

(Courtesy of Philadelphia International Airport)

- Allow the ERG to Evolve

A new ERG will have bumps along the way, which is not unusual. You can adjust the structure and access to resources as the group grows and evolves.

Benefits of ERGs

The following are reasons to start and maintain ERGs:

- **Innovation and diversity of thought:** ERGs provide safe spaces for team members to embrace their full selves. When employers celebrate different perspectives and employees feel safe speaking their minds, team members take risks and communicate bolder ideas. Such circumstances can foster innovation and prevent errors in judgement. Diversity of thought and opinion improves problem-solving and boosts creativity.
- **Inclusive work environments:** ERGs help alert employers to opportunities that can make the workplace more equitable and accessible, for instance by introducing policies that give flexibility to workers with special needs or offering professional opportunities to underserved demographics. In fact, the very existence of ERGs sends the message that all identities are welcome in the organization and every employee should have a voice and support system.
- **Lower turnover and better recruitment:** A lack of diversity and inclusion can lead to a sense of alienation that can drive talented individuals to seek employment elsewhere. Employees increasingly hold organizations accountable to create fair and equitable work environments. It is not enough for companies to hire diverse candidates if those employers make little effort to

support those employees on the job. Employee resource groups can help diverse candidates feel more supported, appreciated and welcome within the organization. As a result, these organizations tend to retain diverse team members much longer than average.

“One of the greatest assets to Diversity, Equity and Inclusion (DEI) strategy and organizational success is the strength of the company’s employee resource groups (ERGs).”¹⁰⁸ Sheila Callahan, Forbes.

Resources for ERG

- “Are You Starting an ERG? Do These 5 Things”, Farzana Nayani, 2022, BuiltIn Website¹⁰⁹ - <https://builtin.com/diversity-inclusion/how-to-start-an-erg>
- “The Power of Employee Resource Groups: How People Create Authentic Change”, Farzana Nayani, from Berrett-Koehler Publishers¹¹⁰ - https://www.amazon.com/Power-Employee-Resource-Groups-Authentic/dp/1523001240/ref=sr_1_1?keywords=the+power+of+employee+resource+groups&qid=1649861026&s=books&prefix=the+power+of+employee%2Cstripbooks%2C61&sr=1-1
- “How to Foster Workplace Belonging Through Successful Employee Resource Groups”, Rebekah Bastian, 2019, Forbes¹¹¹ - <https://www.forbes.com/sites/rebekahbastian/2019/02/11/how-to-foster-workplace-belonging-through-successful-employee-resource-groups/?sh=6a7e3d1cdc73>
- “How to Be an ‘Ally’ to an ERG”, Jill Wetzler, 2018, Jill Wetzler Website¹¹² - <https://www.jillwetzler.com/blog/2018/10/9/how-to-be-an-ally-to-an-erg>
- “Effective Employee Resource Groups are Key to Inclusion at Work. Here’s How to Get it Right”¹¹³, McKinsey & Company (N. Catalino, N. Gardner, D. Goldstein, and J. Wong) - <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/effective-employee-resource-groups-are-key-to-inclusion-at-work-heres-how-to-get-them-right>

For additional information please see [Internal Engagement: Responding to Employee Feedback and Resources: Getting Started](#): ERG Employees Resources, ERG Educational Resources, ERG Toolkits and Guides and Policy Examples, and ERG Articles.

¹⁰⁸ <https://www.forbes.com/sites/sheilacallaham/2021/07/28/how-to-improve-employee-resource-group-effectiveness-key-to-dei-strategy-and-the-shaping-of-workplace-culture/?sh=21fc5e656b3d>

¹⁰⁹ <https://builtin.com/diversity-inclusion/how-to-start-an-erg>

¹¹⁰ https://www.amazon.com/Power-Employee-Resource-Groups-Authentic/dp/1523001240/ref=sr_1_1?keywords=the+power+of+employee+resource+groups&qid=1649861026&s=books&prefix=the+power+of+employee%2Cstripbooks%2C61&sr=1-1

¹¹¹ <https://www.forbes.com/sites/rebekahbastian/2019/02/11/how-to-foster-workplace-belonging-through-successful-employee-resource-groups/?sh=6a7e3d1cdc73>

¹¹² <https://www.jillwetzler.com/blog/2018/10/9/how-to-be-an-ally-to-an-erg>

¹¹³ <https://www.mckinsey.com/capabilities/people-and-organizational-performance/our-insights/effective-employee-resource-groups-are-key-to-inclusion-at-work-heres-how-to-get-them-right>

5. COMMUNICATION STRATEGY

To ensure that the airport's DEI program is effective for both internal and external audiences, the airport will likely need to develop and implement a Communication Plan, or amend the existing one. The first stop is with the communication and community relations teams. This is true whether these teams report directly to the airport director or are working in departments within the airport's governing body. Another resource is ACI-NA's Marketing, Communications and Customer Experience Committee.

A DEI effort is not business as usual. If the goal is to **truly drive change and engage meaningfully with employees, external stakeholders, and the community**, communication must be approached differently.

Bring the DEI Committee to the table and supplement that group with subject matter expertise in areas such as equity. Bringing in professionals can be extremely beneficial as they can help guide the team to identify key stakeholders, raise awareness on internal or external communication deficiencies, and advise on communications strategies for intended audiences. They can also help identify partners or surrogates to deliver the message. Their intelligence is critical to success of the DEI Program.

“Transparent communication is the act of both good and bad information being shared upward, downward, and laterally in a way that allows all to see the why behind the words.”¹¹⁴ Towards a Respectful Workplace, Michigan State University.

How to Effectively Communicate about DEI

The following is advice from experts on how to communicate on the specific topic of DEI. Pulsely, experts in DEI, technology and innovation, has identified the key elements that matter in DEI Communications:¹¹⁵

- Authenticity (From the Top)
- Transparency
- Inclusive Language
- Inclusive Imagery
- Consistency
- Intentionality
- Engagement
- Diverse Voices
- Proactivity
- Accountability

¹¹⁴ <https://workplace.msu.edu/transparent-communication/>

¹¹⁵ <https://pulsely.io/blog/10-key-elements-of-an-effective-dei-communication-strategy>

The Public Relations Society of America says these approaches will help the DEI efforts resonate with employees:¹¹⁶

- Authenticity (From the Top)
- Transparency
- Inclusive Language
- Inclusive Imagery
- Consistency
- Intentionality
- Engagement
- Diverse Voices
- Proactivity
- Accountability

In addition, the Public Relations Society of America advises as follows:¹¹⁷

- Start with a shared understanding of diversity, equity and inclusion
- Ground the approach in research and measurement
- Build trust to create space for feedback
- Center the experiences of systemically marginalized communities

Rae Mackenzie Group urges entities to “check your messaging” in the following six places:¹¹⁸

- Website
- Advertising
- Public Relations
- Social Media
- Recruitment Marketing
- Internal Communications

The article also includes a few examples of what **not** to do and some advice on avoiding landmines.

Deloitte offers a strategy for success and points out pitfalls to be avoided. It can be found here:

<https://www2.deloitte.com/us/en/blog/human-capital-blog/2022/dei-communication-strategy.html>

A Guide to DEI in Communications by Marissa Moran Gantman, a Forbes Councils Member, offers a list of Do's and Don'ts that may be helpful. It can be found here:

<https://www.forbes.com/sites/forbescommunicationscouncil/2020/10/21/a-guide-to-diversity-equity-and-inclusion-in-communications/?sh=6bc6f1482b54>.

The Ottawa International Airport Authority accounts for its actions to the community in a number of ways:

- By publishing an Annual Report
- By hosting an Annual Public Meeting
- By hosting an annual meeting with Selecting Bodies

¹¹⁶ <https://www.prsa.org/article/4-ways-to-ensure-that-your-de-i-efforts-resonate-with-employees>

¹¹⁷ <https://www.prsa.org/article/4-ways-to-ensure-that-your-de-i-efforts-resonate-with-employees>

¹¹⁸ <https://www.raemackenziegroup.com/blog/how-to-master-your-dei-messaging-in-all-the-right-places>

- By establishing and/or reporting to the following consultation committees:
 - Airport Noise Committee
 - Airline Consultative Committee
 - Airport Operations Committee
 - Community Consultative Committee
 - Airside Safety Committee
- Through meetings and/or consultations with local city officials
- Through extensive public consultations on the periodic renewal of the Airport Master Plan and Land Use Plan
- By maintaining a corporate website at www.yow.ca¹¹⁹

Getting Started on an Effective Communication Plan

When developing a plan think about the **goals**. What are the desirable outcomes? What are the must haves and the nice to haves? Make sure the goals are realizable. How will success be measured?

Who are the **key audiences** that need to be reached internally and Externally? Who will benefit from the DEI Program? What is the best method to reach them? Who are the best team members to approach them? Who else can help with these audiences?

What are the **main messages** for each of these audiences?

Once these questions are answered, a **tactical plan** must be developed to reach each of the key audiences. The plan will help ensure that all teams members agree on how, where, and when to communicate information and identify the platform that will be used, e.g., Zoom-type calls, Slack or e-mail, etc. Identify the staff member responsible for each stakeholder group.

The tactical plan should identify the nature of the information that needs to be shared along with a **schedule** for reporting. It could be on a regular basis or based on milestones, as appropriate. It should set expectations so that it is clear which issues are on the table and which are not. This can help keep the dialog focused.

Consider having a **structure for delivering updates**, e.g., town halls, newsletters, or a special page on the airport's website. It is important to establish a method for stakeholders to give anonymous feedback throughout the program. What is the plan to use social media? Research conducted by Pew Research Organization in 2021 found that “a majority of Americans say they use YouTube and Facebook, while use of Instagram, Snapchat and TikTok is especially common among adults under 30.”

Executing the Plan

The key to plan execution is simple: stick to it. However, a plan should be living fluid, and resilient. If something is not working, do not hesitate to make amendments that strengthen and improve the plan. Strive to be successful. Meet your deadlines. Messages, whether written or spoken, and regardless of who delivers them, should be consistent. Results should be published where everyone can find them. Complete and absolute support of airport leadership is paramount.

¹¹⁹ <https://yow.ca/sites/yow.ca/files/yow/files/publications/oiaa-2022-annual-report.pdf>

Tools that Can Help Develop a Communication Plan

There are a number of tools that can help develop a Plan. One is Workbook A: Creating a Communications Plan from The Wallace Foundation. This plan was designed for a research project, but certainly applies here. It defines “the seven steps involved in creating a communications plan as:

- (1) establishing goals
- (2) defining key audiences
- (3) identifying key messages
- (4) creating a tactical outreach plan
- (5) developing materials
- (6) specify a timeline, and
- (7) communicating your results.”¹²⁰

Another free online blog that has a 12-step template to creating a marketing/communications plan is CoSchedule.com. The template can be found here: <https://coschedule.com/blog/communications-plan-template>.

An additional tool that can help survey the intended audience is [Google Forms](#). This can be used to ask audience members about their demographics and preferences, such as age, gender and priorities. Online full survey software tools are also available. Capterra provides a list of ten survey tool software that are available.¹²¹

The U.S. DOT offers a Virtual Public Involvement (VPI)¹²² tools designed to broaden the reach of public engagement efforts by focusing on making participation more accessible, convenient, affordable and enjoyable for a larger number of people. These tools can provide increased transparency and access to transportation planning and decision making. They recommend the following as potential tools:

- Crowdsourcing
- Digital tools to enhance in-person events
- Do-it-yourself videos
- Mapping
- Mobile applications
- Project visualizations
- Virtual town halls

U.S. DOT notes that these should not replace in-person events but could be used to reach those who historically have been without options to participate.

Receiving Community Feedback

The feedback received from stakeholders may not be easy to take. Responses could be highly emotional. Frustrated constituents can be likely to express their outrage. The Port of Seattle created the Equity in Community Engagement Playbook, which provides, what it calls “best practices on

¹²⁰ <https://www.wallacefoundation.org/knowledge-center/Documents/Workbook-A-Communication.pdf>

¹²¹ https://www.capterra.com/sem-compare/survey-software/?utm_source=ps-google&utm_medium=ppc&v=pvp_wci_a&utm_campaign=:1:CAP:2:COM:3:All:4:US:5:BAU:6:SOF:7:Desktop:8:EX:9:Survey&gclid=EA1a1QobChMI3NO08c64_QIVMciUCR3ekgtiEAAyAAEglwIPD_BwE

¹²² https://www.fhwa.dot.gov/planning/public_involvement/vpi/

what to do or how to respond” and, “best practices for receiving community feedback.” Among the recommendations, are to: appreciate all feedback with a “thank you, even criticism,” responding to someone’s comments is an opportunity to build a connection; and be empathetic in the response, remembering that not everyone is a subject matter expert.¹²³

“Is your business located near JFK Airport, in southeast Queens, southwest Queens, the Rockaways, Elmont, Valley Stream or the Five Towns? Are you interested in contracting with the JFK Redevelopment Program? If so, please take part in the Program’s local business census so your business can be included in the Redevelopment Business Directory.”¹²⁴ JFK Redevelopment Local Business Census.

San Diego International Airport’s En Route Newsletter



(Courtesy of San Diego International Airport)

¹²³ SEA Equity in Community Engagement Playbook

¹²⁴ <https://www.anewjfk.com/local-business-census/>

"We will use this **newsletter** to update you on the diversity and inclusion initiatives that will continue to improve our work culture here at the Airports Authority."¹²⁵ Tanisha Lewis, Vice President for Diversity, Inclusion and Social Impact, MWA.

MWAA's Diversity, Inclusion and Social Impact Newsletter



(Courtesy of MWA)

“DEN is bigger than just us. Many individuals, businesses and entities depend on our success including our airline partners, concessionaires, neighbors, businesses, local and federal agencies, elected officials, travel and tourism partners, our employees and travelers. **We must all work together** to be successful!”¹²⁶

Denver International Airport Guiding Principles.

¹²⁵ <https://www.mwaa.com/sites/mwaa.com/files/2023-02/DEI-Newsletter%204th%20Quarter%202022-m3.pdf>
¹²⁶ https://www.flydenver.com/sites/default/files/vision/den_vision100_guiding_principals.png



SMALL THINGS

Use social media to celebrate Heritage Months and Recognition Days.

ATL Celebrates Diversity and Understands the Importance of Empowering Individuals to be Their Authentic Selves



(Courtesy of Hartsfield- Jackson Atlanta International Airport)

Syracuse Hancock International Airport Wishes You a Happy Lunar New Year



(Courtesy of Syracuse Hancock International Airport)

¹²⁷ hashtag_click, ATL on 6/1/22

¹²⁸ <https://www.facebook.com/Syracuse.Hancock.International.Airport/>

6. WRITING A DIVERSITY, EQUITY, AND INCLUSION STATEMENT

If the airport has decided to make diversity, equity, and inclusion integral to the way it functions and does business, the airport may want to make a public acknowledgement that this is a priority based on airport values. The message to employees, stakeholders, customers, and potential employees should be that DEI matters.

“A DEI Statement helps direct the company’s actions toward success. Every decision you make, from the smallest choices to the largest strategic plan, should support your overall mission and your DEI commitment. It also can help illustrate your organization’s commitment to fostering a welcoming workplace that celebrates differences.”¹²⁹ MassBio.

Below are suggestions about how to approach creating a DEI Statement and then there are examples of statements adopted by airports or their governing bodies. The employee-led DEI committee can work with leadership to move this effort. N.B. It does not have to be a DEI Statement, it could come in the form of a DEIA (+Accessibility) Statement, a DEIJ (+Justice), a DEIB (+Belonging), a Vision Statement, a Purpose Statement, or incorporated into a Strategic Plan. It should be called what makes sense for the airport.

Considerations

- This effort should begin once there is a good understanding of the airport’s baseline, (i.e., where the airport is at, is there general consensus about existing barriers and the direction you want to head?)
- Explain why the airport is undertaking this effort
- Emphasize the commitment to the outcomes
- Express genuine interest in receiving feedback on priorities, vocabulary used, tone, etc.
- Be transparent about the plan to deliberate on the input
- Describe how the airport plans to receive input on the statement, such as:
 - Through leadership meetings with staff at Town Halls, in department meetings, one-on-one encounters, etc.
 - The DEI Committee may also have meetings independently
 - A way for comments to be made anonymously
 - Through input from Employee Resource Groups (ERGs)

¹²⁹ <https://www.massbio.org/news/recent-news/the-importance-of-having-an-equity-diversity-and-inclusion-statement/>

- Or other means that work in the participation situation
- For external stakeholders establish an email address to accept comments
- Through leadership meetings with community, elected officials, tenants, and vendors
- Establish a schedule and report back to stakeholders at milestones
- Reflect on the audience and refer to the communication plan ([see Getting Started: Communication Strategy](#)) for methods of communicating with all stakeholders:
 - In person, at staff meetings, community assemblies, and with tenants and vendors
 - Keep in mind, that all shifts should be treated the same way
 - Issue updates in writing via email to the various stakeholders
 - Consider that not all employees have access to computers for their jobs and another method of communication may be necessary
 - Placing posters in common areas
 - Airport leadership should make it very clear that it is supportive of the effort
 - If the airport's governing body is supportive, that should also be made clear

“YVR is committed to creating a work environment where each and every one of our employees can feel they truly belong.”¹³⁰

Writing the Statement

Start by looking at the airport's mission or vision statement. It reminds everyone about what matters to the airport. The DEI Committee may have established guidance on language use, if not define key words (see [Introduction: Key Definitions](#) and [Tools and Resources: Definitions](#)). It is important that there is consensus on the definitions.

Get Input from as Many Stakeholders as Possible

Think about the internal and external stakeholders. Make sure that the airport engages with those already engaged as well as those who have the potential to be engaged.

- Identify barriers to DEI from their point of view
- Develop recommendations to address those barriers
- Include the following as appropriate:
 - Employees, from all departments and shifts

¹³⁰ <https://careers.yvr.ca/belonging>

- The Board of Directors, Commissioners, or other governing body
- The Community in which the airport operates, including neighbors, elected officials, and community-based organizations
- Tenants, vendors, contractors, and others who serve the airport or would like to do work with the airport

“Our region is filled with diverse communities and we strive to work with local business partners that are representative of the diversity of Reno-Tahoe. We promote a strong sense of belonging by creating strategic opportunities for small, minority and women-owned businesses that result in an even better northern Nevada.”¹³¹

Business Diversity Statement, Reno-Tahoe International Airport.

Be Specific about the Commitments Included in the Statement

Establish goals and translate those into the statement. Consider using Key Performance Indicators or other indicators to measure success. The *Together*¹³² platform offers ten steps to follow to help realize commitments, such as Start Employee Resource Groups (ERGs) and Link Executive Compensation to Diversity Metrics, as examples.

Be Sensitive to How the Statement Reads

Many communication experts and other advisors¹³³ who opine on effective DEI statements are fond of short, simple statements. Their advice includes:

- Keep it simple
- Make sure it is genuine
- Make it specific to your airport
- Use short sentences
- Focus on clarity – say what you mean
- Keep the message short
 - It can be a paragraph long or a page long, it could even be done using bullets
 - Try to avoid making it more than a page
- Keep the tone positive
- Among other things to include:
 - Acknowledge the current barriers to DEI at the airport
 - Express what the organization values and its aspirations to achieve those values
 - Include potential actions that could be taken

¹³¹ <https://www.renoairport.com/doing-business/diversity/>

¹³² <https://www.togetherplatform.com/blog/diversity-and-inclusion-performance-goals-examples>

¹³³ <https://www.aihr.com/blog/dei-statement-examples/>

“Often, a DEI statement isn’t only meant to show an organization’s employees and candidates what its stance is on DEI but also for its customers, business partners, and even society as a whole.”¹³⁴ Neelie Verlinden, Academy to Innovate HR.

Sharing the DEI Statement

Once the DEI statement is adopted, the airport should deploy its Communication Plan (see [Getting Started: Communication Strategy](#)) to ensure that all stakeholders are made aware of it and that it can easily be found in the future. Review the hiring, onboarding and review processes and incorporate appropriate elements into the DEI Statement.



SMALL THINGS

DEN issues press releases for initiatives that support its EDI Program



(Courtesy of Denver International Airport)¹³⁵

Resources

- Below are examples of Airport DEI Statements (or that of their governing bodies) that may serve as inspiration:

City of Charlotte, Charlotte Airport (CLT): City of Charlotte Equity Vision¹³⁶
In 2019 the City of Charlotte formed its Office of Equity, Mobility and Immigrant Integration (EMII) to address systemic and community barriers that limit opportunities for Charlotte's vulnerable communities.

EMII leads the city in carrying out the work identified in the 2015 Immigrant Integration Task Force report, 2017 Leading on Opportunity report and the 2018 Assessment of the City of Charlotte's Efforts on Diversity, Equity and Inclusion. The goals of the office are separated into three areas:

Diversity, Equity and Inclusion
Economic Mobility
Immigration Integration

¹³⁴ <https://www.aihr.com/blog/dei-statement-examples/>

¹³⁵ <https://www.flydenver.com/sites/default/files/downloads/21-94%20Procurement%20EDI.pdf>

¹³⁶ <https://charlottenc.gov/HNS/EMII/Pages/default.aspx>

Denver International Airport (DEN): Equity, Diversity, Inclusion & Accessibility¹³⁷
Equity, Diversity, Inclusion & Accessibility

Our DEN community connects us globally through flight and through business. We celebrate individuality and uplift all races, ethnicities, gender identities, national origins, ages, abilities, religion, and LGBTQIA+ communities. We support a culture of belonging and reject any form of racial injustice or discrimination. Our core values serve as a way of life, and we fully embrace fostering a diverse and equitable experience where we are free to explore and share ideas and experiences that connect rather than divide us. We know that our diversity makes us better and stronger. We believe that systemic racism, oppression, and discrimination should be studied and understood so we can create a path forward that will ensure that diversity, equity, inclusion, and accessibility thrive and are at the center of all that we do. Justice, respect, appreciation, and valuing our differences are essential to our renewed sense of awareness and our continued commitment to do better and be better.

Edmonton International Airport (YEG): Diversity and Inclusion
Diversity and Inclusion¹³⁸

YEG approaches diversity, equity, and inclusion (DEI) with a simple and meaningful goal - to create an Airport for Everyone. It is at the forefront of how we recruit and retain employees and we provide an equitable workplace for all team members.

Eugene Airport (EUG): EUG Belonging and Mission Statement, Belonging/Values/Mission/Vision Statement¹³⁹

EUG Belonging and Mission Statement
EUG Belonging/Values/Mission/Vision

Belonging – Team EUG is committed to creating a welcoming and safe community for everyone and a place where every person can experience a sense of belonging. We value and promote diversity, equity, and inclusion while actively working to ensure our actions reflect these core principles.

Values – Our core values are the foundation for our organization and help define our purpose:

- Integrity – We align our conduct with what we know to be excellent, always seeking to reflect ethical standards and to do the right thing regardless of the circumstances.
- Service Excellence – We thrive on our ability to consistently meet and exceed our customers' expectations, delivering an industry-leading airport experience.
- Innovation – We champion a process of creating value by applying novel solutions to meaningful problems.

Mission – To maintain the highest standard of aviation safety and security, while fostering positive experiences for all stakeholders, as a valuable community partner and key regional economic driver.

¹³⁷ <https://www.flydenver.com/about/administration/equity-diversity-inclusion>

¹³⁸ <https://careerfair.indigenous.link/eia/>

¹³⁹ <https://www.eugene-or.gov/4853/EUG-Belonging-and-Mission-Statement#:~:text=Belonging%20%E2%80%93%20Team%20EUG%20is%20committed,actions%20reflect%20these%20core%20principles>

Vision – To be a premier aviation hub, embrace new technologies, celebrate ingenuity, and champion environmental sustainability.

Guiding Principles – Providing an exceptional and positive experience for all internal and external stakeholders of the airport by:

- Fostering all types of aviation, both traditional and emergent.
- Excelling in operational readiness, efficiency, effectiveness, and sustainability.
- Leveraging partnerships through collaboration.
- Inspiring our community to fly local.
- Delivering an internal and external culture that is invigorating and stimulating in business and commitment.

Halifax International Airport (YHZ): Strategic Plan¹⁴⁰

Mission

Accelerating the growth of our communities by connecting people and goods to the world.

Vision

Inspired people and partners creating Canada's best gateway airport.

Our Values

People Matter

We are friendly, caring and innovative, creating a place where everyone feels respected, included and inspired.

Always Safe and Secure

We have an unrelenting focus on the health, safety and security of people, passengers, visitors and goods.

The Right Thing to Do

We make decisions based on integrity and a sense of humanity.

¹⁴⁰ <https://halifaxstanfield.ca/airport-authority/who-we-are/strategic-plan/>

Acting Today for Tomorrow

We apply sustainability principles to help create a better airport and healthier communities – now and into the future.

Above and Beyond

We deliver service excellence that is recognized around the world.

Together is Better

We collaborate and cooperate to successfully achieve our common goals.

Niagara Frontier Transportation Authority (NFTA), Buffalo Niagara International Airport (BUF): NFTA Diversity and Inclusion Strategic Plan¹⁴¹

The Niagara Frontier Transportation Authority is a diversified and synergistic organization, energized by over 1,500 dedicated men and women, serving Buffalo Niagara through cost-effective, quality transportation services every day.

Mission

- Ensure the optimal generation, use and allocation of resources in providing the highest quality of services.
- Support the effective coordination and partnership with public and private entities in continuously improving transportation services to promote regional growth.
- Promote a positive image as the gateway to the Buffalo Niagara Region.
- Maximize the use of proven technology in the effective and efficient provision of transportation services.
- Maintain a highly motivated, skilled and innovative workforce.

Vision

- We are dedicated to serving our customers and our community.
- We are an organization built on mutual respect and understanding.
- We value diversity.
- We operate with integrity and high ethical standards.
- We encourage the professional development and growth of our staff.
- We promote teamwork and collaboration throughout the Authority.
- We adhere to high standards of performance and accountability.
- We are committed to our health, safety and environmental responsibilities.

¹⁴¹ <https://www.nfta.com/media/05wnpxij/sdi-2018vf10-15-18final.pdf>

How We Define Diversity and Inclusion

Diversity: Diversity is defined by who we are as individuals. The NFTA recognizes that its strength comes from the dedication, experience, talents, and perspectives of every employee. Diversity encompasses the range of similarities and differences everyone brings to the workplace, including but not limited to national origin, language, race, color, disability, ethnicity, gender, age, religion, sexual orientation, gender identity, socioeconomic status, veteran status, or family structures.

Inclusion: Inclusion is the process of creating a working culture and environment that recognizes, appreciates, and effectively utilizes the talents, skills, and perspectives of every employee. It uses employee skills to achieve the Authority's mission, connects each employee to the organization, and encourages collaboration, flexibility, and fairness.

Port of Portland, Portland International Airport (PDX): Diversity, Equity, and Inclusion¹⁴²

Diversity, Equity, and Inclusion

Portland, we stand together against racism, discrimination, bigotry and intolerance. Because we know that our actions influence the socioeconomic and environmental fabric of our region, we believe that our work should help all communities prosper.

Resources

- "Inspiring Diversity and Inclusion Statement Examples," by Neelie Verlinden, Academy to Innovate HR blog - <https://www.aihr.com/blog/dei-statement-examples/>
- "7 DEI Statement Examples and a Guide to Writing Your Own," by Laura Close, included - <https://www.included.ai/resources/dei-statement-examples-and-a-guide-to-writing-your-own/>
- "Writing a Diversity and Inclusion Statement: How to Get It Right," by Emily Heaslip, CO - <https://www.included.ai/resources/dei-statement-examples-and-a-guide-to-writing-your-own/>
- "A Guide to Creating a Diversity and Inclusion Statement," ZenBusiness - <https://www.included.ai/resources/dei-statement-examples-and-a-guide-to-writing-your-own/>

50+ Diversity, Equity and Inclusion (DEI) Mission Statement Examples," by Dawit Habtemariam, Senior Executive Diversity, Equity and Inclusion (DEI) - <https://www.included.ai/resources/dei-statement-examples-and-a-guide-to-writing-your-own/>

¹⁴² <https://www.portofportland.com/diversityequityinclusion>

7. INTERNAL ENGAGEMENT

Introduction

Employees are the backbone of the airport and at the center of DEI Program. A key piece in the DEI journey is amending the approach to new hire engagement and it starts by creating an inclusive hiring process. However, the airport should also tend to its existing employees and make sure that their needs are being met, and that their voices are heard.

This section is divided into three parts: Inclusive Hiring Practices, Onboarding Practices and Sustainability for Continuous Improvement. This document was created by the ACI-NA DEI Working Group members using their subject matter expertise, their own experiences and knowledge of other airports' experiences and a literature review. Depending on where each airport is in its DEI journey, any of the following suggestions can assist in creating inclusive hiring, onboarding practices, and sustaining continuous improvement.

The ACI-NA Human Resources Committee is an excellent resource to airport members. In addition, the ACI-NA Workforce Development Working Group focused on identifying key national airport workforce development efforts in the U.S. and Canada. Having a comprehensive approach towards workforce development can yield substantial value for the airport industry. Airports and industry partners have a strong incentive to collaborate on workforce development, since all airports must successfully compete against other industries for talent in the future. As a result, joint workforce development efforts can deliver a return on investment that produces maximum strategic impact for the industry and can be of benefit to all airports. See [External Engagement: Developing the Workforce](#), for some actions you could take now.

Inclusive Hiring Practices

Take a thorough look at how the airport recruits new employees - from the way positions are described to where advertisements are posted to how interviews are conducted. Below are some considerations for how to improve the way employees are recruited and hired in an inclusive way.

- Review all job descriptions
- Ensure job descriptions are up to date and:
 - Do they properly reflect the requirements of the position?
 - Are the qualifications not unreasonably difficult to attain?
 - Are they in alignment with the actual needs of the position and the organization?
 - Be sure to distinguish between qualifications that are needed to perform the position upon hire versus desired qualifications and what can or is taught on the job.
 - Are the job requirements suitable for people of different abilities?

“Without inclusive hiring, you’ll miss out on the best talent.”¹⁴³
HireVue.

¹⁴³ <https://www.hirevue.com/blog/hiring/the-business-case-for-inclusive-hiring-practices>

- Review recruiting practices
 - Where does the airport advertise that it is hiring? Which platforms are being used?
 - Consider broadening the reach to untapped sources.
 - Which job and career fairs does the airport participate in?
 - Consider attending job fairs and career fairs at two-year colleges and minority serving institutions with aeronautical programs such as:
 - Historical Black Colleges and Universities (HBCUs)
 - Several HBCUs have airport management or aeronautical programs including:
 - Delaware State University
 - Hampton University
 - University of Maryland Eastern Shore
 - Hispanic Serving Institutions, including:
 - Hallmark University
 - Inter America University of Puerto Rico, Bayamon
 - Vaughn College
 - Asian American and Pacific Islander Serving Institutions
 - Tribal Colleges and Universities
 - First Nations Technical Institute¹⁴⁴
 - The First Nations University of Canada
 - Regina Campus
 - Saskatoon Campus
 - Northern Campus
 - A list of more than 650 U.S. minority serving institutions can be found here: https://www.minorityhealth.hhs.gov/assets/PDF/2020_Minority_Serving_Institutions.pdf
 - Consider working with organizations such as Hispanotech of Canada and Asian Women in Aerospace & Aviation to help expand the airport's recruitment reach
 - A sampling of Diversity Recruiting Web Sites to consider can be found in Exhibit A below.

¹⁴⁴ <https://fnti.net/>

Exhibit A

Diversity Recruiting Web Sites			
Organization	Cost	Website	Additional Information
Diversity			Target Group
Accounting & Financial Women's Alliance	\$	http://jobs.afwa.org/employer/pricing/?site_id=21925	Women
Black Data Processing Association	\$	https://www.itdiversitycareers.com/employer-offers	African American
Blacks Gone Geek	\$	https://www.itdiversitycareers.com/employer-offers	African American
Blacks in Government - Evergreen Chapter		http://www.bignet.org/	African American
Chinese Institute of Engineering		http://www.cie-usa.org/	Asian/ Pacific Island
College Success Foundation	Free	http://collegesuccessfoundation.org/wa/home	Youth/All diversity
Communities of Color Coalition	Free	http://www.c3coalition.org/	Various
DiversityJobs.com	\$	https://diversityjobs.com/new-post	\$295 per single posting
El Centro de la Raza	Free	http://www.elcentrodelaraza.org/	Latino/Hispanic
Equal Rights Washington	Free	http://www.equalrightswashington.org/	LGBTQ
National Assn of Asian American Professionals	\$	https://www.careerwebsite.com/employer/login?site%5Fid=668&msessid=hGtWc	Asian/ Pacific Island
National Association of Black Accountants		https://www.nabainc.org/	African American
The National Association of Black Compliance and Risk Management Professionals		https://nabcrmp.org/	African American
National Black MBA Association	\$	http://careersuccess.nbmbaa.org/employers/	African American
National Society of Black Engineers Alumni Extension	\$	https://careers.nspe.org/employer/pricing/?msessid=01T5g	African American
Pacific Northwest Diversity Council		http://pacificnorthwestcouncil.org/	Ethnic Minorities
Professional Women of Color Network	\$	https://www.careerwebsite.com/employer/login?goto=%2Fr%2Fjobs%2Fpost%2Fpost%2Fcfm%3F%26msessid%3DKpwP%26site%5Fid%3D1912&site%5Fid=1912&clientid=&msessid=Enih6	Ethnic Minorities-Women
Society of Professional Women Engineers	\$	http://careers.swe.org/employer/login/	Women
Tulalip Tribe		http://www.tulaliptribes-nsn.gov/Home.aspx	Native American
University of Washington - Diversity		http://www.washington.edu/diversity/	Ethnic Minorities
WA State Business Leadership Network		http://wsbin.org/	Disabilities

(Credit: Society for Human Resource Management)

- A list of diverse professional organizations can be found [here](#)
- Attend Industry conferences, such as ACI-NA's Annual Meeting or Business of Airports, and Women in Aviation and Black Engineers of Canada' Annual Conferences
- Consider developing relationship with social support organizations for other groups such as people with disabilities and 2SLGBTQIA+
 - Useful references include the U.S. Equal Employment Opportunity Commission's (EEOC), "Moving Towards Equality in the Workplace for 2SLGBTQIA+ Employees"¹⁴⁵ and Egale,¹⁴⁶ an organization to improve the lives of 2SLGBTQIA+ people in Canada and to enhance the global response to 2SLGBTQIA+ issues
 - 2SLGBTQIA+ is an acronym for Two-Spirit, Lesbian, Gay, Bisexual, Transgender, Queer and/o Questioning, Intersex, Asexual and the plus reflecting the countless affirmative ways in which people choose to self-identify

¹⁴⁵ <https://www.eeoc.gov/moving-towards-equality-workplace-lgbtqi-employees>

¹⁴⁶ <https://egale.ca/about/>

- There are higher educational institutions in the U.S. serving the deaf community
- Gallaudet University, Washington, DC, offers degrees needed by airports in Information Technology, Business Administration and Management, and International/Global Affairs
- National Technical Institute for the Deaf at the Rochester Institute of Technology, Rochester, NY, offers degrees needed by airports including Applied Statistics and Data Analytics, Computer Science, Economics, Engineering, Environment/Sustainability, International/Global Studies, and Public Policy

For an example of a Diversity Recruiting Letter see **Exhibit B** below:

Exhibit B

Example: Diversity Recruiting Outreach Letter

Dear [Underrepresented Organization]

[Company name] is a local [industry] employer. We pride ourselves on the diversity of our workplace and are continuously seeking to recruit individuals who will enhance this diversity and, ultimately, the effectiveness of our organization. One way we are able to achieve this is by providing notices of job opportunities to organizations such as yours.

[Company name] takes pride in providing jobs within our community that offer competitive pay, comprehensive benefits and career-path opportunities for [insert job titles or job family]. [Provide more details about your organization here].

As a local diversity community leader, we invite your assistance in sharing our employment opportunities with your [students, members, constituents, etc.] and, if your organization has an online job board or other recruitment source, we would like to discuss possibilities for advertising our job openings with your organization.

Included are some printed materials regarding our employment opportunities and [insert other promotional information such as job fairs, benefits offerings, etc.] for you to share with your [students, members, constituents, etc.].

Thank you for your consideration. Sincerely,

[Name]
[Job title] [Company name]

(Credit: Society for Human Resource Management)

“Now is the time to change how we attract the talent pipeline to the aviation and aerospace industry. We must build an industry that **reflects the nation and the customers that we serve by hiring underrepresented individuals who will strengthen an industry that is at the forefront of innovation and technological change**. We are at a pivotal moment with the chance to be the world leader, demonstrating **how** one of the least diverse industries can transform itself to become the most diverse. This is a win-win opportunity that solves the workforce issue holding the industry back from optimal growth.¹⁴⁷ Youth Access to American Jobs in Aviation Report.

Youth Access to American Jobs in Aviation Report



(Credit: U.S. Federal Aviation Administration)

Hartsfield-Jackson Atlanta International Airport Job Fair¹⁴⁸



(Courtesy of Hartsfield-Jackson Atlanta International Airport)

- Establish a time frame for the hiring process from start to finish - work backwards from desired start date to determine when to begin hiring process
- Consider adding additional time to expand the candidate pool

¹⁴⁷https://www.faa.gov/regulations_policies/rulemaking/committees/documents/index.cfm/document/information/documentID/5703

¹⁴⁸ <https://www.atl.com/careerfair/>

- Desired start date established by a hiring committee
- The committee could include HR, the hiring manager, and others (depending on the level of the position) to ensure there are several points of view considered during the interview process
- Diversify the hiring committee as much as possible
- The committee should reflect the interests and characteristics of various constituencies, taking into consideration ethnicity, gender, age if possible
- **If hiring committees themselves are diverse**, the airport may be more successful in attracting diverse candidates

All Hiring Managers at the Metropolitan Airports Commission (which operates the Minneapolis/St. Paul International Airport) must complete a Hire Selection Memo detailing which candidate was selected and why, and why others were not. The memo is reviewed by the Diversity Manager to ensure hiring managers are considering diverse candidates appropriately.

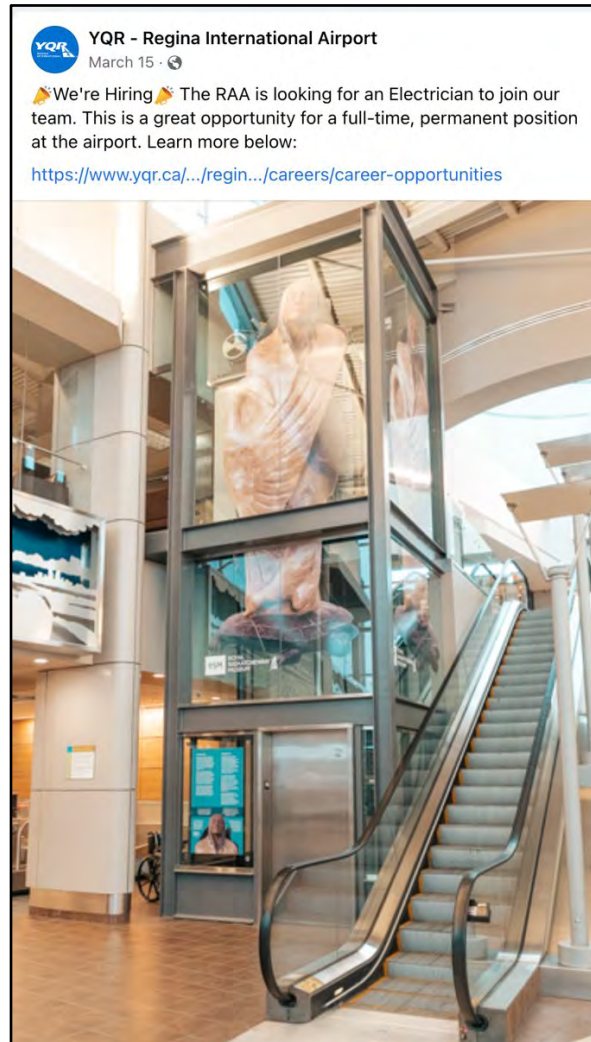
- Train staff on inclusive hiring:
 - The hiring manager and interview panel should receive training on recommended practices for interviews, including non-discrimination and equal opportunity requirements
 - Bias training is a key tool to creating an inclusive hiring process.
- Comply with the U.S. Equal Employment Opportunity Commission (EEOC) or Canadian Human Rights Act:
 - Avoid online research on applicants prior to interview
 - Be aware of personal biases prior to reviewing applications and conducting interviews
 - Purposefully seek out qualified candidates of different genders
 - Follow strict interview questioning guidelines to avoid questions that may be discriminatory
- People with a conflict of interest should recuse themselves from serving on committee
- Develop fair and consistent interview questions based on the position requirements:
 - Basic information/Resume specific
 - Credentials
 - Employment history
 - Education history
 - Structured/Patterned: Maintain the same questions throughout the interview for each candidate

- Behavioral
 - Objectively measure past behaviors as potential predictor of future results
 - “Can you give me a specific example of how you...”
- Competency
 - “Give me a specific example of your leadership skills...”
 - Align past behaviors with specific competencies required for the position
- Situational
 - Opinion question
 - “What would you do in this situation?”
- Consider a question regarding diversity, equity, and inclusion
- Other ways to look at interview questions:
 - Personality based
 - Demonstrate abilities that match what the position requires
 - Demonstrate meeting minimum qualifications
 - Predict behavior
 - Demonstrate industry knowledge

“93 percent of Americans say that job interviews have, at some point, given them anxiety. It’s an intimidating-enough situation as it is, but if you’re not presenting your organization as inclusive, it can be even worse for minority groups¹⁴⁹.” JazzHR.

¹⁴⁹ <https://www.hrmorning.com/wp-content/uploads/2020/11/JazzHR-Inclusive-Recruitment-PDF.pdf>

Regina International Airport Uses Social Media to Advertise Jobs¹⁵⁰



Interview techniques

- Establish and maintain rapport:
 - Handshakes and introductions
 - Validate pronunciation of the candidate's name
 - Maintain professionalism while also allowing for casual banter
 - Make eye contact
 - Necessary to help candidates feel comfortable and provide honest answers
 - If the interview is remote, it is more imperative to ensure that all committee members participate

¹⁵⁰ <https://www.facebook.com/flyYQR/>

- Listen carefully:
 - Reflective listening
 - Restate what the speaker said to demonstrate understanding
 - Ask pointed follow-up questions for clarification
 - Do not interrupt
- Observe non-verbal behavior:
 - Facial expressions, gestures, body positions
 - May be more subjective than verbal behavior
 - Use with caution
 - Candidate may also be observing interviewer's non-verbal behavior
- Ask questions:
 - Focus on level of skills, qualifications, competencies
 - Open, probing questions
 - What, where, why, when or how
 - Tell me about a time when...
 - Avoid closed questions (yes/no answers)
 - Avoid discriminatory questions
 - Avoid non-job-related questions
 - Make eye contact

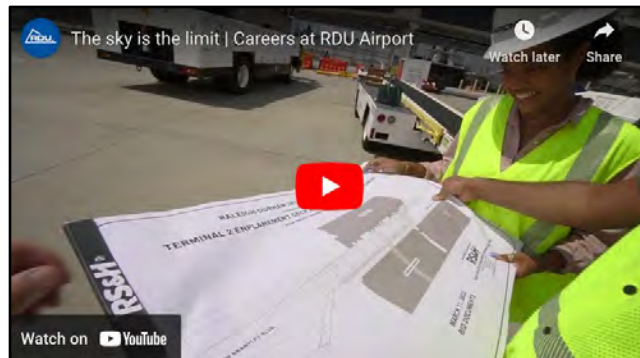
“Diversity and development at the Port of Seattle are fundamentally linked. We believe in extending development opportunities as widely as possible across all levels in the organization. In addition, employees are expected to participate in a Diversity and Inclusion learning opportunity at least once every three years.”⁵¹ Talent Development, Port of Seattle.

- Provide realistic information:
 - Details about the position
 - Impact on personal and family life (without asking specific questions)
 - Organization mission/vision
 - Organization culture/practices
 - Answers candidates' questions completely and honestly without promises
- Note taking:
 - Documents the answers and qualifications of the candidates
 - Helps hiring team remember information after interview is over

⁵¹ <https://www.portseattle.org/page/talent-development>

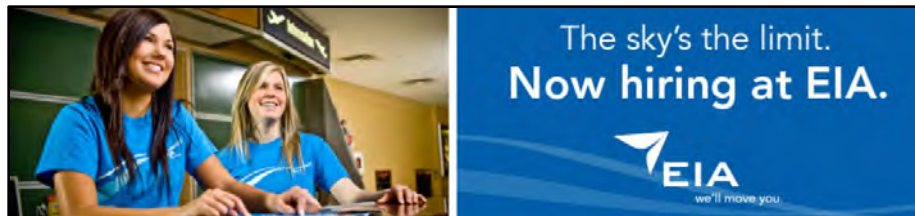
- Use separate document from application/resume
- Do not write notes that can be gleaned as discriminatory
- Helps when comparing notes with others on hiring team
- Summarize:
 - Advise candidates of next steps
 - Be consistent with all applicants in the interview process

“The sky is the limit”: Careers at RDU Airport¹⁵²



(Courtesy of Raleigh-Durham International Airport)

Now Hiring at Edmonton International Airport¹⁵³



(Courtesy of Edmonton International Airport)

- Types of interview bias:
 - Stereotyping
 - For example, all nurses are women
 - Inconsistent questions:
 - For example, asking a candidate perceived from a lower income if they have reliable transportation but not asking other candidates

¹⁵² <https://www.rdu.com/careers/>

¹⁵³ <https://www.facebook.com/FlyYEG/>

- For example, asking a female candidate if they are okay with travel requirements but not asking the male candidate
- First impression bias:
 - Assuming first impression (positive or negative) is the only important information
- Negative emphasis:
 - Focusing on one negative moment in the interview and disregarding the positive
- Halo/Horn effect
- Rater bias when candidate is high or low in one area but rate the person high or low in all areas
- Non-Verbal bias
- Bias based on non-verbal aspects of the candidates including: race/ethnicity, person's name, hair length, facial hair, teeth, soft/loud voice, handshake, way someone smiles
- Contrast Effect:
 - Strong candidates who interview after weaker candidates may seem stronger than they actually are
 - Alleviate by taking notes, reasonable amount of time between interviews, structured interview process
- Similar to me error:
 - Hiring team member rates candidates who remind them of themselves more highly
 - Cultural noise – candidate responses are not based in fact but are socially acceptable answers.
- Selection Testing
 - This standardized screening process assesses a candidate's fit for a role or the company. Inclusion considerations include:
 - Are the tests in use free from or have minimal impact on gender and racial bias?
 - If a third-party solution, does the vendor invest in research on the reliability (consistency of how the test is administered), validity (how well the content tests for the role and how well it predicts a candidate's success) and bias of its tests?
 - If a third-party solution, does the vendor measure the reliability, validity and bias of its tests?
 - While research shows that combining cognitive ability tests and situational interviews/realistic job previews increases the ability to predict a candidate's success, both are subject to gender and racial bias. All factors should be considered when choosing a selection test(s).
- Appropriate and consistent consideration of internal candidates
- Checking References:
 - Professional vs. Personal or Character based

- Set questions
- Stay consistent
- Verify job title, dates of employment, reason for leaving
- Ask about attendance/reliability, interpersonal abilities, job performance, creativity/flexibility, ability to handle stress
- “Would you rehire this individual?”

Onboarding Practices

From day one, it is important for employees to feel included. Whether onboarding in cohorts or as individuals, developing a schedule of activities that is adaptable and considers individual needs will send a message of “you matter” from the start. After working hard to recruit and hire diverse candidates, this will be the first intersect with the culture that was promised to them.

“What does an inclusive and innovative culture look like? It’s one in which all team members—regardless of tenure, title, or personal background—have the **opportunity to contribute their points of view during meetings** and discussions. In fact, leaders at companies with inclusive cultures **expect all team members to contribute**. These leaders set the conditions that encourage participation. They take the time to hear all points of view before making a decision, and they **don’t tolerate retribution against people who offer dissenting opinions**; instead, those opinions are explicitly valued. This **combination of diversity and inclusion is what changes organizational cultures and unlocks real value.**”¹⁵⁴

Boston Consulting Group.

“Aéroports de Montréal (ADM) is striving to develop an onboarding experience that allows each employee to establish strong ties with his or her team, area of expertise, and the ADM brand.”¹⁵⁵

ADM Sustainability Plan 2023.

¹⁵⁴ <https://www.bcg.com/publications/2019/diversity-first-step-inclusion-comes-next>

¹⁵⁵ https://www.admtl.com/sites/default/files/2023/ADM_Plan-Durabilite_1-0_EN_FINAL.pdf

Designing the content considerations:

- Do the planned activities support all types of abilities, physical and mental?
- Do the social aspects support cultural sensitivities?
- What activities could pivot to accommodate the specific needs of a new employee? For example, could team building activities be adjusted or interchanged for neurodiverse employees? Or physically disabled employees?
- Does the content put the organization's commitment to DEI front and center? Is the content introducing the continuous DEI support available?
- If tours are included, are the airport's partners able to accommodate all types of abilities? Can all employees easily traverse the terminals and other facilities?
- Does the content focus more on settling in and not the day-to-day work?

While self-identification of diversity during recruiting supports onboarding, the time between signing an offer and the first days is an opportunity to better understand a new employees' diverse qualities and what is important to them as they join the organization. Or create the psychological safety for new employees that did not self-identify during recruiting. In the SHRM's HR Daily of August 15, 2023, they define a psychological safe workspace as an environment where employees feel free to ask questions, share their opinions and ideas and acknowledge mistakes or concerns without fear of negative consequences. Speaking up in such an environment feels not only safe, but also valued and necessary for the company to thrive.

Airports should be versed in important cultural events and accommodations for diverse employees, but no organization can know all cultural sensitivities and individual abilities. Only through active listening and getting to know employees can meaningful onboarding activities be designed.

It is important not to forget about and prepare existing team members:

- Provide refreshers on mission, vision and values are valuable
- Educate the airport teams with information about unconscious bias, adapting to change and the value of diversifying the workforce
- Invite the entire airport team to share ideas about what can be done to welcome the new employee
- Ask members of the team to think back to when they were new to the organization

Montréal-Trudeau International Airport offers new employees a Welcome and Recognition Kit.¹⁵⁶

Employee Surveys

During the early phase of the DEI Program a survey of employees was recommended to examine the airport's culture, the employees' thoughts on support for career development, and their preference for how they would like to receive information and updates. Transparency is foundational to getting buy in for the DEI Program. It is really important to share the lessons

¹⁵⁶ <https://www.admtl.com/en/adm/career/programs-and-policies>

learned from the survey with your employees, and it is really important to act on those lessons learned.

“Being transparent costs nothing.”¹⁵⁷ Glassdoor for Employers.

For help on developing a survey, the following provide guidance:

- Gallup¹⁵⁸
- Survey Monkey¹⁵⁹
- Team Building Company¹⁶⁰
- Question Pro¹⁶¹

“We relaunched our employee engagement surveys on a new platform – Amélio, that allows all employees to share their comments and ideas about our corporate culture and work environment. The intention behind this engagement survey is to stay in tune with employees’ opinions about their workload, growth opportunities, relationships with managers, and many other topics. Survey responses are entirely anonymous and confidential and help to shape the company culture.”¹⁶²

Québec City Jean Lesage International Airport 2022 Annual Report.

Common Feedback from Employee Satisfaction Surveys

Several airports that have conducted employee well-being surveys report that some common themes have emerged. Below is a sampling of those comments and suggestions received followed by some recommendations about potential actions. Themes include:

- Host regular meetings to share important information; not just having meetings for the sake of having meetings
 - Impromptu meetings with only those necessary may be more appropriate
- Be present during conversations; give the employee full attention without interruption from the computer or phone

¹⁵⁷ <https://www.glassdoor.com/employers/blog/transparency-in-the-workplace/>

¹⁵⁸ https://www.gallup.com/workplace/356063/gallup-q12-employee-engagement-survey.aspx?utm_source=google&utm_medium=cpc&utm_campaign=new_workplace_non_branded_employee_engagement&utm_term=employee%20satisfaction%20survey&gclid=EAlaIqobChMI9q_wwfDq_gIVbAZMCh3Y4gk_EAAYAiAAEgKQMvD_BwE

¹⁵⁹ <https://www.contactmonkey.com/blog/employee-wellness-survey#:~:text=What%20is%20an%20Employee%20Wellness,%2Dlife%20balance%2C%20and%20management.>

¹⁶⁰ <https://teambuilding.com/blog/employee-wellbeing-surveys>

¹⁶¹ <https://www.questionpro.com/blog/employee-wellness-survey/>

¹⁶² https://www.aeroportdequebec.com/sites/default/files/2023-04/YQB_2022_Annual_Report_L0.pdf

- Daily operations and happenings should be communicated to all members of a department team, especially those in 24/7 departments
 - Make sure to reach the non-desk employees
- Keep “mass” emails short and to the point, encourage employees to check their email on a daily basis for important information and happenings
- Interdepartmental communication; share information freely with other departments
- Provide more flexibility in work hours, even for those who punch a clock
- Stop the gossip and remind others to stop the gossip when we hear it
- Make me feel like I belong
- Increase communication by all management to promote transparency and build trust
- Career growth and development: cross training, job shadowing, development plans to move to other areas



SMALL THINGS

Use social media to celebrate heritage months and make employees feel welcome.

“From January to December 2021, Toronto Pearson Airport produced over 130 communication pieces to celebrate diverse cultural days and international days of awareness¹⁶³”



(Courtesy of Toronto Pearson International Airport)

¹⁶³ <https://www.internationalairportreview.com/article/180342/delivering-on-diversity-equity-and-inclusion-at-toronto-pearson/>

Potential Responses to Employee Feedback

Employee Resource Groups (ERGs)

Once there is a communication system in place that is responsive, attention should shift to making sure that all employees feel like they belong. In the [Getting Started](#) section, there is a robust discussion about establishing Employee Resource Groups (ERGs) and how these groups provide an avenue for members to be seen, be respected, and affect change. While traditionally, many will view ERGs as one that require racial, ethnic, or some other type of outwardly visible diversity, a resource group can also be formed based on an interest, a mission statement, an event, or other commonalities between employees. Among the ERGs could include: a veteran group, airport athletic league or group focused on charitable giving or volunteerism. Involve the legal team before establishing ERGs.

St. John's International Airport Recognized Mental Health Week¹⁶⁴



(Courtesy of St. John's International Airport)

¹⁶⁴ <https://www.facebook.com/StJohnsInternationalAirport/>

HIGHLIGHT

HALIFAX-STANFIELD INTERNATIONAL AIRPORT'S QUICK RESPONSE HELPS EMPLOYEES

Employee Survey Results Lead Halifax International Airports Authority to Take Action



(Courtesy of Halifax International Airport Authority)

When Halifax International Airport got the results of its 2021 annual employee engagement survey¹⁶⁵ they were concerned when “only” 85% of the workers gave the airport a vote of confidence, stating it was a good place to work. Most organizations would be thrilled to see that number, in fact, in a global employee engagement survey conducted around the same time, the survey found that only about half of employees worldwide said they worked in a great workplace. For the U.S. and Canada, the result was 53%.¹⁶⁶

So why was the Halifax International Airports Authority (HIAA) concerned? A year earlier, an astonishing 93% of employees had stated they would recommend HIAA as a good place to work. That 8% drop in satisfaction rate rang alarm bells for HIAA. The pressure of the pandemic, coupled with a reduction in workforce, added to feelings of isolation were clearly taking their toll on the employees. Mike Christie, Vice President HIAA, described the **employee survey as “our best window into the whole employee population.”** In this case, it **demonstrated that many people were doing just fine, but there were pockets of people who were not.**

How did HIAA respond?

The airport established a new ERG, the Sunshine Committee, to highlight many of the mental health initiatives it was introducing, including training managers on how to recognize when employees are having trouble. The plan was to have a system in place to get employees the services they needed. The hope was to destigmatize the issue of mental health. To illustrate how much of a priority this was, members of senior leadership at HIAA shared their own stories about challenges they or their family experienced with mental health. Impacted staff were directed to resources including the organization’s employee and family assistance program (EAP).

¹⁶⁵ <http://onlinedigeditions.com/summer-2022?i=752762&p=21&view=issueViewer>

¹⁶⁶ <https://www.greatplacetowork.com/resources/blog/global-employee-engagement-benchmark-study>

“The pandemic has been challenging for everyone. Be kind to yourself, and to each other, because you don’t know what others are going through,” said Joyce Carter, President and CEO, HIAA.



(Courtesy of Halifax International Airport Authority)

Was it Successful?

In one word, yes! The Sunshine Committee continues to attract new employees. The ERG made some recommendations to the administration about group benefits and the EAP program, several of which have already been adopted, others still under consideration. The Sunshine Committee has booked mindfulness sessions for staff, and will offer online tools for employees to reduce stress, such as the Calm app. Anecdotally, staff members are talking about mental health similar to how they would talk about physical ailments.

The best evidence is that in the 2022 annual employee engagement survey, 92% of the staff stated that YHZ was a great place to work.

Celebrate Heritage Months and Recognition Days

Acknowledging, for example, that September is National Hispanic Heritage Month in the U.S. by placing banners in the offices, offering email signature banners, playing music in the terminal, using social media to honor employees and the local community, are a few ways to raise awareness and to make people feel like they belong. A good guide for Important and Commemorative Days is available from the Government of Canada.¹⁶⁷ Consult with your legal counsel to help establish guidance.

See how PDX celebrated Hispanic Heritage Month on this YouTube clip:

<https://www.youtube.com/watch?v=aJhBNCB85Ss>

¹⁶⁷ <https://www.canada.ca/en/canadian-heritage/services/important-commemorative-days.html>

MWAA Celebrates Black History Month with banners spotlighting its employees.



(Courtesy of MWAA)

SMALL THINGS

Billy Bishop Toronto City Airport used social media to celebrate Black History Month.



(Courtesy of Billy Bishop Airport)

Provide DEI Training

Training, particularly on topics related to DEI, is another approach that can be pursued. The employee survey results will provide good signals about what type of training would be helpful to employees.

In 2020, the Port of Seattle Commission mandated that all Port employees fulfill an annual racial equity training requirement. For this requirement, employees must complete the Port's foundation racial equity training, and there are two tracks — one for supervisors and one for front-line employees/individual contributors. In 2022, more than 850 employees received foundational racial equity trainings at 37 sessions.¹⁶⁸

¹⁶⁸ https://www.portseattle.org/sites/default/files/2023-01/OEDL_2022%20Report_Exec%20Summary_FINAL.pdf

To help generate ideas, consider the following list of DEI training sessions offered by the Denver International Airport:

- Being a Proactive Bystander
- Communication with Senior Leadership when There are Differences
- Communicating with Diverse Audiences
- Creating an Environment of Courtesy and Respect
- Cultural Competency
- Employee Resource Groups and Mentorship Programs
- Hiring and Training Sustainability
- Inclusive Cultural Awareness and Belonging: Inclusiveness and Belonging
- Recruitment, Onboarding and Retention Results-based Accountability
- Shared Language and Understanding (e.g., white privilege and microaggressions)
- The Difference Between Allyship and Anti-Racism
- Title VI Compliance
- Title IX Training
- Unconscious Bias and Microaggressions

“A more inclusive culture starts with recruiting, which involves more than simply having a diverse slate of candidates. We apply an equity lens across the entire hiring process – looking at how we can reduce barriers for applications, remove bias from the interview process and create a welcoming environment for new hires.”¹⁶⁹ Port of Portland, PDX.

Address Professional Development

Airports can take actions big and small to provide career development opportunities for their employees. Creating mentorship and allyship programs, Star Assignments, Lunch and Learn events, are a few examples of actions that can be taken.

The Tulsa Airports Improvement Trust (TAIT), which operates Tulsa International Airport among others, offers a unique program that enables employees to experience different roles within the organization. The EXP – Employee Experience Program provides professional development opportunities, knowledge transfer and increased engagement and collaboration leading to higher productivity, creativity, and innovation. For additional information about **TAIT EXP Overview** see **Exhibit C**.

¹⁶⁹ <https://www.portofportland.com/diversityequityinclusion>

Exhibit C

Tulsa Airports Improvement Trust Employee Experience Program (EXP) Overview


Goals:

- Benefit both our employees and the company
 - Provide professional development opportunity
 - Promote knowledge transfer, increased engagement and collaboration
 - Minimum of 6 months with TAIT
 - Swap/Shadow opportunity will be up to 8 hours with another position at TAIT
 - You can check out job descriptions in the All Depts. Folder and applications will be located on Paylocity
 - For those who participate in our EXP, you will complete a short survey for your experience.
 - Full details are on the application
- i. Benefits of EXP
 - a. Engagement > productivity, retention
 - b. Business continuity, skill/knowledge transfer, proper backup
 - c. Widens experiences, allows networking, role progression, explore capabilities
 - d. Boosts creativity and innovation
 - e. Broadens outlook for the bigger picture; increases understanding and promotes collaboration
 - ii. Negatives of EXP
 - a. Increases workload > loss of productivity during swap/shadow, disrupts workflow, stretches a thin staff
 - iii. Define the Purpose
 - a. Goals: Breaking down silos, improving communication, providing professional development to staff members, achieving personal and professional development for ourselves, and gaining a better understanding of the department.
 - b. Vulnerabilities--what departments should and should not participate?
 - iv. Draw a Plan
 - a. Program size – pilot a single department; determine which department.
 - b. Involve department managers in making a plan
 - c. Duration of exchange – Long enough to learn; short enough to prevent disruption
 - d. Scope of exchange—can employees apply to work/shadow ANY position?
 - e. Include a strong mentoring program for both the participant and their "leader"
 - f. Involve managers in the planning for their department
 - g. Present the plan, the why's and the how's--focusing on goals, intentions, and benefits
 - h. Application process--minimum years of employment to apply?
 - v. Create an Evaluation Process
 - a. How do we measure success?
 - b. Key metrics?
 - c. What problems can we anticipate?

(Courtesy of Tulsa Airports Improvement Trust)

For information the **Job Shadowing Application (Exhibit D)** and **Program Evaluation (Exhibit E)** see below:

Exhibit D



**EXP – Employee Experience Program
Job Shadowing Program Application**

TAIT is excited to offer our employees a new program which will provide unique opportunities to experience different roles within TAIT. Our goal is the EXP will benefit both the company and the employee by providing professional development opportunities, knowledge transfer and increased engagement and collaboration leading to higher productivity, creativity, and innovation.


All employees who have been at TAIT for a minimum of six months are welcome to participate in the EXP up to a maximum of 8 hours per day twice each year. All EXP requests will be reviewed and accommodated to the best of our ability with regard to availability, staffing, workload, duration, etc. Completed applications should be turned into HR and we will begin making arrangements for you with the requested department. Upon completion of your EXP, you will be required to complete a short survey to provide feedback on your experience.

Not sure which job you may find of interest? Full descriptions of each position are posted at the following address: *R: All Departments>Paylocity Documents and Forms>Job Descriptions-Org Chart.*

APPLICATION	
YOUR NAME	
CURRENT DEPT & POSITION	
CELL PHONE #	
EXP DEPT & POSITION	
YOUR GOALS FOR THE EXP	
ANY PHYSICAL LIMITATIONS?	
EMPLOYEE SIGNATURE & DATE	

(Courtesy of Tulsa Airports Improvement Trust)

Exhibit E



EXP – Employee Experience Program Evaluation*
*Required upon completion of your EXP

PROGRAM FEEDBACK FORM				
YOUR NAME				
CELL PHONE #				
EXP HOST				
DEPT & POSITION				
DATE & TIMES OF EXP EXPERIENCE				

Please answer the questions thoroughly and truthfully. Your responses will be used to improve the program and overall employee experience. Thank you.

Feedback Questions	Excellent	Good	Average	Poor
1. Application process				
2. Placement response time				
3. I felt welcome in my EXP position				
4. Department has an attitude of helpfulness				
5. Demonstration/explanation of job functions				
6. Duration of EXP experience				
7. Department's attention to safety				
8. The EXP experience was enlightening				
9. Knowledge gained from experience				
10. Overall success of the EXP				

Please use the section below to provide any additional information or offer any innovative suggestions.

(Courtesy of Tulsa Airports Improvement Trust)

Lunch and Learns

“Lunch and Learns” not only serve the purpose of educating, they also are ways to bring employees together in a more social way. Such activities can be part of a professional development program and could also expose employees to parts of the airport or aviation industry that are new to them. These events can also signal to employees the things that are important to executive management. An added benefit is that these events can also give staff members an opportunity to be the person standing in front of the room instead of the one always sitting in the chair.

Some examples of Lunch and Learn topics to consider:

- Accessibility Initiatives
- Air Service Development 101
- Airports 101
- Budget review and purchasing policies
- Employee Benefits
- Engineering and 5-year CIP
- Full Scale Exercise Details with Operations
- Human Trafficking Awareness

- Presentations by Internal Groups, such as ERGs
- Celebrate Heritage Months and Recognition Days with an aviation theme
- Presentations by External Groups:
 - American Heart Association/Canadian Red Cross
 - Be Red Cross Ready
- Local Cultural or Historical Organization, such as Tulsa International Airport’s support of the Greenwood Rising Wall Street Center and the Greater Toronto Airport Authority’s support of the BlackNorth Initiative
- Presentation by tenants or contactors to present on their DEI Programs

“Ask the Asian American and Pacific Islander ERG to help organize a Lunch and Learn Celebrating Lunar New Year – In Asia.” Combine education on how different cultures celebrate the holiday with a presentation on how passengers can use the airport to fly to those countries, and what the top cargo products are imported and exported from those countries. Add information about local celebration open to employees.

Mentorship Programs

There are many professional organizations that offer Mentorship Programs some in-person, some online. The following are a few examples:

AMAC – the Airport Minority Advisory Council’s mentoring program “provides guidance while developing professional relationships between young professionals and experienced leaders within the aviation industry.” For more information and eligibility: <https://www.amac-org.com/wp-content/uploads/2021/09/AMAC-Mentorship-Guide-09-27-21.pdf>

“Are you an industry professional looking to grow personally and professionally to advance your career? Are you looking for guidance and valuable insights from a proven industry leader? Are you open to challenging yourself? This mentorship opportunity is for working industry professionals looking to benefit from the mentorship of a leader in or outside your field.”¹⁷⁰ NBAA Internship application.

The International Association for Women in Aviation (IAWA) offers a Mentoring Program that include enabling young women to see the pathway into aviation as a career; and know that others

¹⁷⁰ <https://nbaa.org/professional-development/nbaa-mentoring-network/>

are supporting their careers. For more information and eligibility:
https://www.iawa.org/mentoring_program.php

National Business Aviation Association describes its Mentoring Program has a modern era collaborative partnership between an experienced individual and someone who desires to learn.¹⁷¹ For more information and eligibility: <https://nbaa.org/professional-development/nbaa-mentoring-network/>. In addition, the association offers an Internship Program.

“A mentor is no longer someone who dictates the way things should be to a younger or less experienced individual. Likewise, a mentee is no longer a passive receiver, but instead is an active learner. Mentoring relationships are driven by the needs and ambition of the mentee, as the two will work together.”¹⁷² NBAA Mentoring Program.

WTS (Women in Transportation Seminar) offers the WTS Mentor Match program reflecting its commitment to employees and their professional development. These unique online networking and career development tools help find, connect, and share experiences with others. Also check local chapters, which often operate in-person Mentorship Programs. For additional information and eligibility: <https://www.wtsinternational.org/resources/mentoring>.

Some airports provide their own mentorship programs. Here is one sample to consider. See 10 Best Practices for a DEI Mentorship Program (**Exhibit F**) below. The Port of Portland sponsors tenants in the Mentor-Protégé Program, for more information see: [External Engagement: Working with Tenants and Other Providers](#).

¹⁷¹ *Ibid.*
¹⁷² *Ibid.*

10 Best Practices for a DEI Mentorship Program

1. **DEI Language**

Knowing the importance of DEI in the workplace and updating the language we use to describe it is the first step in preparing for a DE&I focused mentoring program.

2. **Define the Purpose**

A mentorship program should always have a goal; what the aim is for your diverse employees. Do they want more of a voice in the company? Are they looking for better access to leadership positions? Do they want to build a community at work? Ask them what is important to them and where they see the challenges in your organization. Determining these will help you identify which metrics you'll follow to identify success.

3. **Determine length of program**

6 month duration has been shown beneficial for both mentors and mentees and strikes the right balance between being long enough to work on goals related to more complex topic areas such as implicit bias, while also being cognizant of demands on senior leaders' time.

4. **Establish Relationship Structure**

***One-to-One** - Senior Leader and Junior employee approach is often works best for establishing comfort and high level of trust to discuss complex and/or sensitive topics*

***Group** - Works best to able to foster a greater level of cross-cultural or gender understanding which can be advantageous to the organization as a whole*

5. **Make your Mentoring Program Voluntary**

For any mentoring program to be successful it is critical that both the mentors and the mentees want to be there.

6. **Communicate it with Participants**

Reach out to the intended participants through internal communication tools, organization newsletters, social media, or even one-on-one conversations.

7. **Master class to Train Mentors**

Training should include cultural, racial, and gender awareness, as well as communication skills practice. Understanding cultural or gender-based assumptions will help mentors and mentees develop a successful mentoring partnership based on authenticity and trust.

8. **Pairing Up Employees**

- *Give participants the tools, resources, and educational opportunities to understand demographic discrepancies in the workplace*

- *Give participants a structure to follow when it comes to setting up meetings, creating goals, and setting up communication preferences*
- *Common Ground is important in the One-to-One structure. These can be communication styles, career background, or even hobbies and interests.*
- *Check with participants to see that their expectations for the mentoring relationship are similar. Having this understanding is a good start to building a successful mentor relationship.*
- *Allow participants to have a say in the process. Perhaps a mentee could select their match from a handful of potential mentors.*
- *If the match is not successful, have a simple process that allows participants to end the mentorship.*

9. Seek Feedback

Actively seek the feedback and commentary necessary to know how the mentoring program and the ensuing relationships are progressing. Seek feedback often to keep a pulse on where things are going right and where they are going wrong. Make the adjustments needed to fix any issues and keep moving toward your DEI goals.

10. Be Sure to Measure

You'll need to determine the overall outcomes you're looking to achieve when it comes to building a more inclusive workplace culture. Once you've determined your goals, work backward to identify which metrics or key performance indicators will best represent your objectives. Putting numbers to your goals will help you better assess how the program is performing and whether you're moving.

Sustaining Continuous Improvement

To support employee resource/affinity/advisory group success, leadership sponsorship and support is needed with an annual budget allocated.

Employees will need time to attend during work hours when the work they are doing is directly applicable to the work of the airport. These times will need to be well-defined. For example, while a social happy hour is not work time, a lunch meeting to review and provide feedback and input on the new dress code policy is work time.

D = I'm seen

E = I'm heard

I = I'm valued

DEI in airport planning and governance:

Some airports consider focusing on and improving DEI within a workforce is part of an airport's social responsibility. These airports often use DEI metrics in the following:

- Strategic Planning to include DEI metrics and analyses
- Annual organized inclusion events and participation
- Analysis of human resources reporting to include demographic filters: turnover, recruitment, promotions, etc.



SMALL THINGS

Consider adding skin tone bandages to your First Aid kits.

Scalability

Every airport is different with different employee needs. For this reason, it is vital to include the employee voice in planning and continuous improvement. For example, some airports may not have large groups of people in different racial or ethnic groups but can bring people together around a cause or interest, e.g., volunteerism or Working Parents.

What is most important is developing a structure where employees feel empowered to have a voice and can share expertise in a constructive way to improve the airport, making it welcoming for all. It is important to be proactive, and start somewhere, while still having an understanding that airports and DEI efforts are a journey, with continuous analysis and improvement. Every person, and every airport has room for improvement, and always will.

Employment Policies and Collective Bargaining

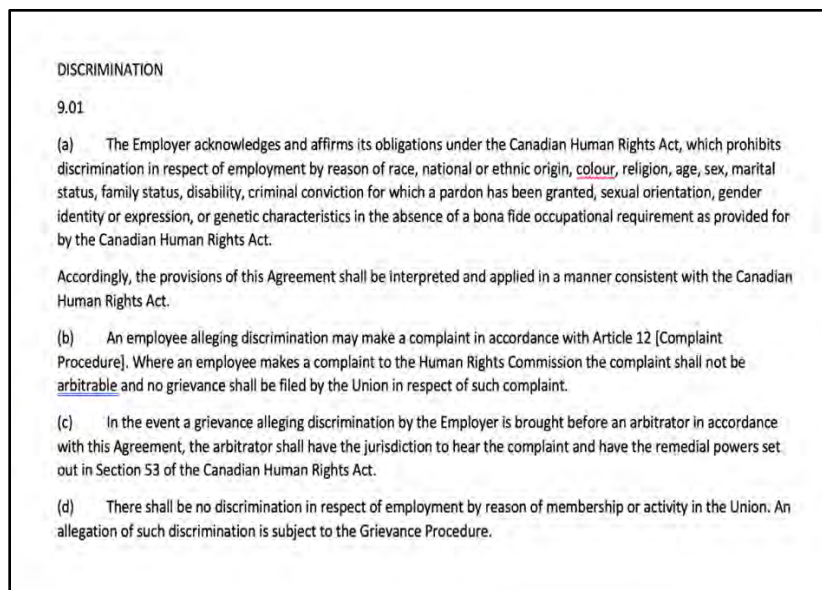
Collective agreements and policies, despite appearing neutral on their face, can be non-inclusive or even discriminatory. For example, **hiring processes that favor seniority** or that do not allow external candidates to compete with internal candidates ensures that the current demographics remain in place longer than they would otherwise. Such provisions ensure that external candidates can only compete for entry-level or highly specialized positions. Even the most progressive hiring processes in such an environment only have a limited impact. Change then comes slowly and may never catch up to a changing demographic in an airport's employment catchment area.

A final consideration is whether collective agreements can be a barrier to equity recruitment. Seniority provisions may prevent equity hiring or be discriminatory in other ways. Below are templates **provided by the Vancouver Airports Authority**.

- The link below is from the Union perspective in terms of how to ensure diversity through collective agreement language:
 - <https://uniontrack.com/blog/category/uniontrack-blog>
 - Note the WAGE-Intercept rule

- Some recommended collective agreement language from the Canadian Association of University Teachers
 - <https://www.caut.ca/equity-toolkit/article/bargaining-and-collective-agreement-language-equity-data>
- A list of potential collective agreement provisions that can be negotiated to promote diversity:
 - A proactive statement of commitment to equity
 - A list of equity-seeking groups
 - The need (and methods) to take special care to not eliminate equity candidates early in the hiring process
 - Comprehensive non-discrimination language, with provision for a range of accommodations. See **Exhibit G**, Internal Engagement: Discrimination, below
 - The identification and elimination of unfavorable policies and practices currently in operation
 - An equity representative on all personnel committees
 - Equity training for all persons on those committees created with agreement of both parties
 - Comprehensive and mandatory orientation on procedural fairness in career decisions created by both parties
 - Language requiring the employer to exercise its management rights in a fair, equitable, and reasonable manner—consistent with the collective agreement
 - Language concerning harassment and bullying. See **Exhibit H**, Internal Engagement: Harassment and Violence
 - Family-friendly provisions allowing leaves for sickness, family responsibility (maternity and parental), and other reasons

Exhibit G



(Courtesy of Vancouver Airport Authority)

Exhibit H

11 HARASSMENT AND VIOLENCE

11.01

- (a) The Employer, the employees, and the Union recognize the right of all persons employed by the Employer to work in an environment free from harassment and violence.
- (b) For the purpose of this Article and Article [12], harassment and violence means “any action, conduct or comment, including of a sexual nature, that can reasonably be expected to cause offence, humiliation or other physical or psychological injury or illness to an employee, including any prescribed action, conduct or comment”. This includes all types of harassment and violence, including sexual harassment. Harassment and violence are disciplinary infractions and will be dealt with as such by the Employer.

(Courtesy of Vancouver Airport Authority)

A range of fringe benefits and related provisions that address the concerns of:

- Different equity seeking groups in the association’s membership (e.g., daycare)
- Language providing for accessibility for members with disabilities
- Bereavement leave could also provide flexibility of cultural representatives as support roles in common meetings (i.e., performance reviews and improvement, grievances and complaints)
- Collective agreements could also consider the inclusion of cultural representatives as support roles in common meetings (i.e., performance reviews and improvement, grievances, and complaints). See **Exhibit I**, Internal Engagement: Indigenous Member Representation below

Exhibit I

Indigenous Member Representation

ARTICLE 4.08 [NEW]

In recognition of the authority of Elders and other respected members of the Indigenous community, an Employee who is a member of an Indigenous community may invite an Elder or a cultural representative to act as a witness or in a supportive and confidential capacity in their dealings with the Employer, which may include performance reviews, complaint procedures, grievances, and the sick-leave process.

(Courtesy of Vancouver Airport Authority)

“At YVR, we are very thankful to the Public Service Alliance of Canada and our union executive for working with us to provide a number of DEI provisions in YVR’s new collective agreement to make it the first of its kind in Canada. This includes aligning the traditional seniority-based job protection with reconciliation and ensures that Musqueam Indian Band employees will be retained as part of the Musqueam – YVR Sustainability & Friendship Agreement. This same provision also minimizes the adverse impact of members of other designated groups in the workplace such women, Indigenous peoples, persons with disabilities, and members of visible minorities.” Karen Zygun, Director, Human Resources, People and Brand, Vancouver Airport Authority.

The Vancouver Airport Authority have additional ratified agreements that can be used as a template. See **Exhibit J**, Internal Engagement: Abuse of Authority, and **Exhibit K** Internal Engagement: Complaint Procedure, below:

Exhibit J

10 ABUSE OF AUTHORITY

The Employer, the employees, and the Union recognize that all persons employed by the Employer stand to benefit from working in an environment free from abuse of authority.

(a) For the purpose of this Article and Article 12 [Complaint Procedure], abuse of authority means improperly using a position of authority to endanger another person’s job, undermine their job performance, or negatively interfere with their career. It includes humiliation, intimidation, threats and coercion. Conduct involving the exercise of responsibilities or authority related to the provision of advice, the assignment of work, coaching, performance evaluation, appropriate disciplinary and other supervisory or leadership functions does not constitute abuse of authority.

(Courtesy of Vancouver Airport Authority)

Exhibit K

12 COMPLAINT PROCEDURE

12.01 An employee who alleges a violation of Article 9, 10 and or 11 may elect to seek recourse through any of the following routes:

- a) Article xx – Grievance Procedure;
- b) Article 12 - Make a complaint to the employee's manager or to a Human Resources representative in accordance with 12.02 below; and/or
- c) If applicable, file a human rights complaint or application under the Canadian Human Rights Act.

12.02

(a) An employee may seek assistance and/or involvement of a Union representative at any stage in this procedure when alleging discrimination, abuse of authority, harassment, or violence.

(b) An employee who alleges discrimination, abuse of authority, harassment or violence, or a Union representative on behalf of the employee, may make the complaint to the employee's manager or to a Human Resources representative who will:

- i. within 48 hours, initiate the process of conducting an investigation into the matter following the process defined in the Respect and Violence in the Workplace Policy, dated January 2021 and as updated in consultation with the Union or as amended from time to time, as may be required by applicable legislation or regulations.
- ii. maintain a strict degree of confidentiality with the employee concerned; and take appropriate action to resolve the problem; and
- iii. If the Employer decides to engage an independent investigator, it will consult the Union regarding the selection of the investigator. In the event there is no agreement on the investigator, the Employer will appoint an independent third-party investigator.

(c) If the employee's complaint is not resolved at the conclusion of the process set out in this Article 12.02 (b) then the employee may refer the complaint to the Grievance Procedure set out in Article xx.

(d) Complaints brought under this Article will be handled with all possible confidentiality and dispatch by the Union and the Employer.

(Courtesy of Vancouver Airport Authority)

Lay-off provisions based on seniority have a similar adverse impact on equity-seeking groups. The most junior employees are often the most representative of the population they serve but tend to be the first to receive a lay-off notice.

A less obvious policy with the effect to exclude are **dress codes** that do not reflect culture that is not seen as mainstream. Dress codes that are not gender-neutral may not allow employees to reflect their true identity. At worst, such dress codes can contravene human rights legislation. At a minimum, any policy should be consistent with the guidelines of the Equal Employment Opportunity Commission (U.S.) or the Human Rights Commission (Canada). Even if legally compliant, some dress codes may make some employees feel excluded or unwelcome.

Similarly, employees will be highly aware when they are not given due consideration to have time off for a **holiday, spiritual celebration or event** that is important in their culture. An airport may not be able to recognize all cultural holidays with paid time off, but vacation time or banked time can be offered on a priority basis to employees who wish to respect a specific cultural day.

DEI advisors and consultants can be helpful in reviewing collective agreement rules and corporate policies to ensure they do not have an adverse impact on equity-seeking groups. Even more beneficial, however, is consultation with employee resource groups to identify the unintended impacts.

Exhibit L can serve as a template for language for your consideration can be in, Internal Engagement: Layoff/Recall and Severance Pay.

Exhibit L

ARTICLE 14 - LAYOFF/RECALL AND SEVERANCE PAY

Notice of Layoff

14.01
In the event of a work force reduction, the Employer shall advise the Union at least one hundred and twenty (120) days prior to the reductions. The notice will outline the reasons for the workforce reduction, and the number of employees affected.

14.02
Employees subject to layoff will be advised no less than ninety (90) days prior to the date of layoff.

14.03
A joint Union-Management committee shall be established. The Employer will provide the rationale to the committee for the positions to be affected and the committee will discuss the application of Articles 14.06 and 14.08 to the employees within the positions. The committee will consider all possible alternatives, including attrition, to a workforce reduction. This committee shall meet during the thirty (30) days following the notice prescribed in Article 14.01 and, where necessary, during the ninety (90) days' notice prescribed in Article 14.02.

Voluntary Severance

14.04
Prior to implementing layoffs, the Employer will consider offering employees voluntary severance in accordance with Article 14.06 and 14.13, if:

- (a) the employee waives the right to recall; and,
- (b) the voluntary severance would avoid the lay-off of another employee.

14.05

- (a) Employees subject to lay-off shall, during the ninety (90) days period of notice, be granted reasonable leave with pay for the purpose of being interviewed and examined by a prospective employer and such additional leave with pay as the Employer considers reasonable for related travel.
- (b) Employees laid off will also be provided with a job search assistance program and counselling services coordinated by the Employer.

Lay-Off

14.06
With the exception of regulatory requirements, and the provisions outlined in this Article, the Authority will lay off employees in the reverse order of bargaining unit seniority in a position provided the employees retained can perform the work in a satisfactory manner.

Notwithstanding the above, the parties agree that the Employer shall retain Indigenous employees in accordance with the obligations of the Sustainability & Friendship Agreement signed with the ~~City of Vancouver~~ (Musqueam) people regardless of their seniority. In addition, in the application of the layoff provisions, the parties agree to consult with each other regarding such other measures as may be taken to minimize the adverse impact of layoffs by seniority on the representation of members of other designated groups in the workplace.

Without Prejudice January 9, 2023.

Page 1

(Courtesy of Vancouver Airport Authority)

Special Helpful Considerations

“The First One” and Tokenism

If the airport has hired its first female snow removal driver, or has the first Black CEO, or has one person who speaks English as a second language, or one person in a wheelchair, or one transgendered person... it’s important to understand the pressure associated with being “the first one.” The pressure comes from wanting to blaze a trail for the next person, while also guarding individual psychological safety and health from the expectation of being the expert on all underrepresented people, and/or the voice for all people in underrepresented groups. It is never okay to ask the first diverse, i.e. the “only” person, to start a diversity program single-handedly. A DEI program is the responsibility of all leadership.

McKinsey & Company reported¹⁷³ on studies analyzing data from the United States and includes responses from more than 4,000 LGBTQ+ employees among the more than 60,000 employees surveyed across industries, occupations, and geographies. Two-thirds of LGBTQ+ employees surveyed had stronger feelings of being “an only” in the workplace than other employees did. The results highlight the need for employers to better understand and provide support for the populations they employ.

Supporting Employees Coming Out as Transgender

The airport may have an employee who is transitioning. The employee may have come out to one or more individuals at the office. The employee may intend to pursue some form of social transition that would involve notifying employers and colleagues. Below are documents to help guide leadership in supporting an employee who is transitioning (please see **Exhibit M**, Internal Engagement: Guide for Supporting Employees Coming Out as Transgender. There is a template of a memo to staff advising them about the employee who is transitioning in **Exhibit N**, Internal Engagement: Template Memo Transitioning Staff below. Legal counsel should be consulted in any such effort.

This guide is specific to employees who transition after holding a job for some time but may also apply to employees entering a workplace immediately after a hiring decision and prior to their first day.

¹⁷³ <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/active-allyship-do-your-lgbtq-plus-employees-feel-supported-and-included>

Exhibit M

Guide for Supporting Employees Coming Out as Transgender

Guidelines for the Employer

- Emphasize support of employees and their transitions
- Review relevant nondiscrimination policies (link to other guide here)
- Advise coworkers about affirming employees and their transitions
- Model correct use of transitioning employees' name and pronouns in all communications
- All processes should be developed with participation and consent of transitioning employees

Questions for the Employer

- Who is the transitioning employee's point of contact? Someone in HR? Elsewhere?
- Who will be involved in implementing an employee's transition plan? This should include the employee, the employee's direct supervisor, an HR representative, and anyone else who will be involved (per employee's comfort and permission).
- Who, if anyone, would have access to records or information containing former names and legal names? Employees should be made aware of this.
- Does the newsroom owner have relevant policies and procedures that guide or constrain the newsroom's policies? This may be relevant if the newsroom is owned by a university or larger media conglomerate.
- How familiar are points of contact expected to be with newsroom policies around transgender issues? How will they be trained, and how will they stay informed after initial trainings?
- How will employees know about newsroom policies related to transgender status?
 - This includes but is not limited to policies regarding bathroom use, employment rights, and how to report harassment or discrimination. It also includes transgender health care coverage in newsroom medical plans.
- Who does the employee need to meet with? Most employees will likely need to consult their immediate supervisor after discussing social transition plans with HR or another primary point person. An employee may desire a larger meeting to inform others of their transition.
- What records need to be updated for employees? How and when will those changes be made? Can they be made?
 - Consider headshots, newsroom email ID, online display names, press badges, name plates, HR logins, and bylines. If the newsroom is affiliated with a larger conglomerate, there may be systems that can't be changed without a formal request to a technology department.
 - Employers should ensure all name changes, photographs, and other documents are updated in advance of any announcement, unless the employee prefers a different timeline.
- What sort of social, medical, and disability leave are available to transitioning employees? Who will communicate with the employee about any relevant leave programs and how to qualify? These programs vary by state laws and by workplace.
- Who will notify management of the employee's transition so that newsroom leaders can model appropriate pronouns, names and behavior?
- What training will be given to coworkers?
 - How will management respond to coworkers or colleagues disrespecting employees based on their transgender status? How will management respond to colleagues who refuse to use the appropriate names and pronouns for transitioning employees? How will employees be made aware of relevant anti-harassment and nondiscrimination laws?

- How will management respond to harassment or discrimination against transgender employees originating from outside the newsroom? Do existing newsroom policies include transgender reporters when stipulating how to handle harassment at events, while reporting, or on social media?

Questions for the Employee

- When will the social transition in the office formally occur? This means the date that the employee will change their name and pronouns. They may also start using a different restroom/locker room, if they have not already been using the facilities most appropriate for their gender identity.
- How and in what format should coworkers be made aware of someone's new name and pronouns, if relevant?
- Would they prefer to announce new names and pronouns to relevant coworkers or communicate the information one-on-one?
- Would they prefer to announce new names and pronouns themselves or have a supervisor communicate relevant information in a meeting or via email?

(Credit: Society for Human Resource Management)

Exhibit N

Template: Memo to Employees Announcing the Gender Transition of a Co-worker

To: All [Company name] staff
Re: Employee gender transition

This memorandum is intended to inform you of an employee's gender transition and to address some of the most common questions you may have regarding the employee's transitional period.

Effective today, [Devin], who is in the process of a gender transition, will exhibit some personal changes while at work. Below we have provided information that will be necessary for the gender transition.

Policy

[Company Name] is committed to treating all employees with respect and dignity. We achieve this by fostering a work environment of acceptance and understanding that is free from discrimination regardless of our employees' beliefs, race, national origin, ethnicity, age, socio-economic status, physical and mental ability, religion, political affiliation, gender, sexual orientation, gender identity or expression, or other personal characteristics that make our employees unique.

Definitions

The Human Rights Commission provides the following definitions:

Gender Identity: One's innermost concept of self as male, female, a blend of both or neither – how individuals perceive themselves and what they call themselves. One's gender identity can be the same or different from their sex assigned at birth.

Gender Expression: External appearance of one's gender identity, usually expressed through behavior, clothing, haircut or voice, and which may or may not conform to socially defined behaviors and characteristics typically associated with being either masculine or feminine.

Gender transition: The process by which some people strive to more closely align their internal knowledge of gender with its outward appearance. Some people socially transition, whereby they might begin dressing, using names and pronouns and/or be socially recognized as another gender. Others undergo physical transitions in which they modify their bodies through medical interventions.

Transgender: An umbrella term for people whose gender identity and/or expression is different from cultural expectations based on the sex they were assigned at birth. Being transgender does not imply any specific sexual orientation. Therefore, transgender people may identify as straight, gay, lesbian, bisexual, etc.

Names and Pronouns

[Devin] will now be referred to as [Daria] at all times. All employees, including managers, supervisors and co-workers, should use the appropriate pronouns "she" and "her" when referring to [Daria] during all verbal and written communication. We expect all employees to continue to treat [Daria] with respect as outlined in our policies by not misusing the employee's name, incorrect pronouns or referring to former gender assignment.

Restrooms

[Daria] will be using the restroom(s) appropriate to and reflective of her full-time gender presentation. This will be applicable to all company's facilities including the locker room.

Difference in Treatment
Any perception that *[Daria]* is receiving special privileges as result of her transition is inaccurate. All employees are protected by the same laws and policies as *[Daria]*, with regard to race, color, national origin, religion, age, gender, disability, gender expression or identity, and sexual orientation. All employees are entitled to the same kind of accommodations and protections against discrimination that are available to *[Daria]*.

Religious Beliefs
Some co-workers may view a person changing his or her gender to be conflicting with their own religious beliefs. We foster and enforce a culture where we recognize, embrace and respect each other's differences. It is not required that you believe in or accept each other's choices but rather *[Daria]* and every other employee is required to be treated with respect and dignity at all times.

Additional Concerns and Questions
As always, our company has a zero-tolerance policy on harassment and discrimination. The department manager or human resources department will be available to all employees who may have any questions or concerns regarding *[Daria]*'s transition.

We expect that you will maintain an environment of respect, understanding and support while *[Daria]* undergoes this process.


[Daria], the HR department and the department managers thank you in advance for your support and assistance during this process.

(Credit: Society for Human Resource Management)

Employee Health and Well Being

Airports can allow Weight Watchers-type programs, permit “Step Challenges” or other competitions among employees, host Health Fairs, or provide for opportunities for employees to have discussion during times of crisis. Halifax Stanfield Airport’s Sunshine Committee, which helps employees address mental health issues, is Highlighted earlier in this chapter.

Paine Field is located in Snohomish County in the State of Washington. The County offers a Healthy Habit incentive program that rewards participants with cash for completing activities, performing certain preventative health maintenance activities, financial wellness, and a wellness engagement app. See **Exhibit O**, Internal Engagement: Healthy Habits and **Exhibit P**, Internal Engagement: Healthy Habits FAQs, below.



2021 Healthy Habits Program - Expanded

Instructions: Each category is incentivized with the capacity to earn \$125 at the end of 2021. Complete five activities at your own pace from category 1, and one item in categories 2, 3 and 4 between January 1, 2021 and November 15, 2021 to earn a \$125 incentive. Fill in the blanks, as applicable. For the health screening incentive, upload page one of your EOB (explanation of benefits).

Category 1 – Wellness Activities: Complete five or more activities for \$50

- Complete a 21 day racial equity challenge (Try [MLPP.org](#) or [SFE](#))
- Practice deep breathing and/or meditation for at least a few minutes every day for two weeks: [deep breathing and/or meditation](#)
- Call/text/email a friend or family member to check in at least once a week for four weeks
- Complete a [Wellspring Employee Assistance Program](#) or [Continuous Learning Center](#) health related webinar
- Take the [Implicit Bias](#) test from Harvard and discuss your results with someone
- Sign up for the [Regence Empower](#) program and complete two challenges
- Take [stretching breaks](#) for at least five minutes per day for 21 days ([Desk stretches](#))
- Sign up for and utilize [Kaiser's free wellness coaching calls](#)
- Eliminate added sugars for 14 days ([Learn more](#) about added sugars)
- Sign up for MyStrength behavioral website/app from Kaiser
- Sign up for Quartet behavioral health website/app from Regence
- Get at least 30 minutes of physical activity per day for 21 consecutive days
- Quit smoking and/or enroll yourself or a dependent in a [smoking cessation program](#)
- Sign up for a meditation class in the [Continuous Learning Center](#)
- Drink at least 64 ounces of water per day for 21 consecutive days ([Try an App to track](#))
- Create an account and utilize MDLive ([Regence](#)) or Telemedicine ([Kaiser](#))
- Tell a colleague how their efforts or contributions positively impacted your work
- Reduce your screen time by 10 minutes or more every day for two weeks
- Make a list of the benefits and positive aspects of your current job
- Participate in a Community Supported Agriculture (CSA) program or shop regularly at a farmer's market/co-op
- Consistently take your breaks while at work
- Help eliminate single use plastic by changing one habit (replace with reusable straws, bags, cups, etc.)
- Take the [Wipe Out Waste](#) Module 1 training in Skillport
- Develop a budget or savings goal and write a plan to reach your goal
- Find one monthly expenditure that you feel is unnecessary and eliminate or reduce it
- Create a gratitude practice: journal, mindfulness, expression

Category 2 – Dental Visit: \$25 (choose one)

- Willamette - Visited a dentist for at least one cleaning in 2021
- Delta Dental - Visited a dentist for at least one cleaning in 2021

Category 3 – Preventative Care/Wellness Visit or Health Risk Assessment: \$25 (choose one)

- Visited primary care physician for wellness checkup/blood panel/physical in 2021 – **uploaded pg. 1 of EOB**
- Completed the Kaiser Permanente Health Risk Assessment online
- Completed the Regence Empower Health Risk Assessment online

Category 4 – Financial Wellness \$25 (choose one)

- Deferred Compensation - Nationwide: Set up an online account with Nationwide and/or add/increased contribution
- Complete two personal finance courses in Skillport (which ones: _____)

Snohomish County Central Human Resources – Partners for Health
Updated 12/3/2020

(This would be a digital signature with a disclaimer statement and checkbox)
Certification: I certify that I have completed all activities that I have checked on this form. I understand that I must be a regular employee on December 20, 2021 to be eligible for the \$125 incentive.

Signature	Date
-----------	------

(Credit: Snohomish County)

2022 Healthy Habits Instructions & FAQ

Instructions for accessing NEOGOV & Forms

To access NEOGOV on a County device:

<https://login.neogov.com/authentication/saml/login/snohomish>

To access NEOGOV on a personal device:

- When prompted by the Microsoft sign in page, enter your six-digit alias + @co.snohomish.wa.us. (Example: sxxxxx@co.snohomish.wa.us)
- Click NEXT and enter your network login password.



Once Logged In:

From your Unified Dashboard, go to Forms (left) and then click the Healthy Habits 2022 form. You can then click "Start Process" and "Complete Form". You can always save your form and come back to it at later times though. If you do this, look under Your Processes when you log back in, no need to start a new form.

Ways to Succeed:

- Create reminders for yourself that remind you to work on your activities.
- Enroll a buddy for accountability to keep each other motivated.
- [Visit the wellness page](#) in SharePoint for resources.

FAQ's

Do I have to complete all four of the categories?

No, you can complete as many categories as you would like. You will qualify for the incentive noted for any completed categories.

Is anything required for proof of category 1 activities completion?

No, whichever activities you choose to complete will be on your honor. Some activities can be completed quickly, and some require a longer time commitment but documentation or participation in any activity is not required. You will note that some of the activities have

Will my information be shared or will my data be used for anything?

No, the County is not tracking or collecting individual health data.

Program Information

Category 1 for \$50: Complete five or more activities

Category 2 for \$25: Preventative health (choose one)

Category 3 for \$25: Financial wellness (choose one)

Category 4 for \$25: New Wellness App engagement

Links:

*1 [21-day racial equity challenge](#)

*2 [Wellspring webinar](#) (password Snohomish County)

*3 [Implicit Bias test](#) (note that there are a series of questions after you take the test. These are optional and you can select 'decline to answer')

*4 [Regence Empower](#) (log in required)

*5 [Kaiser Coaching](#)

*6 [Smoking Cessation](#)

*7 [Wipe Out Waste](#)

*8 [Stretching Breaks](#)

Thank you for your interest in this program and for your participation to work towards healthier habits!

– Future You Wellness Program

FUTURE YOU
Your Wellness Program



(Credit: Snohomish County)

HIGHLIGHT

HOW TORONTO PEARSON INTERNATIONAL AIRPORT BUILT ITS DEI PROGRAM

In 2018, the Greater Toronto Airports Authority (GTAA), operator of Toronto Pearson International Airport, introduced the organization's first ever **Diversity Meter Survey**, followed by another in 2021. Conducted by a third-party organization that has experience leading DEI strategies in several industries, this survey was ground-breaking for it provided the organization with the most robust, in-depth look at employee experience and sentiment as it relates to DEI in the workplace. The data collected from the 2021 survey helped inform its DEI strategy to put forth better practices and policies that support its employees.

Building on the survey, as of this writing, the GTAA is undergoing an Employment Systems Review, which is taking a holistic approach to further understanding what programs, processes and policies should be prioritized to help remove barriers and move its mandate forward. Additionally, in 2023, the GTAA launched an **organization-wide Mentorship Program**, which will provide the opportunity for employees to expand their network, enabling employees to grow their career by providing them with access to leadership advice and coaching.

To help GTAA leaders become better allies to colleagues and team members, the GTAA implemented an **Inclusive Leadership Training course**, comprised of four sessions, which provides individuals with the skills they need to promote transparency, recognize and tackle bias, embrace DEI, and leverage diverse thinking to drive innovation.

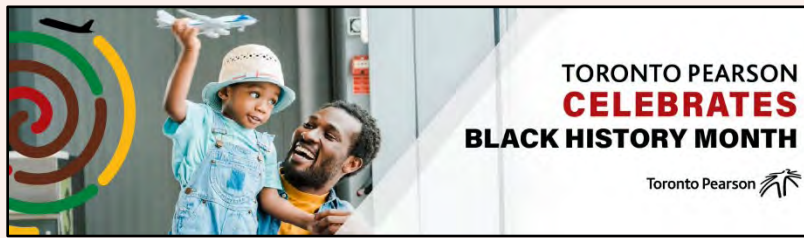
Another outcome from the survey was the **introduction of several Employee Resource Groups (ERGs)** to support individuals across all areas of the organization, with more to come. In 2019, the GTAA created The Women's Alliance @YYZ, a community of employees dedicated to the advancement of women in the workplace by attracting and developing talent, cultivating mentorships, and supporting professional growth. In addition, the Black Professionals Network, designed to enhance and encourage the career growth and development of its members, the Rainbow Runway, focused on the 2SLGBTQ+ community and Sky's the Limit, focused on People with a Disability were established in 2022.

Toronto Pearson's attention **to inclusivity is not limited to its employees, but includes its passengers, tenants and the community**. This is evident in the GTAA's attention to the needs of passengers to disabilities. The GTAA deployed Aira technology for passengers who are blind or low-vision, hearing loops and video translation for passengers who are deaf or hard of hearing and have installed accessible check-in kiosks to create a more inclusive airport experience for all travelers. In 2020, Toronto Pearson became the first airport in Canada to offer the Sunflower Lanyards Program for passengers with invisible disabilities. The lanyard provides a discrete way to signal that a passenger may need additional assistance or extra time completing a task.

In 2022, GTAA announced its commitment of \$150,000 to six Black and Indigenous-led groups supporting communities around Toronto Pearson. This announcement continues the work the GTAA has been doing to support DEI, including a commitment to the BlackNorth Initiative, which

the GTAA signed in July 2020. **Providing funding to these community groups is a measurable step toward fulfilling a promise to help build better futures for those impacted by systemic racism.**

Throughout the year, Toronto Pearson recognizes inclusion days by broadcasting imagery on airport screens:



(Courtesy of Toronto Pearson International Airport)

Resources

Articles

Equity Decision Making Tool for the Governing Alliance on Race and Equity
<https://www.racialequityalliance.org/resources/racial-equity-getting-results/>

The following articles are from the Society for Human Resource Management, a subscription organization focusing on Better Workplaces, Better World:

- *Developing an Accessible Workplace:* <https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/developinganaccessibleworkplace.aspx>
- *Ensuring Workplace Inclusion for LGBTQ Employees:*
https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/lgbtq_inclusion.aspx
- *Managing Employee Dress and Appearance:*
<https://www.shrm.org/resourcesandtools/tools-and-samples/toolkits/pages/employeedressandappearance.aspx>
- *Strict Dress Codes May Lead to Discrimination Claims:*
<https://www.shrm.org/resourcesandtools/legal-and-compliance/employment-law/pages/strict-dress-codes-may-lead-to-discrimination-claims.aspx>

Other Links

McKinsey & Company's Women in the Workplace: <https://www.mckinsey.com/featured-insights/diversity-and-inclusion/women-in-the-workplace>

Catalyst: Workplaces that Work for Women: <https://www.catalyst.org/>

TRB Resources

In Progress:

ACRP Project No. 01-51, "Improving Airport Organizational Practices to Enhance ACDBE/DBE Participation." <https://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=5196>

Pending as of the date of this report:

ACRP Project No. 06-09, "Equitable Workforce Outcomes: A Study of Women and Minority Representation at Airports" <https://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=5408>
Reports and Studies

ACRP Insight Event Report: "Systemic Inequality in the Airport Industry: Exploring the Racial Divide" <https://www.trb.org/Main/Blurbs/182913.aspx>

The National Academy of Sciences, Transportation Research Board Publication "Advancing Antiracism, Diversity, Equity, and Inclusion in STEMM Organizations: Beyond Broadening Participation" ¹⁷⁴ (Gilda A. Baradino, Susan T. Fiske, Layne A. Scherer, and Emily A. Vargas, *Editors*) is

¹⁷⁴ <https://nap.nationalacademies.org/download/26803>

a Consensus Study Report that includes examples of Culture Change Frameworks for Organizations. N.B. This is a Pre-publication Copy, Uncorrected Proofs
Examples of Culture Change Frameworks for Organizations:

The Antiracist Organization: Dismantling Systemic Racisms in the Workplace

Daniels, S. (2022)

Four-Factor RACE Model:

1. Recognize the Problem: Do you understand the people most impacted by racism?
2. Analyze the Impact: Organizational analyses should include both quantitative and qualitative data
3. Commit to Action: Address leaders who are resistant to change
4. Empower for Change: Assist people in feeling a part of the change

How to Promote Racial Equity in the Workplace

Livingston, R. (2020)

Five-Step Plan:

1. Problem Awareness: Do I understand what the problem is?
2. Root-Cause Analysis: Where does the problem come from?
3. Empathy: Do I care about the problem and the people who are impacted?
4. Strategy: Do I know how to correct the problem?
5. Sacrifice: Am I willing to do so?

Elevating Equity: The Real Story of Diversity and Inclusion

Bersin, J. (2020)

Five Essential Strategies for DEI Excellence:

1. Listen, hear and act (listening to employees is a top driver of excellence)
2. Strengthen HR Capabilities in all roles (DEI must permeate the talent supply chain from hiring, to promoting and helping people grow)
3. Engage senior leader commitment (diversity training has limited value, but leadership commitment can make a big difference)
4. Set goals and measure success
5. Create accountability for results (drive DE&I across the entire ecosystem)

Advancing Black Leaders

Roberts, LM., et al. (2019)

- Move away from the business case and towards a moral one
- Encourage open conversations about race
- Revamp DEI programs—promote sustained focus on racial equity
- Manage career development across all life stages (from early in one's career and throughout)

Getting Serious About Diversity: Enough Already with the Business Case

Ely, RJ and Thomas, DA. (2020)

- Build talent

- Actively work against discrimination and subordination
- Embrace a wide range of styles and voices
- Make culture differences a resource for learning

Organizational Transformation Is an Emotional Journey

White, A, Smets, M, Canwell, A. (2022)

- Address the unsustainable status quo
- Detach from the status quo
- Develop a purposeful vision
- Lead emotional transformation
- Include both the rational and emotional
- Align KPIs, funding, resources and people
- Make transformation the new normal

AAC&U's Committing to Equity and Inclusive Excellence: Campus Guide for Self-Study and Planning AAC&U (2015)

- Actions:
 1. Know who your students are and will be
 2. Commit to frank, hard dialogues about the climate for minoritized students on your campus, with the goal of affecting a paradigm shift in language and actions
 3. Invest in culturally responsive practices that lead to the success of minoritized students
 4. Set and monitor equity goals and devote aligned resources to achieve them
 5. Develop and actively pursue a clear vision and goals for achieving high-quality learning
 6. Expect and prepare all students to produce culminating or signature work
 7. Provide support to help students develop guided plans to achieve essential learning outcomes, prepare for and complete signature work, and connect college with careers
 8. Identify high-impact practices best suited to your students and your institution's quality framework
 9. Ensure that essential learning outcomes are addressed and high-impact practices are incorporated across all programs
 10. Make student achievement—specifically, minoritized student achievement—visible and valued

From Equity Talk to Equity Walk: Expanding Practitioner Knowledge for Racial Justice in Higher Education

McNair, TB., et al. (2020)

- Start asking about why these inequities exist
- Start to question privilege and biases in the systems and structures that perpetuate inequities, specifically racial inequities
- Stop using language that masks who the students really are.
- Stop believing that the accepted norm should be from the dominant culture's viewpoint

Equity in Science: Representation, Culture, and the Dynamics of Change in Graduate Education

Posselt, JR. (2020)

Moving Scientific Institutions Toward Equity

- Acknowledging the racialized and gendered beliefs, standard practices, and power dynamics that are root causes of inequities
- Coordinating systemic actions in the multiple contexts and levels at which equity is created or impeded
- Leveraging bottom-up, top-down, and inside-out forces for change
- Equity-minded learning and retooling for individuals and organizations, facilitated by cultural translators who span social, professional, and/or disciplinary boundaries
- Cultivating, expecting, and rewarding knowledge, skills, and labor that support equity as new generations are trained and enter the labor market

How Colleges Change: Understanding, Leading, and Enacting Change

Systemic institutional change is best achieved by converging bottom-up (“grass roots” initiatives) and top-down (individuals in positions of power) efforts. Three phases of culture change:

- Mobilize: Develop initial awareness of the need for change (data); create vision; galvanize support for change through discussion; mobilize leadership and collective action
- Implement: Choose strategies; pilot; change policies; process and structures; professional development; evaluate results and reorient; celebrate successes; scale-up or down
- Institutionalize: Disseminate results; review; commit; persist

8. External Engagement: Introduction

Recent research conducted by Bain & Company and the DEI consultant, Grads of Life, found that the largest and most successful businesses in the United States that have advanced their DEI goals have leaders who look beyond their own ‘four walls’—focusing as much on external stakeholders as on their own workforces. These businesses are poised to create more significant impact with their DEI strategies than are their peers.¹⁷⁵ Below are examples of some actions that business organizations have taken:

“We see accountability metrics that include **outside requirements** as a potential catalyst for better, faster change. For example, these could take the form of vendor or **supplier requirements, banking strategies, and other ways to connect the ways of doing business** with the need for substantial DEI progress.”¹⁷⁶

Tsedale M. Melaku and Christoph Winkler.

“Early on, I learned the importance of community engagement. It’s hard to do business, or even live, in a community in which you are not involved. At Halifax Stanfield, we have many community outreach initiatives, which all help to create a richer environment for our communities.”¹⁷⁷

Joyce Carter, President and CEO, Halifax International Airport Authority.

- Bain & Company note how it has embedded DEI throughout the organization including supply chains, customer and product strategy, community engagement, and communication with the general public
- Accenture publicly discloses its DEI goals to demonstrate transparency, accountability and to accelerate progress on DEI¹⁷⁸
- In 2020, Goldman Sachs announced that it would only take a company public in the U.S. or Europe if that company had at least one board member from an underrepresented group. The following year Goldman Sachs increased the requirement to at least two members, of which at least one must be a woman.

¹⁷⁵ <https://www.forbes.com/sites/gradsoflife/2022/03/31/3-ways-companies-can-advance-diversity-equity--inclusion-beyond-their-own-four-walls/?sh=1abdad3c3721>

¹⁷⁶ <https://hbr.org/2022/06/are-your-organizations-dei-efforts-superficial-or-structural>

¹⁷⁷ <https://www.national.ca/en/perspectives/detail/four-minute-leadership-joyce-carter-of-halifax-international-airport-authority/>

¹⁷⁸ <https://www.forbes.com/sites/gradsoflife/2022/03/31/3-ways-companies-can-advance-diversity-equity--inclusion-beyond-their-own-four-walls/?sh=74a2193a3721>

- Additionally, the company established Spotlight, a program for select groups of diverse board candidates providing them with training and networking opportunities to enhance their candidacy for corporate boards¹⁷⁹
- Hudson was named the recipient of the 2022 All In For Students Philanthropic Partner Award by Communities In Schools (CIS), the largest national organization dedicated to empowering students in need. Hudson raised nearly \$5 million over a ten-year period for the organization.¹⁸⁰

"ATI's involvement across all aspects of the (Terminal 6 Project at JFK) is a demonstration of how the **principle of inclusion is valid**; how it sets the stage for growth of new businesses, how it sets an example for representation of women, minorities, veterans, and local businesses in large scale projects, and how it **demonstrates an effective means to create an American economy where every business sector can serve the cause of equity**."¹⁸¹ Secretary Henry Cisneros, ATI Chairman.

"The commitment Hudson has shown for our mission of serving students and families in need is admirable and a great example of a corporate partner that stands up for equity in education."¹⁸² Rey Saldaña, President and CEO of Communities In Schools.¹⁸²

Airports across North America of all hub sizes have also included an outward looking focus to their DEI programs in areas of recruitment, equity, business diversity and community engagement. A few illustrations include:

- Aéroports de Montréal (ADM), manager and operator of Montreal-Trudeau and Mirabel international airports, is an "active and continuously involved member of its community. It strives to maintain harmonious relations with its stakeholders, particularly with the communities around its airports."¹⁸³ For several years that made efforts to manage the soundscape, and further, contributed to the economy of the community by being involved in the development of the region, improving its procurement practices and reducing its environmental footprint. ADM now has a 70% local procurement rate.

¹⁷⁹ <https://www.goldmansachs.com/our-commitments/diversity-and-inclusion/board-diversity/index.html>

¹⁸⁰ https://www.hudsongroup.com/press_release/2022-10-20/hudson-honored-2022-all-students-philanthropic-partner-award-communities-0

¹⁸¹ <https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2022-press-releases/governor-hochul-celebrates-final-phase-of-the-jfk-transformation.html>

¹⁸² https://www.hudsongroup.com/press_release/2022-10-20/hudson-honored-2022-all-students-philanthropic-partner-award-communities-0

¹⁸³ https://www.admtl.com/sites/default/files/2023/ADM_Plan-Durabilite_1-0_EN_FINAL.pdf

- As part of a robust Equity, Diversity, Inclusion & Accessibility (EDIA) program, Denver International Airport (DEN) created the first of its kind, Center for Equity and Excellence in Aviation (CEEA). The three program components are Business Development Training and Academy, Career Pathways, and Research and Innovation Lab. For more information, see [External Engagement: Developing the Workforce of the Future - Highlight](#).
- Hartsfield-Jackson Atlanta International Airport and through ATLNext Project is committed to establishing partners that reflect the diverse community surrounding the airport. It created market-driven packages that not only promote joint ventures, but also foster smaller packages enabling participation from small and M/WBE companies, and support job creation through the WorkSource Atlanta Initiative.¹⁸⁴ For more information, see [External Engagement: Working with Tenants and Other Providers – Highlight](#).
- King County International Airport-Boeing Field (BFI) requires an Equity Impact Review Tool and Sustainability scorecard to be completed on every project. This focuses the airport’s attention on keeping the community first. The tool ensures that equity impacts are rigorously and holistically considered and advanced in the design and implementation with project considerations.¹⁸⁵
- The Port Authority of NY & NJ and its airline partners sponsor the Council for Airport Opportunity (CAO) that prepares and connects community members to jobs in the aviation industry. Since the inception of the program 65,000 people have been placed at LaGuardia, John F. Kennedy, Newark Liberty, Stewart and Teterboro airports. Today they are placing an average of 10 people per day in jobs related to the redevelopment of those airports.¹⁸⁶
- San Luis Obispo County Department of Airports (SBP) created an equity learning series bringing together airport staff and tenants to learn about options to equitably enhance the customer experience.¹⁸⁷

“We (DEN) aim to be trailblazers in the aviation industry by embedding equity in all we do and how we connect with our community. We will continue to challenge our assumptions and ask for feedback from our stakeholders.”¹⁸⁸

“Progress must be intentional and this is an evolving tool. The Equity Impact Review Tool aims to consider the following frameworks of equity that are being impacted: distributional equity, process equity, and cross-generational equity. These are not the only considerations in review with the tool however,

¹⁸⁴ <https://next.atl.com/diversity/>

¹⁸⁵ <https://kingcounty.gov/~media/elected/executive/equity-social-justice/2020/COVID-19/King-County-Equity-Impact-Awareness-Tool.ashx?la=en>

¹⁸⁶ <https://www.caonynj.com/>

¹⁸⁷ <http://meadhunt.com/aviation-equity>

¹⁸⁸ <https://www.flydenver.com/ceea>

these questions will highlight the inequities of risks in the County by race, economics, and age.”¹⁸⁹ Key Questions for the King County Equity Impact Awareness.

“CAO helps connect us to candidates who may be out of our reach. This benefit has allowed us to keep our talent pipeline full regardless of the season.”¹⁹⁰

Milton Velez, Market GM at OTG.

This External Engagement section of the Report is divided into six subsections. Click on the appropriate link to find information on how some airports are managing these various concerns. While there is no “How To” per se, there are “Considerations,” for topics that should be considered when developing a program to address External Engagements. Each section includes examples of actions that airports and their tenants are taking that are offered for illustrative purposes. Other resources that are available to help you are the ACI-NA Business Diversity and Environmental Affairs Committees.

The External Engagement is covered in the following sections:

- [External Reporting](#)
- [Partnering with the Community](#)
- [Welcoming the Community into the Fabric of the Airport](#)
- [Working with Tenants and Other Providers](#)
- [Capital Planning](#)
- [Developing the Workforce of the Future](#)

¹⁸⁹ <https://kingcounty.gov/~media/elected/executive/equity-social-justice/2020/COVID-19/King-County-Equity-Impact-Awareness-Tool.ashx?la=en>
¹⁹⁰ *Ibid.*

HIGHLIGHT

UPS'S COMMITMENT TO DEI

The introduction of this guidebook includes the quote:

*"... we know that if you truly care about inequity anywhere, you should care about it everywhere."*¹⁹¹ It is

attributed to Darrell Ford, the Chief DEI Officer for UPS, who explained how the UPS Supplier Diversity program is a part of the company's overall commitment to

employees, customers, and communities. He went on to say that "being intentional about using our spend, our talents, and our influence to broaden economic inclusion makes a real impact on peoples' lives and brings incredible value to our business."¹⁹²



(Courtesy of UPS)

UPS: Our Strategy - As a global logistics leader, we understand and appreciate our responsibility to help build safer, stronger and more resilient communities founded on justice and economic opportunity for all.¹⁹³

From the top down, inside and outside, DEI principles have penetrated every aspect of UPS. UPS has one of the most diverse boards among Fortune 500 companies. The UPS Board of Directors is reflective of the company's commitment to inclusion. Nearly one-third (31%) of the board members are ethnically diverse and 46% are women, far above the average for other Fortune 50 companies.¹⁹⁴

*"For us to be successful, we have to be in a position where we can uniquely make sure that each and every [customer], irrespective of their background and how their background made them who they are, feel good about the service that we're providing them. I don't know how it's possible to serve such a diverse set of customers without having a diverse set of individuals working at UPS."*¹⁹⁵

Wayne Hewitt, Board of Directors, UPS.

In 1992, UPS started a Supplier Diversity Program, which, according to Kris Oswald, former Vice President of Global Supplier Diversity at UPS, "grew out of its deepening desire to be more inclusive

¹⁹¹ <https://about.ups.com/us/en/our-company/suppliers/supplier-diversity.html>

¹⁹² *Ibid.*

¹⁹³ <https://about.ups.com/ae/en/our-company/our-strategy.html>

¹⁹⁴ <https://about.ups.com/us/en/social-impact/diversity-equity-and-inclusion/key-takeaways-from-members-of-the-ups-board.html>

¹⁹⁵ *Ibid.*

and do what is right.”¹⁹⁶ By 2020, UPS had an annual budget of \$2.6 billion to do business with 6,000 small and diverse suppliers. It’s partners with, and supports multiple councils and third parties such as the [Women’s Business Enterprise National Council](#), the [National Minority Supplier Development Council](#), and the [U.S. Hispanic Chamber of Commerce](#) to run mentoring and training programs that support the growth and success of diverse suppliers. Since its launch, the company reports these efforts have had a \$4.3 billion impact on the economy.

“Our business strategy encourages our supply chain to reflect the diversity of the communities we serve.”¹⁹⁷ UPS.

A 2020 study uncovered that candidates for employment are 52% more inclined to work for a company that has a supplier diversity and inclusion program. In response, UPS incorporated information about its programs into its outreach to candidates.¹⁹⁸ UPS also streamlined the job application process and made an offer of employment even quicker. According to its statistics, filling out an online application – and getting a job offer – can now be completed in just 25 minutes and nearly 80% of positions do not even require an interview.¹⁹⁹

UPS supports its employees by affording them time to volunteer and offering training and mentorship programs. The company also celebrate its employees who go above and beyond, such as UPS First Officer Angel Hughes. She co-founded the non-profit Sisters of the Skies in 2017. The organization has reached nearly 200 members and has funded flight school scholarships to aspiring Black women aviators. Listen to her inspiring video.

The mission of the UPS Foundation is to deliver pathways to empower resilient, just, and safe communities. It invests in its global communities in which UPS employees live and work with grants, in-kind support and passionate volunteers.” In the most recent Social Impact Report,²⁰⁰ the Foundation highlighted its efforts to support quality legal aid, funded scholarships at HBCUs, and provide health care for vulnerable children globally. As of 2022, UPS educated 107,000 women-owned businesses and minority-owned businesses through the Women Exporter Program and UPS employees volunteered 500,000 hours in underserved Black communities.²⁰¹



“Today, we are reaffirming what we know is right and doing our part to accelerate progress. **We will be champions for justice and equality, not just in our words but in our actions** here in the U.S. and everywhere we operate around the world.”²⁰²
Carol B. Tomé, UPS Chief Executive Officer.

¹⁹⁶ <https://hbr.org/2020/08/why-you-need-a-supplier-diversity-program>, Harvard Business Review, Why You Need a Supplier-Diversity Program, by Alexis Bateman, Ashley Barrington, and Katie Date, Harvard Business Review, August 17, 2020

¹⁹⁷ <https://about.ups.com/sg/en/our-company/suppliers/supplier-diversity.html>

¹⁹⁸ <https://hbr.org/2020/08/why-you-need-a-supplier-diversity-program>

¹⁹⁹ <https://www.jobs-ups.com/>

²⁰⁰ <https://about.ups.com/us/en/related-content/2021-the-ups-foundation-social-impact-report.html>

²⁰¹ <https://about.ups.com/ae/en/social-impact/the-ups-foundation/the-ups-foundation-mission-and-purpose.html>

²⁰² https://about.ups.com/content/dam/upsstories/assets/reporting/sustainability-2021/SIR_Design_8.17.21_Final_LB.pdf

9. External Engagement: External Reporting

Although there is no Diversity, Equity, and Inclusion (DEI) reporting standard for the aviation sector, airport operators around the world are beginning to report on DEI progress. Some are incorporating metrics and highlights into comprehensive annual Environmental, Social and Governance Report (ESG) reports or sustainability reports. Transparent reporting appeals to a wide range of stakeholders, including investors, regulators, advocacy groups, employees, and the community. (As of the date of this report, a separate ACI-NA task force is developing recommendations on ESG reporting metrics for North American airports.)

"Regulatory bodies around the world are increasing the call for companies to disclose information including board diversity representation and DEI program objectives. According to a **PwC Survey**, 48% of consumers said that companies need to do more to advance societal issues, including human capital management (HCM) elements like diversity, equity and inclusion (DEI), hiring practices and fair pay."²⁰³

Airports looking to report on DEI metrics criteria could reference both the **Global Reporting Initiative (GRI)**²⁰⁴, and the **Centre for Global Inclusion's Global Diversity, Equity and Inclusion Benchmarks (GDEIB)**,²⁰⁵ which can be adapted for DEI reporting. Airports may also choose to create a custom set of quantitative and qualitative measures for their unique environment. The international consulting firm PwC offers guidance for DEI reporting:

To overcome some common barriers to ESG and specifically D&I reporting, executives should embrace three leading practices: construct an inspiring story, engage the right leaders and take a data-driven approach. Organizations that are successful in this initiative will be better able to communicate their commitment and progress, increase employee engagement, manage associated risk, and ensure their efforts are achieving their goals — while also improving their reputation and performance, as well as gaining greater interest from investors.

"Getting serious about diversity and inclusion as part of your ESG reporting"²⁰⁶

Before reporting on DEI work, airports should consult with disclosure legal counsel. Below are examples of how some airports and airport operators are external reporting on DEI.

Vantage Airport Group

Vantage Airport Group operates airports and terminals throughout the world, including in Hamilton (Canada), Philadelphia, New York, Chicago, and Kansas City. Vantage uses its annual ESG report as a

²⁰³ <https://www.pwc.com/us/en/services/esg/library/diversity-equity-inclusion-reporting.html>

²⁰⁴ <https://www.globalreporting.org/>

²⁰⁵ <https://centreforglobalinclusion.org/what-we-do/the-gdeib/about-gdeib.html>

²⁰⁶ <https://www.pwc.com/us/en/services/esg/library/diversity-equity-inclusion-reporting.html>

platform for reporting on DEI; specifically, Vantage uses ACI Europe’s Sustainability Strategy for Airports²⁰⁷ and the GRI framework for collecting and reporting data.²⁰⁸

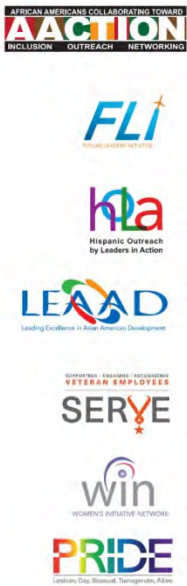
Social

Category	Indicator	GRI Disclosure
Social		
Human Rights, Values & Ethics / Diversity, Equity & Inclusion	Staff trained in business ethics, values, and anti-corruption	205-2 Communication and training about anti-corruption policies and procedures
	Staff trained in human rights including diversity sensitivity and harassment prevention	412-2 Employee training on human rights policies or procedures
	Staff trained in detecting human trafficking	G4 Sector Disclosures: Airport Operators, p. 25
	Service programs in place for passengers with reduced mobility / special needs	103-2 The management approach and its components; additional guidance per GRI publication Disability in Sustainability Reporting p. 44
	Representation of women in workforce	405-1 Diversity of governance bodies and employees
	Pay equity	405-2 Ratio of basic salary and remuneration of women to men
	Workforce diversity in comparison to local community	405-1 Diversity of governance bodies and employees

(Courtesy of Vantage Airport Group)

Dallas Fort-Worth International Airport Environmental, Social and Governance Report for FY2021²⁰⁹

DFW’s FY2021 ESG annual report incorporates both DEI quantitative metrics and qualitative reporting. The reporting highlights employee demographics, and employee initiatives like Employee Resource Groups. The airport reports that 26% of its employees participate in ERGs, compared to an average of 16% of employees in the industry. The ERGs offered at DFW include²¹⁰:



Employee Resource Groups at DFW

AAction
African Americans Collaborating Towards Inclusion, Outreach and Networking creates an environment of empowerment, opportunity, inclusion and continuous learning that promotes individual leadership and community.

FLI
Future Leaders Initiative empowers emerging leaders through professional development and networking, and creating and implementing opportunities to enhance DFW's future success.

HOLA
Hispanic Outreach by Leaders in Action works to foster an environment where Hispanic employees can grow and develop as leaders while serving DFW and the community.

LEAAD
Leading Excellence in Asian American Development provides professional and leadership development to Asian employees, supports efforts to increase flights to Asia and builds the DFW brand within the Asian community.

SERVE
Supporting, Engaging, Recognizing Veteran Employees was created to encourage a culture that respects and values veterans and creates opportunities for veterans' development.

WIN
Women's Initiative Network is chartered to educate, innovate and leverage the talent of DFW's female employees.

PRIDE
PRIDE provides an open forum where LGBT+ allies collaborate, educate and empower each other to reach their highest potential as a key resource to DFW and the North Texas community for customer and employee insights.

(Courtesy of Dallas Fort Worth International Airport)

²⁰⁷ <https://www.aci-europe.org/industry-topics/industry-topics/28-airport-sustainability.html>

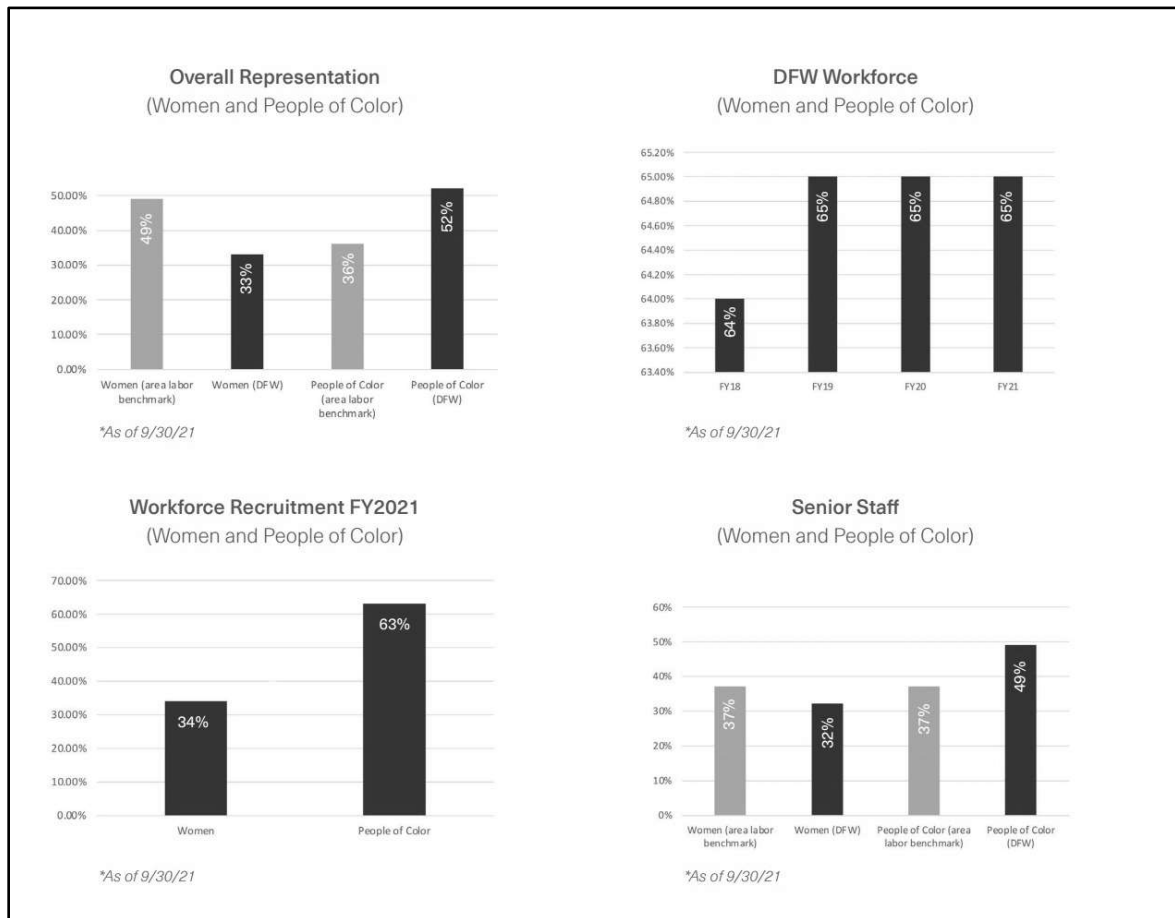
²⁰⁸ <https://vantage-dc.com/wp-content/uploads/2022/06/Vantage-2021-ESG-Annual-Report.pdf>

²⁰⁹ <https://www.dfwairport.com/business/community/esg/>

²¹⁰ <https://online.fliphtml5.com/rfyxe/okbn/#p=36>

“Dallas Fort Worth International Airport (DFW) is committed to providing transparent information about its performance and impact on environmental, social and governance (ESG) issues.”²¹¹ DFW website, “In the Community.”

The employee demographic charts²¹² from the FY2021 ESG report are below:



(Courtesy of Dallas Fort Worth International Airport)

Salt Lake City International Airport Environmental, Social and Governance Report²¹³

In addition to employee demographics, SLC incorporates Supplier Diversity into its DEI reporting, providing year-over-year comparisons of DBE spending as a percentage of federally funded construction projects. SLC also highlights the way the airport works with the business community to increase its spending with diverse suppliers.

²¹¹ <https://www.dfwairport.com/business/community/esg/>

²¹² <https://online.fliphtml5.com/rfyxe/okbn/#p=36>


²¹³ SLC Environmental, Social, and Governance Report 2020, Report [SLC-ESG-Report-Final-6.3.21.pdf](https://www.slcairport.com/SLC-ESG-Report-Final-6.3.21.pdf) ([slcairport.com](https://www.slcairport.com))

"We are doubling down on transparency, celebrating our progress, and candidly addressing how we intend to improve upon our challenges."²¹⁴

Bill Wyatt, Executive Director, SLCD.A.

Victoria Airport Authority

Victoria International Airport's Strategic Plan 2023- 2027 clearly states its Mission, Vision and Guiding Principles. Further it describes the six strategic goals, then articulates the performance measures and targets that will be monitored to demonstrate success or areas that need improvement.²¹⁵

 Victoria Airport Authority - Strategic Plan -2023-2027					
OUR MISSION <i>To provide a safe, secure, sustainable and efficient airport that creates prosperity for our region by connecting Greater Victoria with the world</i>			GUIDING PRINCIPLES Safety, Security and Sustainability <i>Ensure that safety, security and sustainability are at the forefront of everything we do.</i> Customer Service <i>Deliver exceptional levels of service and value.</i> Partnership and Accountability <i>Engage openly and constructively with our stakeholders and community.</i> Employer of Choice <i>Having a workforce who are passionate, engaged and reflect the communities we serve.</i> Responsible Stewardship <i>Manage our finances, infrastructure, and operations in a prudent and sustainable manner.</i> Economic Development <i>Promote sustainable economic development and tourism for/of the region.</i> Leadership and Innovation <i>Foster leadership and innovation.</i>		
OUR VISION <i>To be the best airport anywhere</i>					
STRATEGIC GOALS					
1. A Safe and Secure Airport	2. A Talented, Engaged and Diverse Team of Employees	3. Exceptional Airport Facilities and Customer Experience	4. Air Service Development	5. A Financially Responsible Airport	6. Leadership in Environmental Management and Sustainability
PERFORMANCE MEASURES AND TARGETS					
100% achievement of SMS Goals Zero regulatory violations <i>Compliant with all safety and security audits</i> <i>Completion of the Integrated Operations Centre</i> <i>Implementation of biosecurity and health protocols</i>	Employee Engagement Score ≥ -80% Voluntary attrition < 5% 5% of VAA Employees identify as Indigenous Formal development and training plan in place for all staff	ACI customer satisfaction score ≥ 4.4 Performance Scorecard with no more than 20% of processors in red Complete Phase I of the Master Plan Complete business plan for U.S. pre-clearance Complete customer facing technology plan	Growth in passenger traffic to 2.3 million Growth in seat capacity to 3 million Markets Served • BC: 4 • Canadian Hubs: 4 • Other Canada: 3 • USA: 3 Seattle 3x daily Sunsports – 5 Complete Cargo Development Plan	E B I T D A Margin ≥ 40% Non-aeronautical revenues ≥ 60% of total revenue (excluding AIF) Stay within lowest quartile of airline fees and charges among Canadian NAS airports Compliant financial audits Two months operations cash on hand	ACI Level 3 carbon accreditation 75% waste diversion rate Restore remaining 600 metres of TenTen creek Reduce water consumption by 15% of the 2019 total Achieve Progressive Aboriginal Relations Certification Friendship Agreement

(Courtesy of Victoria International Airport)

Port of Portland PDX Employee Dashboard²¹⁶

The Port of Portland, operator of Portland International Airport, created an employee demographics dashboard to bring its equity plan “to life.” The dashboard provides the racial and gender composition of the workforce over the years. The demographic data is also analyzed by tenure, age, and hourly rates.

²¹⁴ Ibid.

²¹⁵ <https://www.victoriaairport.com/pdfs/library/VAA%20Strategic%20Plan%202023-2027.pdf>

²¹⁶ Port of Portland - Demographics_PDX Employee Dashboard was last updated: July 1, 2021.

“We created this Employee Dashboard to bring our equity goal plans to life, hold ourselves accountable, and give the community a way to track progress alongside us.”²¹⁷ Port of Portland, Portland International Airport.

Tools and Resources

Global Reporting Initiative (GRI): <https://www.globalreporting.org/>

Centre for Global Inclusion’s Global Diversity, Equity and Inclusion Benchmarks (GDEIB): <https://centreforglobalinclusion.org/what-we-do/the-gdeib/about-gdeib.html>

HIGHLIGHT

SAN DIEGO INTERNATIONAL AIRPORT DEI ANNUAL REPORTING METRICS

As part of a recently adopted board DEI policy, SAN has developed a broad set of metrics across four “workstreams” that will be reported back to the Airport Authority Board on an annual basis and incorporated in SAN’s Annual Sustainability Report beginning in 2023. Those quantitative and qualitative metrics are as follow:

Employee

Goal: Attract a new generation of diverse employees and leaders (OSP)

Measures:

1. Overall diversity of employee population – are we representative of the region we serve
2. Management diversity
3. Internal advancement diversity
4. Retention
5. *Diversity training - # of employees participating, total hours*
6. *Employee engagement survey and inclusion responses*
7. *Outreach to diverse talent pipelines*

Italicized indicates metrics will be available in the future.

Environmental Justice

Goal: Leverage planning and environmental initiatives to benefit Environmental Justice (EJ) communities, as well as airport employees residing in those communities.

²¹⁷ <https://public.tableau.com/app/profile/pamela.rooney/viz/EmploymentDashboard-PortofPortland/DemographicsDashboardInfo>

Measures:

1. Percentage of Sustainability Management Plans updated to include EJ considerations.
2. Total amount of recovered food and donated items that are benefitting communities of concern.
3. Percentage of SAN employees that are aware of public transit and other sustainable commute options.
4. Total number of multi-family dwelling units sound insulated through the Quieter Home Program.

Business Engagement (includes Procurement and Small Business Development Program)

Goal: To increase participation and spend with small, local, and historically underrepresented businesses on Authority projects.

Measures:

1. Measure Education and Outreach Events (# of Events, Attendees, Presentation Y/N)
2. Track Direct Contract Engagement (Participation, number of Responses, number of Awards and dollar spend Commitments)
3. Track Design/Bid/Build contracts with subcontractor preferences awarded
4. Track Major Construction Project Spend (\$ to local, small, and veteran-owned businesses)
5. Report Authority Department efforts to increase participation and spend through solicitation requirements and informal contract spend

Arts

Goal: The Arts Program at SAN is committed to developing equitable processes and policies for the implementation of public art that elevates diverse voices reflective of the San Diego region, and that supports a full creative life for all. This effort will be supported through community engagement strategies and artist selection processes that reinforce representation of culturally diverse and underserved communities. The Arts Program will also promote equity in community access to its resources and opportunities. Selected artists will be expected to support these efforts in their own practice and project development. "Arts DEI Statement:

Measures:

1. Diversity of Arts Advisory Committee
2. Diversity of Selection Committees
3. Diversity of Arts Programming"

10. External Engagement: Partnering with the Community

Being a truly good neighbor takes a concerted effort.

Airports are economic generators that move passengers and goods globally, enhance foreign relations and foster connection between societies. Despite the economic value and societal benefits of airports, an airport's operations can generate adverse environmental and other negative impacts that create resentment in affected communities, as well as globally.

“Obtaining a better understanding of surrounding communities and individuals’ perception of Quality of Life will benefit airport leadership by enabling them to more easily identify challenges and concerns, as well as to understand how the airport can create opportunities to address these challenges.”²¹⁸ *Measuring Quality of Life in Communities Surrounding Airports*, TRB.

For several decades federal law and regulations in both Canada and the U.S. have required airport owners/operators to conduct environmental assessments for any projects planned for construction at airports that need a federal approval.²¹⁹ Adhering to the requirements of the Canadian Environmental Protection Act (CEPA) and the U.S. National Environmental Protection Act (NEPA), airports have had varying levels of successful outcomes.²²⁰ However, over the last few years, with the increasing focus on social responsibility, sustainability and the DEI conversation, airports have been reviewing existing required activities (including but not limited to Environmental Justice (EJ) and Disadvantaged Businesses Enterprise (DBE) (see: [External Engagement: Capital Planning](#) for additional information), and are developing robust outreach and engagement efforts. Another good source of information and resource is ACI-NA's Environmental Affairs Committee.

“Communities need to be involved in shaping solutions, particularly at times of change. The more a community can feel ownership of the solutions, the more likely it is to embrace them.”²²¹ John Stewart, Former Chair, HACAN (Heathrow Association for the Control of Aircraft Noise).

Many airports have developed innovative ways to address environmental concerns and are engaged in meaningful collaborations with local communities to address quality of life issues. In addition, some airports have taken steps to ensure that community partnerships created and maintained to ensure that they can be used in future decision-making exercises. There are many examples throughout North America. Below are a few examples of actions airports have taken to become greener and more sustainable:

²¹⁸ <https://nap.nationalacademies.org/download/25918>

²¹⁹ <https://tc.canada.ca/en/corporate-services/acts-regulations/list-regulations/canadian-aviation-regulations-sor-96-433>

²²⁰ <https://www.faa.gov/airports/environmental/nepa>

²²¹ <https://www.linkedin.com/pulse/how-airports-can-deliver-local-communities-john-stewart/>

Selected Innovative Environmental Actions

“A powerful economic engine and one of the busiest airports in the nation, Phoenix Sky Harbor is proving that integrating sustainability can be cost-effective and improve the customer experience,” **said Phoenix Mayor Kate Gallego**. “Through innovative heat mitigation, water conservation, and decarbonization solutions, Phoenix Sky Harbor sets an example for airports across our country and around the world and gets us closer to our vision to make Phoenix the most sustainable desert city in the world.”²²²

Edmonton International Airport (YEG) provides hydrogen fuel stations to support its fleet of hydrogen-powered shuttle buses and hydrogen fuel-celled rental cars.

Fairbanks International Airport (FAI) developed a program to investigate Per- and polyfluoroalkyl Substances (PFAS) contamination at the airport, identify health risks to the neighboring communities, and mitigate its impacts. Through innovative pilot studies, sampling efforts, and public outreach, FAI’s success set precedence and was implemented across the state’s aviation system.

The **Greater Moncton Roméo LeBlanc International Airport (YQM)** worked with the local wastewater treatment commission and municipality to resolve the issue of discharging de-icing pad runoff to the wastewater treatment facility once they upgraded to a new secondary treatment system. The airport constructed a glycol management system to capture, store and release runoff at a controlled rate to the wastewater treatment facility in order to mitigate impacts.

After reports of energy emergencies that devastated other airports and institutions, the Allegheny County Airport Authority (ACAA) set out to increase **Pittsburgh International Airport’s (PIT)** energy resiliency. ACAA determined the best way to meet its energy goals was to develop an airport-wide microgrid – an independent electricity source that operates autonomously. PIT now operates a microgrid consisting of five natural gas-fueled generators and nearly 10,000 solar panels, capable of producing more than 20 megawatts of electricity. Operating this facility has resulted in a reduction of 7,850,000 pounds of carbon annually – equivalent to eliminating 9 million miles driven by passenger cars.

Roanoke-Blacksburg Regional Airport’s (ROA) replaced its entire airfield electrical system with new and more sustainable infrastructure. More than 900 lighting fixtures with an LED-based system were installed to improve operational efficiency and reduce overall energy consumption. ROA has realized a 40 percent reduction in the amount of electricity used by the airfield lighting system, as well as a 70 percent reduction in labor hours associated with maintenance.

San Diego County Regional Airport Authority (SAN) worked with the local community on a Flight Procedure Study to address noise concerns caused by recent changes. The Citizens Advisory and

²²² <https://www.allaboutarizonanews.com/phoenix-sky-harbor-international-airport-is-a-sustainability-leader-among-u-s-airports/>

Technical Advisory Committees developed more than 20 alternatives that were evaluated to assure that they did not introduce aircraft noise to new communities. Four were submitted to the FAA for consideration.

San Francisco International Airport (SFO)'s Zero Waste Concessions Program, Plastic Bottle Ban eliminated more than 8 million single use bottles from the airport and the waste stream.²²³

Toronto Pearson (YYZ), in addition to an array of ecological and sustainability projects, is the home to a honeybee apiary, called YYbeeZ, that are purposely located to support the local community's food security and help sustain agriculture in the area.

Tulsa International Airport (TUL) worked with airport tenants to increase the amount of waste being recycled. After conducting interactive meetings, providing training and placing additional bins to encourage recycling, the efforts generated an 85% increase in recycled waste since 2018.



(Courtesy of LAWA)

HIGHLIGHT

LOS ANGELES WORLD AIRPORTS' SUSTAINABILITY ACTION PLAN (SAP)

The Los Angeles World Airports (LAWA) leadership in sustainable aviation dates back four decades ago when it introduced alternative fuel fleets, industry-leading water conservation efforts and environmentally responsible purchasing program.

In 2008 LAWA introduced one of the first and most comprehensive airport sustainability plans that was designed to “go all the way” – not just reducing or mitigating the airports' impact, but also setting a vision for the future for Los Angeles International (LAX) and Van Nuys (VNY) airports.

Boldly Moving to Zero, LAWA's Sustainability Action Plan was published in 2019. It reported on the status of LAWA's goals, and established the new bold 2045 Goals that:

“LAWA will achieve net zero in the following areas by the year 2045 through:

- 100% Renewable electricity use
- No portable water consumed for industrial uses
- Zero carbon emissions for LAWA operations”²²⁴

²²³ https://airportscouncil.org/press_release/airports-council-announces-winners-of-2021-environmental-achievement-awards/

²²⁴ <https://www.lawa.org/-/media/lawa-web/lawa-community-relations/files/laxaac/presentations/sustainability-presentation-for-laxaac-20210819.ashx>

The pathway identified eliminating food waste, to eliminating the use of potable water for landscaping and industrial uses, to reaching net zero electricity by 2045. LAVA is making impactful changes, in daily operations, by investing in energy efficiency, renewable energy, air quality emission reduction and water conservation programs, it can realize its vision of being Gold Standard Airports ... Delivered.

Vision

LAVA is committed to setting the gold standard in sustainability for the people of Los Angeles and the world.”²²⁵

Some of the key accomplishments LAVA achieved between 2009 and 2019 include:

- Implementation of the LAVA Alternative Fuel Vehicles Requirement for all medium and heavy-duty vehicles in operation at LAX
- The first Ground Support Equipment (GSE) Emissions Reduction Policy in North America, that **removed 176,000 passenger vehicles from the roads daily**
- A **45% decrease in total energy use per passenger** at LAX since 2011 due to the construction of a state-of-the-art central utility plant and the installation of solar panels
- In 2017, LAVA adopted two Sustainable Design and Construction Policies
 - One was a policy that requires new building construction and renovation projects at LAX and VNY airports be designed to meet the U.S. Green Building Council's Leadership in Energy and Environmental Design Silver certification or higher
 - The other was a new set of requirements that apply sustainability measure to airport-related construction/non-building projects
 - LAVA developed **2.7 million square feet of facilities certified at Leadership in Energy and Environmental Design LEED Silver or LEED Gold**
 - **A 47% decrease in potable water consumption per passenger** since 2011

Landscaping Maintenance programming the irrigation meter. This is an example of a weather-based irrigation controller that, through satellite technology, takes into account local weather conditions to meter water distribution.

²²⁵ *Ibid.*



(Courtesy of LAWA)

- Recognition by ACI-NA's Airport Carbon Accreditation program for achieving Level 3 certification for both airports by showing a consistent reduction in greenhouse gas emissions for four years
- VNY became the first general aviation projects to offer sustainable alternative fuel and launched the first of several solar power projects (2019)

LAWA creates two things with its success: 1) Engaging with partner airlines and external stakeholders; and 2) Deploying an iterative process for its sustainability program, which is built on a model on continuous improvement (i.e., Plan-Do-Check-Act).




(Courtesy of LAWA)



(Courtesy of LAWA)

With continued efforts to advance sustainability, key sustainability successes from 2021 include:

 Installation of drought tolerant landscaping at LAX facilities	 Development of the Zero Waste Roadmap
 Initiation of a Single-Use Plastic Water Bottle Phase-out program	 Addition of new solar panels at VNY tenant facilities
 Completion of three (3) LEED projects	 Completion of sound insulation program for Lennox School District
 Initiation of the Noise and Operations Monitoring System Replacement project	

7

(Courtesy of LAWA)

The 2021 Sustainability Report provided updates on the Sustainability Action Plan (SAP) and highlights LAWA's initiatives and commitments to the economic, social and environmental growth of LAX and VNY.²²⁶

- Developed Zero Waste Plan (SAP Goal Completed June 2021)
- Launched Smart Parking Technology which helps reduce idling and improve air quality
- Enhanced employee and passenger health and safety, including on-site rapid COVID-19 testing and vaccination site
- Adopted a campus-wide Single-Use Plastic Water Bottle Phaseout Policy
- Effective June 2023, single-use plastic water bottles cannot be sold or distributed at LAX or VNY
- Reusable water bottles of any material type are encouraged to avoid waste
- Provided additional Electric Vehicle (EV) chargers for a total of 265 chargers in the Central Terminal Area

While accomplishing all of these sustainability initiatives, LAWA also completed the West Gates at Tom Bradley International Terminal, LAX Economy Parking structure, the Airport Police facility and Terminal 1.5

²²⁶ <https://cloudlawa.app.box.com/s/pq459i5b4qt4rtw1r2i3296tkixaigxj>

The 2021 Sustainability Report also reported on LAWA's Corporate Responsibility:



(Courtesy of LAWA)

Equitable Development and Environmental Justice

Under U.S. regulation, airports are required to perform an Environmental Justice (EJ) analysis for projects that involve federal participation to ensure that there are no disproportionate and adverse effects on low-income or minority populations. The U.S. Environmental Protection Agency defines EJ as "**the fair treatment and meaningful involvement of all people, regardless of race, color, national origin, or income** with respect to the development, implementation and enforcement of environmental laws, regulations and policies."²²⁷ It further defines "meaningful involvement" as:

- "People have an **opportunity to participate in decisions** about activities that may affect their environment and/or health
- The public's contribution **can influence the regulatory agency's decision**
- Community **concerns will be considered** in the decision making process

²²⁷ https://www.faa.gov/sites/faa.gov/files/about/office_org/headquarters_offices/acr/FAA_Desk_Reference_for_Airport_Actions_Chapter_10_EJ.pdf

- **Decision makers will seek out and facilitate** the involvement of those potentially affected.”²²⁸

Some airports address Environmental Justice when they are well into the NEPA process; in other words, after most of the planning and analysis has already been completed and the project scope is well developed.

Canadian airports must be responsive to the Canadian Impact Assessment Act, which outlines the requirements for assessing the environmental impact of major projects and projects carried out on federal lands by federal authorities.²²⁹

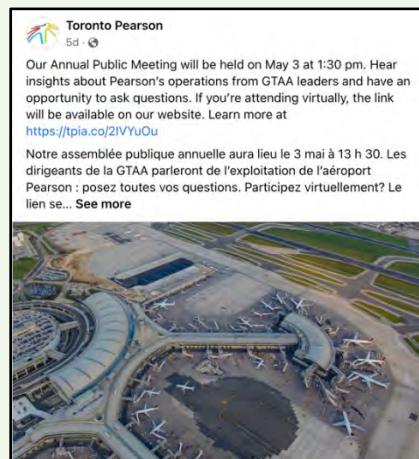
“Community engagement should **not** be limited to the stage when approval is needed for a project. Communications and the development of community relations should be ongoing.”²³⁰
ICAO.



SMALL THINGS

Use social media to notify the public about upcoming meetings, requests for proposals or to announce job fairs.

*Toronto Pearson used its website, a press release and posted on social media to alert the public about an upcoming Annual Meeting*²³¹



(Courtesy of Toronto Pearson)

²²⁸ <https://www.epa.gov/environmentaljustice/learn-about-environmental-justice>

²²⁹ <https://laws-lois.justice.gc.ca/eng/acts/l-2.75/page-1.html>

²³⁰ https://www.icao.int/environmental-protection/Documents/COMMUNITY_ENGAGEMENT_FOR%20AVIATION%20ENVIRONMENTAL_%20MANAGEMENT.EN.pdf

²³¹ <https://www.facebook.com/torontopearson/>

Whether due to increased interest from governments or some financial institutions, pressure from the community, or a desire to be more socially responsible, many airports are changing their approach to environmental justice and equitable development, as well as to their relationship with the community overall. Anita Cobb, of Mead & Hunt, author of the report “Equity and Environmental Justice in Aviation”, found that “evaluations of equity and EJ are often lacking context and trying to force a one-size fits all solution to problems that are very diverse depending on location, resources, history, and a host of other factors.”²³²

She notes that a good way to learn basic steps is from industry organizations, including ACI-NA, Airport Consultant Councils (ACC), Airport Minority Advisory Council (AMAC), and the Conference of Minority Transportation Officials (COMTO), and recommended practices from the Airport Cooperative Research Program (ACRP). Her paper includes examples of how some U.S. airports are “demonstrating their desire to create equitable outcomes in the planning process.”²³³

“Environmental justice are those cultural norms and values, rules, regulations, behaviors policies, and decisions that support sustainable development, so that people can interact with confidence that their environment is safe, nurturing, and productive.”²³⁴ Bunyan Bryant, University of Michigan.



SMALL THINGS

Airports, like SEA, work with concessionaires to reduce waste.



Courtesy of the Port of Seattle)

In addition to those airports, what follows is a series of actions or commitments made by several U.S. and Canadian airports in pursuit of being meaningfully connected to and providing social and economic benefits for the community and the environment.

Dallas-Fort Worth International (DFW) and San Francisco International (SFO) Airports

In 2012, the United Nations (UN) developed 17 **Sustainable Development Goals** (SDGs) as a component of the 2030 Agenda for Sustainable Development. The Air Transport Action Group

²³² <http://meadhunt.com/aviation-equity>

²³³ *Ibid.*

²³⁴ *Ibid.*

²³⁵ <https://twitter.com/flySEA>

(ATAG) found that the aviation industry plays an important role in supporting 15 of the 17 SDGs. Dallas–Fort Worth International and San Francisco International airports are two examples of airports actively using the SDGs as a guidepost for their development efforts.²³⁶

UN Sustainable Development Goals²³⁷



(Source: United Nations)

Additionally, San Francisco International Airport states: **“SFO is committed to caring for and protecting the communities we serve and maximizing the social and economic impact and benefits to them.** Achieving our mission depends on building meaningful community relationships that connect our values with our social responsibility.”²³⁸

ACI-NA named SFO the 2022 Overall Human Resources Program Award Winner, “for efforts to recognize the importance of employee wellbeing and sense of belonging, whether in the workplace, at home, or in the community.” The airport sponsors a Courageous Conversation Speaker Series and DEI’s Noontime Knowledge Workshops for staff. In addition, SFO was also named the 2022 Large Hub Inclusion Champion for its efforts to ensure that more small business were given an opportunity to participate in airport concessions.²³⁹

“Challenging the status quo is never easy – especially when doing so requires us to look first at ourselves. But, as we embark on this journey towards dismantling structures, behaviors and norms that lead to unequal outcomes, we commit to listening, educating ourselves and examining our own practices so we can be part of long-term solutions. That is why I am pleased to present SFO’s first Racial Equity Action Plan (RE Action Plan) to support the prioritization of racial equity in the communities where we work and live.”²⁴⁰ Ivar C. Satero, SFO Airport Director.

²³⁶ <https://nap.nationalacademies.org/download/25918>

²³⁷ <https://www.un.org/sustainabledevelopment/development-agenda/>

²³⁸ <https://www.flysfo.com/about/community-noise>

²³⁹ <https://www.flysfo.com/about-sfo/awards/sfo-wins-multiple-awards-airports-council-international-hr-inclusion-initiatives>

²⁴⁰ www.flysfo.com/racial-equity-action-plan

Vancouver International Airport

Vancouver Airport Authority is the community-based, not-for-profit organization that manages Vancouver International Airport (YVR). Its commitments to connecting with the community and public participation is fundamental to its ability to engage and interact, collect feedback and communicate openly and led to signing the **YVR Engagement Charter**.²⁴¹ The airport is located on federal lands, therefore is regulated by the *Impact Assessment Act* (IAA) and is administered by the Impact Assessment Agency of Canada. The airport has a 30-year partnership with the Musqueam Indian Band, which outlines the engagement protocol for long-term development and support of operations.

The airport is guided by the “**YVR Engagement Charter**” and proudly partners with local leaders, charities, and organizations that know the needs of the community best by Empowering People, Supporting Communities and Creating a Sustainable Future through the YVR Cares Social Impact Program.²⁴²



(Courtesy of Vancouver International Airport)

YVR Engagement Charter 2020²⁴³

Vancouver follows what it calls the “Engagement Continuum”:
Inform, Consult, Involve, Collaborate, and Empower. For them that “means having dialogue with—and **considering input or feedback** from—the key groups who are affected by our decisions before we make them, reporting back on how we considered this information, and evaluating its effectiveness. It’s about communication, opportunities for participation and being accountable for our actions at all levels of our organization.”²⁴⁴

This charter confirmed the authority’s commitment to effective engagement. It affirmed its role in maintaining a local perspective and re-enforced its mandate to provide social and economic benefits to its communities and its vision to be a world class, sustainable hub airport. It adheres to international best practices. It is **supported by their employees, contractors, and**

partners who operate within this framework to deliver exceptional plans, policies, infrastructure and service for our passengers, customers, and communities. The authority pledged to regularly review and update the charter as it learns from its interactions with the community and to report on its engagements with stakeholders, Indigenous groups and the public on a project specific basis and in its Annual Sustainability Report.

²⁴¹ file:///Users/pattyclark/Downloads/YVR%20Engagement%20Charter%20(2).pdf

²⁴² <https://www.yvr.ca/en/about-yvr/community>

²⁴³ <https://www.yvr.ca/en/about-yvr/community/engagement>

Below is a diagram of the entities with whom YVR engages:



(Courtesy of Vancouver International Airport)

“We value the input and diverse perspectives that our neighbours, business partners and the general public generously share with us. We strive to make every opportunity meaningful, informative and effective and use it to guide our planning and decision making processes.”²⁴⁵ YVR Engagement Charter.

“Canada’s airports are more than staging points for the departure & arrival of people & goods. They are strategic & economic infrastructure assets that significantly contribute to Canada’s employment & prosperity.”²⁴⁶ Canadian Global Cities Council.

²⁴⁵ *Ibid.*

²⁴⁶ <https://www.globalcitiescouncil.com/airport-infrastructure/>

Denver International Airport (DEN)

Denver International Airport (DEN) enjoys and benefits from a true partnership with the communities in the Denver/Boulder area. The airport established the DEN Community Advisory Committee (CAC), which provides insight, guidance and advice on providing excellence in service and vision.²⁴⁷ The airport announced the launch of Vision 100 which is a plan to ensure that the airport had the capacity and infrastructure to accommodate 100 million annual passengers. After the announcement, DEN facilitated a massive public engagement program to talk with and **listen to all airport stakeholders**. Approximately six months later, after listening, after considering stakeholders comments and suggestions, the airport announced a new strategic plan.²⁴⁸

The one of the guiding principles of this Strategic Plan is “Powering our People, including those who work at DEN and **community members who want to be part of DEN today or in the future.**” With this concept in mind, DEN established a Center of Excellence and Equity in Action to **provide career opportunities for the community** (for additional information see: [External Engagement: Developing the Workforce of the Future](#)) while also focusing on infrastructure needs surrounding DEN such as real estate development and the **creation of business opportunities** further fueling the economy.²⁴⁹

The Port of Portland

The Port of Portland (PDX Airport) has a **“Commitment to Shared Prosperity.”** A driving vision that it defined as:

“A region where prosperity is shared by all. And we’re committed to partnering with our community to get there: using our resources to reduce barriers and create opportunities for Black, Indigenous, people of color, low-income workers and people with disabilities.”²⁵⁰

To learn more about PDX’s programs see: [Getting Started](#), [External Engagement: Capital Planning](#), and [External Engagement: Working with Tenants](#).

“When we look at our history, we’ve created prosperity, but it’s not been shared by everyone.”²⁵¹ The Port of Portland.

“In addition to serving as entry points to the world, airports also want to spur economic development in their immediate surroundings. We optimize the economic advantages associated with our local airport by providing chances for neighbourhood residents to take advantage of and interact with

²⁴⁷ <https://www.flydenver.com/about/administration/community-advisory-committee>

²⁴⁸ https://www.flydenver.com/message_ceo_phillip_washington_strategic_plan_community_message

²⁴⁹ https://www.flydenver.com/message_ceo_phillip_washington_strategic_plan_community_message#:~:text=Ultimately%2C%20this%20Strategic%20Plan%20will,community%20and%20the%20surrounding%20region

²⁵⁰ <https://cdn.portofportland.com/pdfs/Shared%20Prosperity%20External%20One%20Pager.pdf>

²⁵¹ *Ibid.*

it. Airports become thriving centres of opportunity through training programs and the creation of jobs for locals, enabling people and communities to prosper in the globalized world.” Gopolang Peme, Senior Corporate Communications Manager, Airports Company South Africa.

U.S. DOT developed a guide, “Promising Practices for Meaningful Public Involvement in Transportation Decision-Making.” It describes the following as “meaningful public involvement:

- Increases trust between the organization and the community.
- Increases the likelihood that projects, programs, or plans will be accepted.
- Creates more effective solutions.
- Improves a community’s knowledge of the project, program, or plan.
- Empowers people from different backgrounds to become involved in transportation decision-making.
- Delivers a better project, program, or service with diverse ideas that promote equity and inclusion.
- Ensures against compliance concerns with authorities such as Title VI and NEPA that require public input and nondiscrimination.”²⁵²

“Achieving meaningful public involvement requires the creation and implementation of equitable programs and plans using a **diverse and inclusive range of communications and outreach tools** and methods throughout the project or program lifecycle.”²⁵³ Promising Practices for Meaningful Public Involvement in Transportation Decision-Making, U.S. DOT.

²⁵² <https://www.transportation.gov/sites/dot.gov/files/2022-10/Promising%20Practices%20for%20Meaningful%20Public%20Involvement%20in%20Transportation%20Decision-making.pdf>

²⁵³ *Ibid.*



HIGHLIGHT

THE PORT OF SEATTLE (SEA)'S APPROACH TO EQUITABLE OPPORTUNITIES FOR LOCAL COMMUNITIES

A majority of the goals of the Port of Seattle's Century Agenda's "speak directly to [its] commitment to equitably engaging the public and creating opportunities for all by increasing career and business opportunities for local communities, in all port-related industries, increasing the utilization of WMBE and DBE firms and eliminate disparity of access to opportunities, advancing regional workforce development in port-related industries to provide equitable access to quality careers, fostering an environment of transparency, accountability, respect, leadership, and fairness to give Port staff the tools to be exceptional public servants, partnering and engaging with external stakeholders to build healthy, safe and equitable communities, and setting the standard for high-quality, cost-effective, and timely delivery of capital programs."²⁵⁴

The Port of Seattle (SEA) developed its own Equity Index, an interactive map with a **visual display of social and environmental disparities** across King County (the location of SEA).²⁵⁵ It uses 21 indicators illustrating how "levels of pollution exposure, access to economic opportunities, and the overall standard of living" differ throughout the county.²⁵⁶

A companion guidance document, Equity in Budgeting Playbook (EBP)²⁵⁷, is designed to ensure that racial equity is a consideration when reviewing and developing policies, practices, programs, and agency budgets. The playbook helps staff to develop strategies and recommend actions that reduce inequities. The Port describes the EBP as "both a product and a process." Staff are asked questions such as:

"Are there opportunities to seek community feedback in the development of your budget? And, **what would allow you to better engage with the community** (i.e., funding, training, help, outreach, time)? **What steps have you taken** to ensure that the proposed budget decision does not cause disproportionate harm to any groups in our community?"²⁵⁸

Additionally, the agency has a useful tool called the Equity Community Playbook, that offers considerations for Port staff who interface with the community.²⁵⁹ This Playbook includes recommended practices to consider for an equitable engagement, a checklist to determine if community outreach is needed, and strategies for meaningful engagement.

As an illustration of SEA's commitment, an element of the airport's Part 150 Study update, it is proposing that it will not only include noise monitoring and mapping, but will also focus on documenting how lives are impacted by aircraft noise.²⁶⁰

²⁵⁴ https://www.portseattle.org/sites/default/files/2023-01/OEDI_2022%20Full%20Report_FINAL.pdf

²⁵⁵ *Ibid.*

²⁵⁶ *Ibid.*

²⁵⁷ <https://www.portseattle.org/sites/default/files/2022-07/2023%20Equity%20in%20Budgeting%20Playbook.pdf>

²⁵⁸ *Ibid.*

²⁵⁹ SEA Community Playbook

²⁶⁰ <http://meadhunt.com/aviation-equity>

“Engaging community members at the earliest stage of a project – and asking them how they want to be involved – is part of the secret sauce.”²⁶¹ *The Port of Seattle Equity in Community Engagement Playbook*.

An additional resource that could be helpful is the “Equity Toolkit”²⁶² developed by the Regional Plan Association, a 100-year-old nonprofit organization designed to improve the economic health, environmental resiliency, and quality of life of the New York-New Jersey-Connecticut metropolitan area. While the toolkit was designed to help fair and equitable development in Business Improvement Districts in New York City, it is a useful guide filled with “recipes for actionable ways a BID can work to improve equity in their district.” Much of this could be replicable in communities surrounding airports.

Experts’ Insights

In addition to these examples, are four organizations offering guidance on: 1) creating an Airport Community; 2) community engagement; 3) a how to for incorporating environmental justice into all aspects of the airport’s operations, and finally 4) useful metrics to measure success. These are offered for consideration and may be valuable given the circumstances at each airport.

Community Engagement from a Consultant’s Perspective

Mie Rajcic, a former Copenhagen International Airport official, started her own company dedicated to creating effective airport communities by integrating all airport partners into the decision-making process. She notes that to really benefit all partners, airports will have to “**change their mindset to one where inclusiveness and collaboration are more important than power.**”²⁶³

Her five steps to creating an Airport Community include:

1. Get people to understand the importance of partner involvement
2. Get to know your handlers, airlines and ATC – find out who they are – not just an email address but the real people
3. Be curious about their needs – they are often different depending on the service they provide
4. Create a forum in which you discuss the strategic and long-term vision of the airport, including expansion plans – and allow all partners to give their perspective

²⁶¹ SEA Community Playbook

²⁶² <https://rpa.org/work/reports/equity-toolkit>

²⁶³ <https://www.airsideint.com/issue-article/the-importance-of-creating-an-airport-community>

5. Create a forum for daily operation, if you don't already have it. This allows for daily operations to be discussed in one place and more strategic long-term issues to be discussed in another place. You need different types of skills for each forum.²⁶⁴

“So far, airports have been sitting at the head of the table making all the decisions. To build an airport community, the airport has to facilitate the [decision making] process.”²⁶⁵
Mie Rajcic, former Copenhagen International Airport official.

ICAO Circular 351, Community Engagement for Aviation Environmental Management

In 2017, the International Civil Aviation Organization (ICAO) issued Circular 351, Community Engagement for Aviation Environmental Management, a compilation of case studies involving airports and other aviation entities and their engagement with communities near airports. One finding was that many airport operators and other aviation stakeholders are taking “their community engagement efforts **beyond communications and consultations on environmental topics**. Recognizing that the three pillars of sustainability are commonly considered to be environmental, social and economic, **aviation stakeholders are increasingly implementing social programmes, often as a part of their corporate social responsibility or similar initiatives.**”²⁶⁶

The circular identified good practices for airports and others, which are included here for your convenience.

“Many airport operators and other aviation stakeholders have taken their community engagement efforts beyond communications and consultations on environmental topics. Recognizing that the three pillars of sustainability are commonly considered to be environmental, social and economic, aviation stakeholders are increasingly implementing social programmes, often as a part of their corporate social responsibility or similar initiatives.”²⁶⁷ ICAO.

Lessons Learned and Good Practices

Some important lessons learned and good practices contained within the circular can be summarized as follows:

- **Being proactive using a well-planned strategic approach that includes continuing engagement** in the long term, not just when a planning application is in process.

²⁶⁴ <https://www.airsideint.com/issue-article/the-importance-of-creating-an-airport-community/>

²⁶⁵ *Ibid.*

²⁶⁶ https://www.icao.int/environmental-protection/Documents/COMMUNITY_ENGAGEMENT_FOR%20AVIATION%20ENVIRONMENTAL_%20MANAGEMENT.EN.pdf

²⁶⁷ https://www.icao.int/environmental-protection/Documents/COMMUNITY_ENGAGEMENT_FOR%20AVIATION%20ENVIRONMENTAL_%20MANAGEMENT.EN.pdf

- **Starting early and continuing** the engagement into the long-term, with engagement not just restricted to a specific project and the planning application process.

Providing an open and transparent exchange of information as the basis for building:

- Long-term trust
- Ensuring the process is as inclusive and collaborative as possible, informing and **seeking input from as many stakeholders** as appropriate and practicable, taking into consideration the scale and scope of the project
- Using **new technologies provides different ways** to present information and interact with community members. Even though social media is a crucial means for reaching a wide audience, traditional print and broadcast media should also be used
- As community engagement cannot guarantee that all parties will be pleased with the outcome, it is important to **manage the expectations** of all the stakeholders.²⁶⁸

ICAO notes how although the community is not a decision maker per se, the airport would be considered successful if the community were an integral stakeholder, had productive interactions with airport, and its views were seriously considered and feasibly addressed.

Equity and Environmental Justice in Airport Operations by Mead & Hunt

The focus of this Mead & Hunt report is on incorporating Environmental Justice systemically into airport, including operations, engagement, planning and engineering and design.

It wisely reminds the reader that there is not a universal solution to equity or environmental justice at airports. **The strategies that are being implemented are complex** and require a lot of energy to carry forward. Airports have a responsibility to **be transparent about their vision and mission while empowering people to realize equity without being tokenized.**

The report offers the following step-by-step guidance:

“Operationalizing EJ and equity at airports require the following steps:

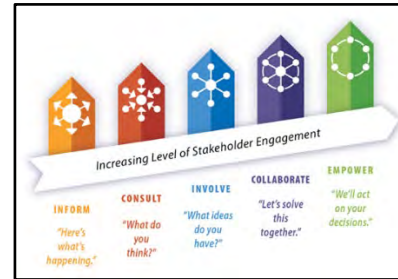
- Resilience and strategic planning, preferably documented and updated regularly
- Tenant, employee, contractor, and consultant accountability
- Leadership buy-in and direct participation with stakeholders
- And there is no issue with looking to other industries for best equity practices too! For example, Race Forward and the Othering and Belonging Institute have created the Government Alliance on Racial Equity (GARE) to support a consortium of people from numerous industries in their equity endeavors.²⁶⁹

²⁶⁸ *Ibid.*

²⁶⁹ <https://www.racialequityalliance.org/about/who-we-are/>

Mead and Hunt's formula for increasing levels of stakeholder engagement²⁷⁰ is:

Inform... Consult... Involve... Collaborate... Empower.



Engagement

- Start planning early, make sure that the interactions will be relevant for all participants, and carve out budget for planning and engagement.
- Identify all impacted stakeholders and ensure there is representation from each entity in the collective, when possible, to prevent oversight of issues or needs.
- Consider compensating all parties fairly, including community members that are helping contribute to airport stewardship.
- Try to use local resources and engagement firms to promote local participation and get the most relevant information from those with lived experience.

Planning

Planning at airports is taking on a lot of responsibility for the customer experience and reputation of the facility. Working with local practitioners helps to strengthen the local bond. Also, including a national perspective is a well-rounded way to approach understanding the needs of an airport and its community.

- Building trust is key. The airport's reputation relies on public perception, so use strategies that meaningfully show care and concern for the health and safety of the community, traveling public, and all stakeholders.
- Start with the standards set forth by the FAA for equity and EJ, but also look at ways to exceed these standards so that the bar can be set higher.
- Right-size solutions based on resources, community make up, project opportunities, and gradual, comprehensive change.
- Engage with small and disadvantaged businesses to help influence their independence in the aviation marketplace. Local firms are especially helpful with creating connectivity between communities and airports.

Engineering and Design

While airports are unique in many ways, we can still learn from the examples that are being put in other facets of the built environment to influence how to create resilient and sustainable facilities.

- Human-centered designs centrally focus on health and safety impacts on people. Making this a standard ensures consideration of how project elements will ultimately work together over time and make a more resilient project.

²⁷⁰ <http://meadhunt.com/aviation-equity>

- Look for project certifications to help guide efforts. Partner with consultants that are certified in areas of interest including equity, sustainability, and resilience.
- Evaluate the project process for the key milestones that will be of most interest or impact to stakeholders. When disseminating information, be sure to share in terms that are understandable so that feedback can be significant to the project.
- Consult local organizations for inclusive project opportunities based on client and community demographics. Some focal points are neurodiversity, disabilities, caregivers, families, and limited English proficiency, among others.

“Bold equity initiatives, stricter terms for equity in proposals and project work, and reinventing standard airport projects like master plans and environmental studies with a focus on impacts and engagement with communities are blazing a trail for a new model for our airport system.”²⁷¹

Market Leader for Aviation Equity Strategies, Mead & Hunt.

The International Economic Development Council’s “A Playbook for Equitable Economic Development: Guidance on identifying structural racism and implementing equitable practices”²⁷²

“It is apparent in our current economy not everyone benefits equally from economic prosperity. The wealth resulting from growth in jobs, businesses, and real estate development is not evenly distributed in our society and people of color bear the brunt of economic downturns.”²⁷³ International Economic Development Council.

IEDC is the largest association for economic development professionals and organizations in the world. It acknowledges that “economic development has **played a role, even if inadvertently, in perpetuating inequality**.”²⁷⁴ The association “...recognized that to mitigate the impact of systemic racism, we must address the economic disparities that contribute to and result from it.” It wanted to be leaders in “...supporting equitable and inclusive growth and development that helps to close the racial wealth gap.”²⁷⁵ The Playbook is its response. It conducted an assessment (through a racial equity lens) of the of the practices of economic development community.

²⁷¹ *Ibid.*

²⁷² https://www.iedconline.org/clientuploads/Resources/Race_Equity_EconDev/Final_IEDC_Playbook_11.23.22_WEB.pdf

²⁷³ *Ibid.*

²⁷⁴ *Ibid.*

²⁷⁵ *Ibid.*

Then, similar to the IACO study, it compiled a number of practices from the field on how economic developers can integrate racial equity into their practice. It established prisms much like what Vancouver did, and as mentioned in the Mead and Hunt Report.

Acknowledge. Target. Collaborate. Measure.

These prisms are a guide for systemic, strategic, and tactical work that Economic Development Organizations can undertake to increase racial equity in their communities. Finally, the study includes an extensive selection of ways to measure success. Here are certain measurements it recommends:

Metric Resources

Measuring an Active Outreach

- Web visits
- Hotline calls
- Directory searches
- Network strength
- Partners
- Calendar events
- Satisfaction survey results
- Network reach
- Friends and followers
- Sources of traffic

Metrics to identify communities

- Industrial space used
- Office vacancy rate
- Number of building permits issued
- Value of industrial and commercial property
- Percent of new residential lots

Inclusion

- Number of community engagement events held
- Type of engagement opportunities provided
- Number/percent of community members engaged
- Number/percent of underrepresented community groups attending at events
- Number/percent satisfied with community engagement
- Number/percent of community who feel community engagement strategies were effective
- Number/percent of community who is aware of Beltline mission, vision and work

Workforce Development Programs

- Rates of graduation
- Credentialing
- Job placement among workforce development providers

- Participant level of satisfaction with program
- Employer level of satisfaction with program

Level of Public Awareness of Programs, Services and Employment Opportunity

- Collaboration
- Quantity and quality of partnerships
- Joint decision-making between key stakeholders

Measuring an Active Outreach

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- Number/percent of community who is aware of Beltline mission, vision and work

Economic Development

- Number/percent of jobs created
- Number/percent of livable wage jobs created
- Number/percent of new businesses created
- Number/percent of legacy businesses
- Number/percent of workers hired from neighborhoods through contracts
- Dollar amount/percent of investments going to minority/disadvantaged/women-owned businesses
- Number/percent of small businesses receiving contracts



HIGHLIGHT

CHARLOTTE DOUGLAS INTERNATIONAL AIRPORT'S GUIDANCE FOR CREATING AN AIRPORT PARTNERSHIP

Charlotte Douglas International Airport offers guidance for airports on how to establish community partnerships. What follows is one successful solution that is used for illustrative purposes.

The Goals:

- Educate the community about the role of the Airport within the city and region
- Get community invested in the airport and its future
- Create collaborative partnerships across the community for the betterment of the airport and community



(Courtesy of Charlotte Douglas International Airport)

What to Look for in Partner organizations?

Ask, do they ...?

- Increase economic mobility, education, housing opportunities, employment, access, health, and wellness to local residents
- Promote community and neighborhood improvement
- Provide resource for the local community

Who is Eligible?

Government Organizations

- State governments
- County governments
- City or township governments

Education Organizations

- K-12 public or private school, charter school
- Public and private controlled institutions of higher education
- Private institutions of higher education

Public Housing Organizations

- Public housing authorities
- Community Development Corporations

Nonprofit Organizations

- Nonprofits having a 501(c)(3) status with the Internal Revenue Service (IRS), other than institutions of higher education

Community Partnership Criteria:

Airports should ask themselves the following questions about what they are looking for in a Community Partner.

- Who do we work with now?
- Why do we want to work with these organizations?
- How do we define partnerships?
- What does a partnership look like with the airport?
- Are there other affiliate organizations we want to feature on volunteer website?
- Are there procurement protocols that must be followed?

Organizations Wishing to Partner Should ...

- Have their 501(c)(3) tax exempt status or have a fiscal sponsor that is a 501(c)(3) organization
- Have been established a minimum of 2 years with clear mission, goals, and plans
- Located within a [airport to decide the appropriate number] mile radius of the airport
- Have a focus on individual and community improvement
- Have strong local community leadership representative of and accountable to the organization's constituency
- Have an understanding of the connectedness among the various people and issues that make up the whole community

Priority is given to organizations that are:

- Collaborative, working in alliance with other progressive groups to build multiple strategies for bringing social change
- Strategic and working with a long-term vision which clearly links to current plans
- Achieving concrete success which has positively impacted the community
- Raise money from multiple sources throughout the community, such as foundations, businesses, individuals, special events, and income generating projects

Tools:

- In Person/Meetings
- Dedicated webpage
- Social Media
- Email/Neighborhood Update
- Tours/Presentations
- Intranet/CLT Connect for Employee Outreach
- [CLT Matrix: Partnering with the Community](#)

Internal Partners:

- Communications – Neighborhood Update and/or Regular Email Distribution
- Digital – Website design and update
- Workforce Development
- Business Diversity
- HR - Employees
- Spirit Committee
- Government Affairs
- Marketing
- Public Affairs

External Partners including but not limited to:

- Goodwill
- Economic Development Corporation
- Local government

Other:

- Community Engagement Working Group
- Track impact – volunteers, money raised through United Way and other organizations, etc.

Improving Relations with the Airport Neighborhood and Airport Community

Airport Neighborhood Committee – deepening collaboration and increasing meeting frequency	Support Airport Community Partnership grow, development, connection with the airport community
Develop strong working relationships with local businesses and landowners	Engage with local government on key workforce issues and engage tenants
Grow relationships and partnerships with local community organizations	Increase visibility of employment opportunities on CLT airport website
Promote local neighborhoods and businesses in area through ANC and Neighborhood Update	Invitations to special events at the airport to strengthen relationships
Increase visibility of procurement opportunities for local, small businesses and those owned by individuals from underrepresented groups	
Invitations to the airport to strengthen relationships	

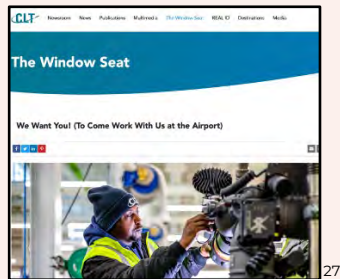
Among ways CLT partners with the community

Encouraging community residents to work at the airport through:

Practical Education

The CLT Aviation Academy is an annual program that provides a one-of-a-kind opportunity to better understand the inner workings of Charlotte Douglas International Airport (CLT) and its contributions and impacts to the economy, transportation system, and community. Aviation Academy participants will gain behind the scenes access to current operations and future CLT planning efforts that will impact the local economy. Centralina Regional Council provides administrative support for the Aviation Academy, including managing all registrations and sponsorships.²⁷⁶

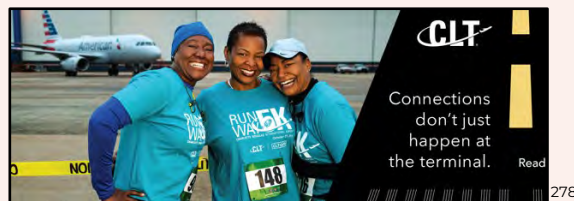
Aggressive Recruitment



(Courtesy of Charlotte Douglas International Airport)

Providing Scholarships

Proceeds from the Charlotte Douglas 5K run support the CLT's Airport Opportunity Scholarships



(Courtesy of Charlotte Douglas International Airport)

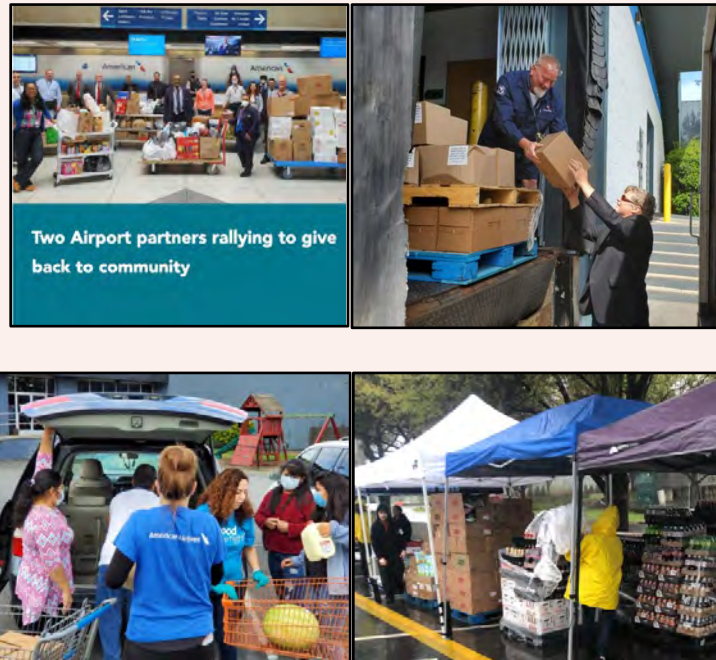
²⁷⁶ <https://www.cltairport.com/community/clt-aviation-academy>

²⁷⁷ <https://cltairport.mediaroom.com/We-Want-You>

²⁷⁸ <https://www.cltairport.com/community/runway-5k/>

CLT encourages its partners to give back

Airport Partners Give Back to the Community



(Courtesy of Charlotte Douglas International Airport)

Tools and Resources

- White House Climate Economic Justice Screening Tool (CEJST) - <https://screeningtool.geoplatform.gov/en/#3/33.47/-97.5>
- EPA EJScreen - <https://www.epa.gov/ejscreen>
- EPA NEPAssist - <https://nepassisttool.epa.gov/nepassist/nepamap.aspx>
- EPA Enviromapper - <https://enviro.epa.gov/enviro/em4ef.home>
- EPA, Tools and Products for Environmental Justice - https://www.epa.gov/sites/default/files/2017-09/documents/epa_office_of_environmental_justice_factsheet.pdf
- CDC Public Health Mapper for community health impacts - <https://www.cdc.gov/gis/public-health-maps.htm>
- FAA Community Manual - https://www.faa.gov/air_traffic/community_engagement/media/FAA_CIM.pdf

- FAA Community Involvement Plan (CIP) - https://www.faa.gov/air_traffic/community_engagement/media/CIP.pdf
- FAA ATO Community Involvement PBN Desk Guide - https://www.faa.gov/air_traffic/community_engagement/media/CI_PBN_Desk_Guide_v2.0.pdf
- FAA Pre-Award Checklist- https://www.faa.gov/sites/faa.gov/files/about/office_org/headquarters_offices/acr/FAA_Order_1400.11_Pre-Award_Checklist.pdf
- ICAO Circular 352: Community Engagement for Aviation Environmental Management - https://www.icao.int/environmental-protection/Documents/COMMUNITY_ENGAGEMENT_FOR%20AVIATION%20ENVIRONMENTAL_%20MANAGEMENT.EN.pdf
- Climate Mapping for Resilience and Adaptation (CMRA) - <https://resilience.climate.gov/>
- Environmental Justice: A New Model for Planning in Underserved Communities (2014) - <https://www.youtube.com/watch?v=okt3080EFdw>
- Measuring Quality of Life in Communities Surrounding Airports - <https://nap.nationalacademies.org/download/25918>
- SEA Equity index - <https://www.portseattle.org/equityindex>
- SEA Equity Budgeting Playbook - <https://www.portseattle.org/sites/default/files/2022-07/2023%20Equity%20in%20Budgeting%20Playbook.pdf>
- [SEA Community Playbook](#)
- RPA, Equity Toolkit - <https://rpa.org/work/reports/equity-toolkit>
- TRB, ACRP Report: Aligning Community Expectations with Airport Roles – <https://crp.trb.org/acrpwebresource1/aviation-services-to-the-community/>
- TRB, ACRP Report 132: The Role of U.S. Airports in the National Economy - <https://www.ebp-us.com/en/projects/role-us-airports-national-economy>
- TRB, ACRP Report: Systemic Inequality in the Airport Industry: Exploring the Racial Divide - <https://www.trb.org/Main/Blurbs/182913.aspx>
- TRB, National Cooperative Highway Research Program (NCHRP) Research Report 905: Measuring the Effectiveness of Public Involvement in Transportation Planning and Project Development -- <https://www.trb.org/Main/Blurbs/179069.aspx>

11. External Engagement: Welcoming the Community into the Fabric of the Airport

Airports make it possible for the local community to travel the world, enable the movement of goods, and generate economic value to the region. They also welcome visitors to the area, oftentimes providing them with first impressions of the region. As such, airports have the ability to be a showcase for the region and all it has to offer, as well as to provide value beyond air travel to the community.

Vancouver International Airport (YVR) understands "what it takes to be a good neighbour, support our communities in a meaningful way and provide accessible travel opportunities for all. We strive to be a catalyst for positive change in our community. We proudly partner with local leaders, charities and organizations that know the needs of our community best by Empowering People, Supporting Communities and Creating a Sustainable Future through the YVR Cares Social Impact Program."²⁷⁹

The Minneapolis-St. Paul International Airport, Arts@MSP program showcases the Upper Midwest's diverse artistic community, natural environment, and cultural heritage. Multi-faceted, dynamic, and supportive of both internal and external communities, the program delivers arts that transform airport spaces, enhance the travel experience, and create a unique sense of place at MSP.²⁸⁰ The collection includes both commissioned and purchased pieces.

"Liminal_MSP" by Monika Bravo, Commissioned by Arts@MSP²⁸¹



(Courtesy of Airport Foundation MSP)

The YVR Social Impact Program focuses on three key components: YVR Cares Grants, Employee Giving and Employee Volunteering."²⁸²

²⁷⁹ <https://www.yvr.ca/en/about-yvr/community>

²⁸⁰ <https://airportfoundation.org/about-us/artsmsp/>

²⁸¹ <https://airportfoundation.org/about-us/annual-report/>

²⁸² <https://www.yvr.ca/en/about-yvr/community>



HIGHLIGHT REGINA INTERNATIONAL AIRPORT

Leading up to Canada's National Indigenous People's Day (June 21st), Regina International Airport partnered with the Canada Border Patrol Services Agency to host a two-day market for indigenous artists and artisans to display and sell their craftsmanship to passengers and local residents. The market featuring the works of 15 local artists and artisans, was kicked off by the Grammy award winning Red Berry Woman performer, Norma Baker-Flying Horse.

The airport provided the space in the Arrivals Hall, tables, chairs, and advertising for the artists. Shoppers from the community were given free parking. The airport also offered traditional Bannock, cookies, and orange shirt pins for sale, with the proceeds going to the News Yotina Friendship Centre, a local organization that provides a number of programs and services for families in the community. That airport noted that it was an incredible way to showcase amazing community talent, affording them an opportunity to connect with new customers, educate travelers, staff, and visitors on indigenous culture, and they were able to raise over \$1200 for the Friendship Centre.²⁸³



(Courtesy of Regina International Airport)

²⁸³ <https://www.Facebook.com/FlyYQR>

The Arts@MSP program spotlights the diversity of the Upper Midwest region.²⁸⁴

Airports across North America have been taking a variety of actions to weave the community into the airport and to bring its airports and their employees' skills, motivation of service and passion beyond the airport fence to support local organizations.

Below are a few examples of what airports are doing that may provide food for thought:

Art at the Airport

"Treewall" at Louis Armstrong New Orleans International Airport



(Courtesy of Louis Armstrong New Orleans International Airport)

Art acts as an intervention to comfort, distract, and entertain anxious travelers.²⁸⁵ However, art has been incorporated into airport design for decades, and more recently, the introduction of local artistry into airport terminals is more intentional. Vancouver International Airport has an award-winning Sense of Place program that includes thematic art and architecture paying homage to the land, sea, and sky of British Columbia. Additionally, the airport supports emerging First Nations artists through the VYR Art Foundation.²⁸⁶

The Tucson Airport Authority Board of Directors, which oversees Tucson International Airport and Ryan Airfield, made a commitment to acquire art for the airport. The airport team has taken this support and developed a robust program to ensure the art selected reflects a sense of place. The airport has acquired more than 100 original works, including statues, paintings, and other art mediums, of art by artists living in the South Arizona region.²⁸⁷ In addition, the airport has a rotating art exhibit program that provides opportunity for artists, both existing and emerging, to apply for consideration and showcase their work.

²⁸⁴ <https://airportfoundation.org/about-us/artsmsp/>

²⁸⁵ <https://www.artworkarchive.com/blog/why-art-is-taking-off-at-airports>

²⁸⁶ <https://www.yvr.ca/en/about-yvr/art>

²⁸⁷ <https://www.flytucson.com/services/art/>

“Airports can be stressful places for travelers. Art can have a calming effect. For passengers who have layovers or delays, airport art exhibits provide an enjoyable way to spend time learning more about the culture of a community,” said Nancy Volmer, Salt Lake City International Airport's Director of Communication and Marketing.²⁸⁸

More than 100 original works of art by artists living in Tucson’s air service trade area are represented in the airport’s collection.

“Pegasus,” by Barbara Jo McLaughlin, can be found at Ticketing A at Tucson International Airport.”²⁸⁹

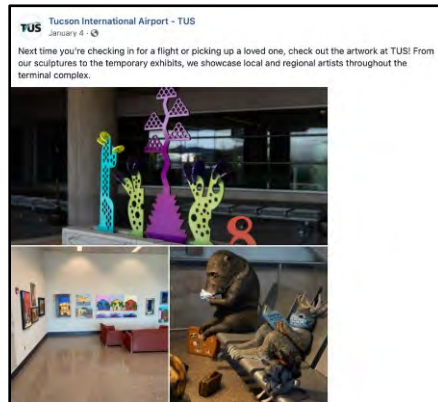


(Courtesy of Tucson International Airport)

²⁸⁸ <https://www.artworkarchive.com/blog/why-art-is-taking-off-at-airports>

²⁸⁹ <https://s20532.pcdn.co/files/flyer-4.22.20-scaled.jpg>

Tucson International Airport Uses Social Media to Celebrate Its Art Collection



(Courtesy of Tucson International Airport)²⁹⁰

The Art in the Airport Program at Asheville Regional Airport (AVL) includes an art gallery for local fine artists, pop-up concert series, a gallery for student art, and the Sounds of the Holidays program. The airport notes it is “proud to be a part of Western North Carolina and our art and music programs are designed to showcase some of the creativity that is generated throughout this region. From painters and sculptors to folk musicians and concert pianists, the program gives local artists a stage (or a wall) on which their art-forms can be appreciated by thousands of travelers, daily.”²⁹¹

Tampa International Airport commissioned 17 art pieces, including “Cove,” by Floridian artist, Jason Hackenwerth, which attracts and amuses passengers at the SkyCenter Atrium.²⁹²



(Courtesy of Tampa International Airport)

²⁹⁰ <https://z-upload.facebook.com/TucsonAirport/posts/10160195516477978>

²⁹¹ <https://flyavl.com/artintheairport>

²⁹² <https://tampaairport.com/latest-commissions>

*“Chickens Don't Fly Too Much” by Reb Roberts, at Gerald R. Ford International Airport*²⁹³



(Courtesy of Gerald R. Ford International Airport)

Gerald R. Ford International Airport (GRR) requests proposals from local artists for murals and 2D wall art applications to be displayed in its newly expanded Concourse A, following the selection of four local artists for its terrazzo installation and a hanging art installation. GRR's art program targets to feature both permanent and rotating exhibitions that refine the Airport environment while supporting local artists, art program students, and institutions in the community.²⁹⁴ (For additional information see [External Engagement: Capital Planning, Highlight Gerald R. Ford International Airport](#))

²⁹³ <https://www.grr.org/news/ford-airport-unveils-new-mural-by-reb-roberts-second-in-series-of-public-art-installations-supported-by-frey-foundation>
²⁹⁴ <https://www.craigslist.com/news/arts-entertainment/ford-airport-opens-submissions-for-local-muralists/>

San Antonio International Airport lights up its Consolidated Rental Car Facility in alternating colors of pink and purple. Pink is for Breast Cancer Awareness Month and Purple to support National Domestic Violence Awareness. After breast cancer screenings dropped off during the pandemic, the airport joined with the Methodist Healthcare Ministries of South Texas to commission SAY Si, a program for students from marginalized communities. Its mission is to create a sculpture to raise awareness of cancer screening among all genders. The airport collected 250 bras and ties from people who were impacted by the disease which were used to create the “Don’t Leave it to Chance” sculpture that was displayed in the baggage claim area.



The Indianapolis Airport Authority (IAA) believes in supporting a climate where art and culture thrive; “it’s apparent throughout the fabric of the Indianapolis International Airport (IND). Permanent and temporary art collections are displayed in both public and post-security areas throughout the airport. Many of the collections were created by artists who live in Indiana or have ties to the Hoosier state.”

The KIND Gallery at IND is a temporary gallery space that was created in partnership with the Indy Arts Council to bring new and exciting exhibits to the terminal. The gallery name was inspired by IND’s international airport code.

²⁹⁵ <https://airportimprovement.com/article/look-closely-petals-san-antonio-international-airport-sat>

Student Artwork Prominently Displayed at DCA and IAD

The Metropolitan Washington Airports Authority (MWAA) provides more than 200' of artwork done by local area students on the walls at Reagan National (DCA) and Dulles International Airports (IAD). The Youth Art Walk at DCA features pieces that reflect “The Art of Social Justice to Transform Communities.” The IAD exhibit the work of student recipients of The Scholastic Art & Writing Awards.



(Courtesy of MWAA)

Music at the Airport

Certain airports offer performing arts, too. The aforementioned Arts@MSP Program spotlights the diversity of the Upper Midwest region of the U.S. with performances that include Classical, Brazilian, East Indian, Ukrainian, Amharic and East African genres. Dance, theatrical, and spoken word performance are also presented. They note how music helps passengers relax while at the MSP Airport.²⁹⁶ From the moment passengers deplane to the time they board, passengers at Louis Armstrong New Orleans International Airport (MSY) enjoy live music performed by local musicians.²⁹⁷

Cajun Band Greets Passengers at Louis Armstrong New Orleans International Airport



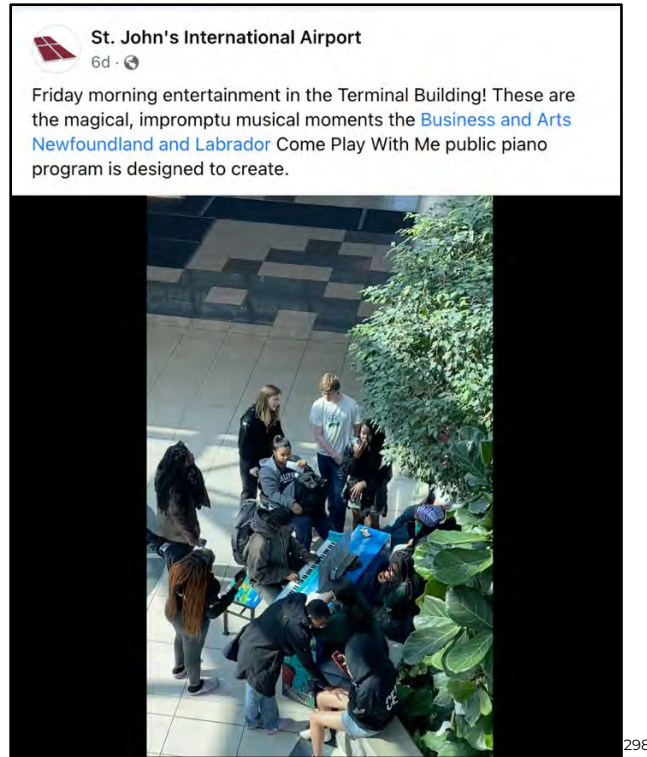
(Courtesy of Louis Armstrong New Orleans International Airport)

²⁹⁶ <https://airportfoundation.org/about-us/artsmmsp/>

²⁹⁷ <https://flymsy.com/2019/10/>

At St. John's International Airport the music comes from talented passengers! The Business and Arts Newfoundland and Labrador "Come Play With Me" public piano is located in the Terminal Building, and was designed for impromptu concerts.

The "Come Play With Me" Public Piano at St. John's International Airport (YYT)



(Courtesy of St. John's International Airport)

Museums at Airports

While some airports host exhibitions in their terminal there are some airports that are home to actual museums. The Aviation Hall of Fame of NJ is located at Teterboro Airport (TEB).²⁹⁹ The Sullenberger Aviation Museum is on the grounds of Charlotte Douglas International Airport (CLT) and the Aviation Museum of Kentucky located at Blue Grass Airport (LEX) in Lexington, Kentucky. The 1940 Air Terminal Museum (William P. Hobby Airport - HOU) housed in the Art Deco building that served as Houston's original airport. The Museum explores Houston and Southeast Texas' role in aviation.

²⁹⁸ <https://www.facebook.com/StJohnsInternationalAirport/>

²⁹⁹ <https://www.nytimes.com/2011/03/17/arts/design/airports-as-art-exhibition-areas.html>

The Sullenberger Aviation Museum at Charlotte Douglas International Airport³⁰⁰



(Courtesy of the Sullenberger Aviation Museum at CLT)

There is evidence that airport exhibits have had a positive impact on the art institution. For example, the Oakland Museum of California's "Pixar: 25 Years of Animation" exhibit featured a satellite exhibit at Oakland Airport (OAK), which the museum executives' credit with driving attendance at the downtown museum.³⁰¹

Making the Airport Accessible to All

Airports across North America are making great strides to accommodate passengers and staff of all abilities, such as Sacramento Airport's tour for the Sacramento Society for the Blind to Greater Rochester International Airport's (ROC) offering hearing loops to serve passengers and staff who are deaf or hard of hearing.³⁰² Victoria International Airport (YYJ) recently joined with the Canucks Autism Network to launch an autism resource kit, including noise-cancelling headphones.³⁰³

Similarly, Vancouver International Airport recently introduced a new three-year Accessibility Plan, "Beyond Accessibility", building upon YVR's long-standing commitment to creating an accessible airport. The Plan was co-developed with input from 11 airport community partners and will meet and exceed compliance with the Canadian Transportation Agency.

"I am excited and honoured to represent my organization in our partnership with YVR. I am proud to live in a city whose airport not only wants to improve accessibility for me and my community but is actively engaged with various related organizations in order to strive for a better tomorrow."³⁰⁴

Ryan W Clarkson, Peer Support Program Specialist, GF Strong Rehabilitation Centre and Metro Vancouver, Spinal Cord Injury BC.

³⁰⁰ <https://www.sullenbergeraviation.org/carolinas-aviation-museum-to-be-renamed-to-honor-captain-sully-sullenberger/>

³⁰¹ <https://www.nytimes.com/2011/03/17/arts/design/airports-as-art-exhibition-areas.html>

³⁰² <https://honorflightsaz.org/>

³⁰³ <https://www.vancouverislandfreedaily.com/news/victoria-international-airport-increases-accessibility-with-autism-resource-kit/>

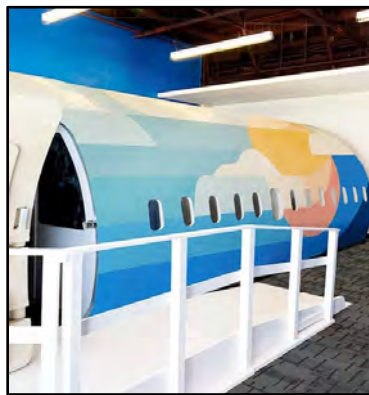
³⁰⁴ <https://www.yvr.ca/en/media/news-releases/2023/yvr-introduces-beyond-accessibility>

Many airports, such as Charlotte Douglas, Eugene, Minneapolis-St. Paul, Philadelphia, Portland and Syracuse Airports, are working with organizations such as Hidden Disabilities Sunflower, Wings for All, The Sky's The Limit and Autism Double-Checked, to make a trip to the airport as stress-free as possible. Some airports host rehearsal programs with the TSA and one of the air carriers, where passengers can experience all elements of their journey from check-in to sitting in your aircraft seat, before the actual flight.

“Accessibility improvements at PDX over the last 5 years are a huge win for older adults, neurodivergent travelers, gender-non-conforming travelers and families, and they’re all a result of the input and engagement of our PDX Access Committee. We’re proud of this partnership and excited to continue working to make PDX welcoming and usable for everybody.”³⁰⁵ PDX Port Accessibility Program.

In May 2022, the Metropolitan Airports Commission (MAC) unveiled the Travel Confidently MSP Education Center at Minneapolis-St. Paul International Airport (MSP). This one-of-a-kind facility features a mock aircraft cabin installed inside Terminal 1 to serve airport programs that help build confidence through pre-flight experiences. In addition, the center is used to train service animals and wheelchair providers, as well as for emergency personnel to train for onboard emergencies. Arts@MSP then facilitated a community project to enhance the visual experience of the new center. Young artists from the local Juxtaposition Arts program created “Equanimity,” that creates a relaxing and welcoming atmosphere for users of the space.

*“Equanimity” by Juxtaposition Arts at the Travel Confidently MSP Education Center at Minneapolis St. Paul International Airport*³⁰⁶



(Courtesy of Airport Foundation MSP)

³⁰⁵ <https://www.portofportland.com/Portside/travelers-are-at-the-heart-of-the-ports-accessibility-program>

³⁰⁶ <https://airportfoundation.org/about-us/annual-report/>

There are also **airports who help other airports** navigate this journey. Last fall, Westchester Airport (HPN) wanted to develop a program to assist passengers with autism or cognitive or sensory processing challenges. HPN staff learned about a program at Portland Airport. They reached out to PDX's Shared Prosperity Program Specialist, Barbi Alexander, who helped guide the HPN team through the planning process. Two short months later HPN implemented a Hidden Disabilities Sunflower Program. April L. Gasparri, Westchester Airport General Manager, said: "The Westchester County Airport community is thrilled to launch this important program. We host many travelers with hidden disabilities. Inclusivity is part of our County's fiber; it's only natural to make it organic in an airport travel journey."³⁰⁷

"I speak from personal experience for Autism Early Intervention. As a proud member of the (Westchester) airport community I am grateful to the County Executive and the Airport Manager for bringing the Sunflower Lanyard Program to HPN. Traveling is a stressful experience and now families with Special Needs will know the airport has the resources to make their experience as easy and enjoyable as possible."³⁰⁸ Millie Becker, President and CEO of Skyqueen Enterprises.

The YVR Social Impact Program proudly invests in community organizations or events that are working towards Empowering People, Supporting Communities or Creating a Sustainable Future."³⁰⁹

The National Academies, Transportation Research Board dedicated one of its TRB Blogs to "Making Travel More Equitable for People with Disabilities."³¹⁰ It references many reports and webinars addressing this topic, which are included in the Tools and Resources at the end of this section and in Tools and Resources chapter of the Report. However, one Airport Cooperative Research Program (ACRP) Report that is highlighted is No. 239, "Assessing Airport Programs for Travelers with Disabilities and Older Adults."³¹¹ It identifies the needs of travelers with disabilities, including data, a customer satisfaction assessment tool, airport-wide assessment tool, benchmark tools and Key Performance Indicators (KPIs), strategies for airport commitment, effective communication and facility redesign.

³⁰⁷ <https://www.westchestergov.com/home/all-press-releases/9713-westchester-county-launches-hidden-disabilities-sunflower-program-at-county-airport>

³⁰⁸ <https://www.westchestergov.com/home/all-press-releases/9713-westchester-county-launches-hidden-disabilities-sunflower-program-at-county-airport>

³⁰⁹ <https://www.yvr.ca/en/about-yvr/community/funding>

³¹⁰ https://www.nationalacademies.org/trb/blog/making-travel-more-equitable-disabilities?utm_source=TRB+Weekly&utm_campaign=7f867a40eb-EMAIL_CAMPAIGN_2023_04_24_08_21&utm_medium=email&utm_term=0_c66acb9bce-7f867a40eb-%5BLIST_EMAIL_ID%5D

³¹¹ <https://nap.nationalacademies.org/catalog/27012/assessing-airport-programs-for-travelers-with-disabilities-and-older-adults>

In 2022, Victoria Airport Authority staff participated in indigenous cultural training. It was followed by a Leadership Luncheon between airport staff and staff from the WSÁNEĆ Leadership Council. Further, the airport staff conferred with leaders from the SENĆOŦEN speakers. Together they created banners that hang along the access road greeting airport visitors in two languages.



SMALL THINGS

When your website is accessible, your airport is accessible, and it makes people feel welcome and increases your reach.

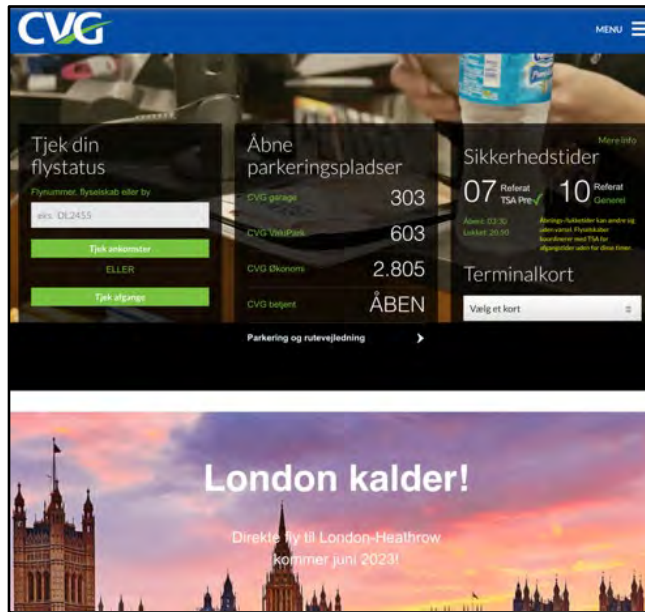
Victoria Airport's Access Road Banners Greet People in English and SENĆOŦEN



(Courtesy of Victoria International Airport)

³¹² <https://www.victoriaairport.com/pdfs/library/AnnualReports/2022%20VAA%20Annual%20Report%20WEBSITE.pdf>

CVG's website is translated into Norwegian, one of **132 written** languages and **six spoken** languages³¹³



(Courtesy of Cincinnati/Northern Kentucky International Airport)

Tulsa International Airport's website translated into Portuguese, Just One of Many Language Options for Passengers and Airport Users³¹⁴



(Courtesy of Tulsa Airports Improvement Trust)

³¹³ <https://www.cvgairport.com/>

³¹⁴ <https://flytulsa.com/>

The Port of Seattle advertises on social media in multiple languages. This one is to announce funding available to improve the local environment and increase economic opportunities in neighborhoods near SEA:



(Courtesy of the Port of Seattle, SEA)

Honoring Our Veterans

Tucson International Airport, like many other US airports, supports and welcomes active and retired (veterans) service men and women to and through the airport. To honor and support veterans, Tucson International Airport has a designated space for military members to rest and relax before or after a flight, and works closely with local Honor Flight organizations, to provide WWII, Vietnam, and Korean War Veterans the opportunity to see the national memorials in Washington, DC.³¹⁶

Gerald R. Ford International Airport (GRR) Airport Hosts Operation Handshake to welcome active military and Veterans to West Michigan. As military members and veterans arrive in West Michigan, veterans' groups will line the concourse exits of GRR airport to greet and thank them for their service. The daylong event includes members of the Patriot Guard Riders and Blue Star Mothers greeting the honored travelers, waving American flags, offering words of thanks and singing patriotic songs.

“Operation Handshake is a great event for the community to join in recognizing and supporting all that our service members have done and continue to do for our country.” Lisa Carr, public safety & operations director for the Gerald R. Ford International Airport Authority³¹⁷

³¹⁵ <https://www.portseattle.org/news/3-million-funding-available-environmental-and-economic-projects-south-king-county>

³¹⁶ *Ibid.*

³¹⁷ <https://www.grr.org/news/gerald-r.-ford-international-airport-to-participate-in-operation-handshake-for-returning-troops>

Gerald R. Ford International Airport (GRR) Airport Hosts Operation Handshake³¹⁸



(Photos courtesy of Gerald R. Ford International Airport)

The airport also offers an annual runway run, which is also broadcast virtually, and partners with a community organization that receives the proceeds generated. This year's partner will be the West Michigan Veterans Coalition.

³¹⁸ *Ibid.*

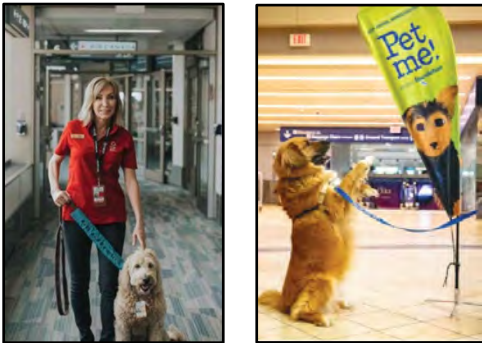
Billy Bishop Airport Used Social Media to Honor the Canadian Soldiers who Fought at Vimy Ridge³¹⁹



(Courtesy of Billy Bishop Airport)

Volunteers are Integral to the Airport, Its Passengers and Its Mission

Kelowna International Airport (YLW) welcomes volunteers of all ages, and species! The ambassador program began in 1999 with 42 Airport retirees looking to stay active and involved in the industry they loved. Today this number has increased to over 70. They perform a range of services from assisting people with disabilities to providing information on the community. YLW launched the Junior Ambassador Program in the summer of 2010. Along with other volunteers, high school students in grades 10-12 can earn volunteer hours while gaining exposure to career opportunities in aviation. Now YLW brings trained Ambassador dogs, known as **Ambassadogs**, into the terminal to provide all airport users with a support service to help manage anxiety and stress associated with travelling.



Kelowna International Airport (YLW) welcomes volunteers of all ages, and species! Ambassadogs help passengers manage stress.³²⁰

(Courtesy of Kelowna International Airport (YLW))

³¹⁹ <https://www.billybishopairport.com/>

³²⁰ <https://ylw.kelowna.ca/about-ylw/volunteer-ylw>

The Animal Ambassador Program at MSP is one of the largest pet therapy programs at airports worldwide.³²¹

Museum of Flight Restoration Center at Paine Field Airport (PAE) in Everett, Washington attracts hundreds of volunteers who donate thousands of hours devoted to renovating aircraft, including a B52. Each project is a labor of love, sometimes requiring several years to restore each aircraft to exhibition quality. The museum recently incorporated the B52 into a display at Vietnam Veterans Memorial Park.³²²

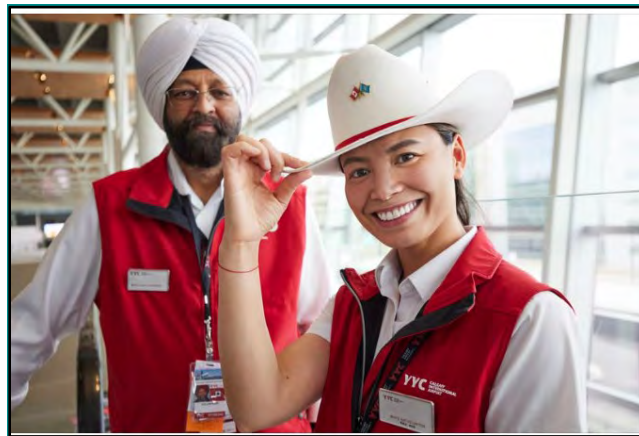
B52, Restored by Volunteers at the Museum of Flight Restoration Center at Paine Field Airport



(Courtesy of Paine Field Airport)

The White Hat Volunteers at Calgary International Airport (YYC) are easy to spot in its iconic white cowboys and red vests.³²³ For over 30 years YYC Airport's White Hat Volunteers have been welcoming guests from around the world. Volunteers are an important part of YYC's commitment to providing exceptional experiences for its guests.

Welcome to Calgary International Airport!



(Courtesy of Calgary International Airport)

³²¹ <https://airportfoundation.org/about-us/annual-report/>

³²² <https://www.museumofflight.org/exhibits-and-events/aircraft-restoration>

³²³ <https://www.yyc.com/en-us/calgaryairportauthority/whitehatvolunteerprogram.aspx>

“To ensure the program continues to support our airport’s goals, values, and operational reality we have recently updated the program. This includes enhanced tools and training to enable volunteers to continue playing an important role in delivering legendary hospitality guided by our North Star, and adding more languages to the already 31 languages spoken by our volunteers.” The Calgary Airport Authority.

Airport Employees Volunteer Their Time in the Local Community

Employee Volunteer Open Hand Atlanta (ATL).³²⁴ Through the creation of an Employee Volunteer Program, the Airports Authority is proud to support employees who would like to pursue volunteer opportunities and perform community service. At ATL, full-time staff are allowed to take paid time off to support the needs of the community through participating in volunteer activities sponsored by the Office of Diversity, Inclusion and Social Impact (DISI).

For example, the Metropolitan Washington Airports Authority (MWAA) staff selflessly gave the gift of food and warmth! They partnered with the Arlington Food Assistance Center and the Salvation Army for a food and coat drive. Then nearly 40 Airports Authority staff members and their families remembered our nation’s brave servicemen and women who protected our freedom by laying wreaths on their graves at Arlington National Cemetery.³²⁵

MWAA employees Volunteer to Lay Wreaths on Grave at Arlington National Cemetery



(Courtesy of MWAA)³²⁶

³²⁴ <https://goodr.co/success-story/hartsfield-jackson-atlanta-airport/>

³²⁵ <https://www.mwaa.com/sites/mwaa.com/files/2023-02/DEI-Newsletter%204th%20Quarter%202022-m3.pdf>

³²⁶ <https://www.mwaa.com/sites/mwaa.com/files/2023-02/DEI-Newsletter%204th%20Quarter%202022-m3.pdf>

Airports and Their Tenants Donate Food for Local Residents in Need

The Sheraton Montréal Airport and the Montréal Airport Marriott In-Terminal Hotel at the Montréal – Pierre Elliott Trudeau International Airport (YUL) took the initiative to provide Volunteer West Island and the West Island Meals on Wheels (MOW) kitchens with 450 home-cooked turkey dinners with all the trimmings, topped off with a delicious dessert for the Holiday Season.³²⁸

The restaurants at Hartsfield-Jackson Atlanta International Airport (ATL) teamed up with the food-management company, Goodr, to enable thousands of pounds surplus food to be donated to people in need.³²⁹

SFO United Against Hunger is a food donation program that offers an easy way for airport restaurants to donate excess food to Bay Area residents who are food insecure. Participating airport tenants who have excess food that is near the past the sell by date can deliver the food to one of the three donation hubs. The food is collected three-times a week and donated to a non-profit organization for distribution to the community.³³⁰

“The SFO United Against Hunger Program’s “process is simple, and the benefits to the surrounding communities are significant.”³³¹

A collaboration between the hunger relief nonprofit Philabundance and PHL Food & Shops recently reached a milestone in donating more than 100,000 pounds of soon-to-expire food from airport concessions to Philadelphia International Airport’s (PHL) neighbors in need. Approximately 141,500 meals were donated as of March 2023.³³²

Inviting the Community to the Airport for Special Events

Tours of the Airport or Projects Under Construction

Phoenix International Airport (PHX) warmly welcomes visitors to tour the airport³³³. It offers guided tours several times a month and access to information for a free self-guided tour. On the airport’s webpage one can also find a link to request an airport speaker to address. To round it off, the airport provides a link to educational and fun aviation activities for kids.³³⁴

Long Beach Airport (LGB) offers 90-minute tours of the airport highlighting its contribution to aviation history. Guests also have an opportunity to see the unique architecture and mosaic artwork throughout the airport.³³⁵

³²⁷ <https://www.torontopearson.com/en/whats-happening/stories/national-volunteer-week-across-canada>

³²⁸ <https://cabwwi.org/2019/01/09/the-marriott-and-sheraton-hotels-generously-share-the-holiday-spirit-with-meals-on-wheels-clients-volunteers/>

³²⁹ <https://www.ajc.com/blog/airport/hartsfield-jackson-surplus-food-reclaimed-startup-goodr-for-donations/ZuzGgI3jozV7HhzRh5a2mK/>

³³⁰ <https://www.flysfo.com/about/community-noise/food-donation-program>

³³¹ *Ibid.*

³³² <https://www.phl.org/newsroom/Philabundance-milestone>

³³³ <https://www.skyharbor.com/about-phx/administration/airport-speakers-tours/>

³³⁴ <https://www.skyharbor.com/about-phx/administration/airport-speakers-tours/>

³³⁵ <https://www.longbeach.gov/lgb/community-information/tours/>

“When you’re curious, nothing beats seeing something for yourself, and that is the simple goal of having an open house at your airport—to give the public an opportunity to look for themselves, to see and enjoy the fascinating variety inherent to general aviation, to learn about how we support the local community, offer our unique services nationwide, how we do business, and the efforts we make to keep flying safe and accessible. But you have to create the opportunity and then invite them!”³³⁶ AOPA Open House Guide.

The Philadelphia Department of Aviation re-instated its community tours of Philadelphia International Airport (PHL) which welcome members of the community, students, and stakeholders to visit the airport to study the behind-the-scenes activities and learn about operations. These “Lunch With Leaders” are popular with the community.³³⁷

“In my 20 plus years of programming for students, this was hands-down the best field trip experience (at PHL). There are no words to thank you enough for all the organization and intentional effort put forth to make the day a special event. I am excited about the students who will choose aviation as a career path because of this industry and exposure opportunity.”³³⁸

Cyd Smith from Elkin Park School Leadership Academy.

Runway Runs

In addition to the 5K Run at GRR previously discussed, Toronto Pearson International Airport (YYZ) also offers a 5K Runway Run, which is so popular, it sells out every year. The proceeds go the Propeller Program, a community investment initiative that provides employment support while also enhancing community life for those who live in the greater Toronto area. The airport also has two aircraft, one commercial, and one cargo, available on the tarmac for the runners to explore after the race.

The Newport News – Williamsburg Airport (PHF) hosts its annual 5K on the Runway, with the proceeds going to different local non-profits each year. There is a static display of aircraft, a fun kid zone, food and beverage, and a DJ broadcasting the event live on an area radio station.³³⁹

³³⁶ <https://download.aopa.org/asn/Holding-an-Airport-Open-House.pdf>

³³⁷ <https://www.phl.org/newsroom/lunch-with-a-leader>

³³⁸ *Ibid.*

³³⁹ <https://newportnewsairport.com/5k-on-the-runway-2022/>

Special Events

Syracuse Hancock International Airport (SYR) launched the “Poetry in Flight” contest. The aviation or travel themed poetry contest is a celebration of “National Poetry Month” – observed each April – in conjunction with the YMCA of Central New York’s Downtown Writers Center (DWC) and Delta Air Lines.³⁴⁰



(Courtesy of Syracuse Hancock International Airport)

In addition, to concerts, art exhibits, and runway runs, some airports are welcoming the community to participate in special events. The Roanoke-Blacksburg Regional Airport (ROA) hosted a local author for a book signing at the Hudson News store before the security check point. The author was a former flight attendant who shared stories about passenger behavior, insight into how she handled sensitive situations with grace and described humorous and challenges she encountered from vantage point of the aircraft aisle.³⁴¹

³⁴⁰ <https://syrairport.org/syr-launches-poetry-contest/>

³⁴¹ <https://www.flyroa.com/roa-host-author-sharon-williams-book-signing>

Passengers and Airport Staff at Regina International Airport Enjoyed an Exhibit of LEGO Dioramas Dedicated to Saskatchewan Landmarks, Including the 7.3 Meters (24') Coffee Pot Sculpture in Davidson, Saskatchewan



Kelowna Airport (YLW) hosts an annual Spring Travel Show featuring a variety of vendors offering information on flights, hotels and excursions. It enables the Okanagan Residents to think about planning their next vacation. In addition, the airport offers a Hiring Fair at the event.

YLW Spring Travel Show



(Courtesy of Kelowna International Airport) ³⁴⁴

³⁴² <https://globalnews.ca/video/9717982/regina-international-airports-ceo-shows-off-lego-diorama-dedicated-to-saskatchewan-landmarks>

³⁴³ <https://www.tourismsaskatchewan.com/listings/137/davidsons-roadside-attractions>

³⁴⁴ <https://ylw.kelowna.ca/news-events/events/ylw-travel-show>



SMALL THINGS

For the month of February, Fairbanks Airport displayed the Heart Gallery of Alaska³⁴⁵ in the baggage claim area. Every child who agreed to have their photograph featured is legally available for adoption.



(Courtesy of Fairbanks International Airport)

³⁴⁵ <https://www.facebook.com/FairbanksInternationalAirport/>



HIGHLIGHT

IDAHO FALLS REGIONAL AIRPORT'S NEW EMPLOYEE, NEW ARTS PROGRAM

Emily Fitzpatrick Harris, a brand-new employee at Idaho Falls Regional Airport (IDA) responsible for marketing, advertising, and air service development, attended an Arts in Airports Workshop. Hearing about what other airports were doing got her mind racing.

She came back to IDA brimming with enthusiasm and ideas. With a green light from her former boss, Airport Director Rick Cloutier, who recognized that "the Idaho Falls Regional Airport is often the first impression of the great region we have to offer to travelers. Through our already established and vibrant local arts community, we hope to showcase all we have as a community and enhance traveler's experiences."³⁴⁶

In the nine months she has been at IDA, passengers and community residents have enjoyed live performances by the Idaho Falls High School Jazz Band, a Bell Choir concert, and holiday music from the First Presbyterian Church, with more planned. Not only did these concerts attract the attention of passengers and community members who had no airport business that day, the audience was even broader, as the concerts were streamed live for those who follow the airport on social media.

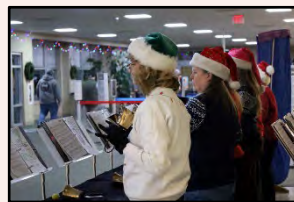
Next up is a Student Art Contest that was recently launched, with a cash award for the top winners, as well as the privilege of having their art displayed in the terminal for a year. For the inaugural contest, students from the local school district will be eligible to participate. Submissions will be evaluated by a panel of local art professionals volunteering their time. It is Emily's goal to make the art contest available to more schools next year. Rick Cloutier noted, "The future of Idaho Falls is bright thanks to the young people who will influence our growth in years to come."³⁴⁷

IDA has brought the community into the airport, and the airport into the community. The impact can be summed up in this post from Local News 8, "I saw some people, busy or hurriedly walking by and then kind of stopping...and smiling," said choir member Leah Zumberge. "I think we reached some community here today and I'm glad we were able to come."

[Link](#) to an article on Local News 8: Bell Choir welcomes weary holiday travelers.



(Courtesy of Idaho Falls Regional Airport)



(Courtesy of Idaho Falls Regional Airport)

³⁴⁶ <https://www.idahofallsidaho.gov/CivicAlerts.aspx?AID=2169>

³⁴⁷ <https://www.idahofallsidaho.gov/1835/Airport-Arts-Program>

Tools and Resources

- TRB, “Making Travel More Equitable for People with Disabilities - https://www.nationalacademies.org/trb/blog/making-travel-more-equitable-disabilities?utm_source=TRB+Weekly&utm_campaign=7f867a40eb-EMAIL_CAMPAIN_2023_04_24_08_21&utm_medium=email&utm_term=0_c66acb9bce-7f867a40eb-%5BLIST_EMAIL_ID%5D
- TRB, ACRP, Research Report 239: “Assessing Airport Programs for Travelers with Disabilities and Older Adults” - <https://nap.nationalacademies.org/catalog/27012/assessing-airport-programs-for-travelers-with-disabilities-and-older-adults>
- TRB, ACRP Research Report 177, “Enhancing Airport Wayfinding for Aging Travelers and Persons with Disabilities” - <https://nap.nationalacademies.org/read/24930/chapter/1>
- TRB, ACRP Research Report: 201, “Airport Emergency Communication for People with Disabilities and Others with Access and Functional Needs” - <https://nap.nationalacademies.org/read/25507/chapter/1>
- TRB, ACRP Synthesis 90: Incorporating ADA and Functional Needs in Emergency Exercises - <https://nap.nationalacademies.org/catalog/25208/incorporating-ada-and-functional-needs-in-emergency-exercises>
- NCHRP Research Report 1000, Accessibility Measures in Practice: A Guide for Transportation Agencies - <https://nap.nationalacademies.org/read/26793/chapter/1>
- 2023 TRB Annual Meeting Lectern Session on accessible transportation and mobility - <https://annualmeeting.mytrb.org/OnlineProgramArchive/Details/19253>
- 2023 TRB Annual Meeting Poster Session on innovation in accessible transportation and mobility - <https://annualmeeting.mytrb.org/OnlineProgramArchive/Details/19236>
- TRB Webinar: Transportation in an Aging Society – The Future is Now - <https://www.nationalacademies.org/event/02-23-2022/trb-webinar-transportation-in-an-aging-society-the-future-is-now>
- TRB Webinar: Breaking down barriers – Aiding airport travelers with disabilities - <https://www.nationalacademies.org/event/04-21-2020/trb-webinar-breaking-down-barriers-aiding-airport-travelers-with-disabilities>
- TCRP, B-46, Tactile Wayfinding in Transportation Settings for Travelers Who are Blind or Visually Impaired - <https://apps.trb.org/cmsfeed/TRBNetProjectDisplay.asp?ProjectID=4513>
- TRN News Articles, “Serving Passengers with Hearing Loss” - <https://onlinepubs.trb.org/onlinepubs/trnews/trnews337Hearing.pdf>

12. External Engagement: Working with Tenants and Other Providers

There is evidence that a successful Diversity, Inclusion, and Equity Program is one that is embedded in the overall operation of the organization (see [Business Case](#)). Airports have a good track record of diversifying the businesses serving them. The ACI-NA's Business Diversity Committee is an excellent source of information on this topic.

This chapter represents information compiled literature search and from a series of interviews conducted by and presentations reviewed by the DEI Working Group. It includes examples of actions some airports have taken to make it easier to do business with them. It also includes lessons learned on how airport consultants and tenants address DEI in their organization, what airports do to celebrate diverse partners, approaches airlines partners are taking to diversify their workforce, what are some of the metrics used to judge success, and what are some specific actions that airports and other aviation industry partners have taken to address DEI.

“The most effective diversity, equity, and inclusion strategies span key areas of business operations inside and outside of the company’s walls.”³⁴⁸ Bain & Co.

In 2022, Toronto Pearson International Airport was the winner of the 2022 World Procurement Award.³⁴⁹ The Judges found that YYZ provides new training opportunities, overhauled its processes and implemented new initiatives such as supplier relationship management and a sustainable procurement program, the team has transformed into a trusted partner that works collaboratively with stakeholders across the contract lifecycle.

Tenants, contractors, commercial terminal operators, and service providers are all important members of an airport community, and thus could be important partners in an airport’s DEI efforts. There are tremendous opportunities for collaboration, cooperation and exchange of knowledge about diversity and inclusion between public airport operators and their private sector partners.

"Sustainability isn't just something we value. It's the core principle that anchors everything we do. As consultants, we make sure that our solutions and guidance account for sustainability in three areas: Social, Environmental, and Financial. We're creating solutions meant to last."³⁵⁰ InterVISTAS.

³⁴⁸ <https://www.bain.com/insights/10-proven-actions-to-advance-diversity-equity-and-inclusion/>

³⁴⁹ <https://www.torontopearson.com/en/whats-happening/stories/gtaa-strategic-sourcing-team-wins-procurement-award>

³⁵⁰ <https://www.intervistas.com/what-we-do/>

“We form a community with different cultural backgrounds and unique perspectives. We find this diversity brings a variety of approaches in our analyses to improve our clients’ facilities,” said Belinda G. Hargrove, Managing Principal and one of the firm’s Co-owners/Co-founders. “This also provides an appreciation of cultural differences when working on projects around the world.”³⁵¹ Gloria Bender, Managing Principal, and one of the firm’s Co-owners/Co-founders, in response to TransSolutions being named one of Fort Worth Inc.’s Best Companies to Work For.

For its Celebration of Black History Month in 2023, the Port Authority of NY & NJ Highlighted Black-owned Businesses and Their Contribution to the LGA Redevelopment Project³⁵²



(Courtesy of The Port Authority of NY & NJ)

Learn from the Airport’s Providers

As mentioned in [Getting Started: External Assessment](#), for those airports electing to commence a DEI effort, a good practice leading to success is talking to and including airport partners in DEI efforts from the start. The purpose of engagement at any level is to provide spaces and opportunities for an open and honest discussion about DEI. Explaining the airport’s DEI mission to

³⁵¹ <https://www.transolutions.com/news>

³⁵² <https://www.anewlga.com/wp-content/uploads/2023/02/black-history-month-exhibit-2023.pdf>

those entities that serve the airport is a good first step. But listening is key. By engaging tenants and vendors early in the process one can learn much.

The airport can discover the actions its tenants, contractors are taking with their own employees and vendors. Southwest Airlines for example, has a robust DEI Program. Employees can find a Mentor, participate in a host of Employee Resource Groups (ERGs), serve on the Diversity Council, and refer staff to the company's Allyship Guidebook. Southwest's philosophy can be summed up in its "2022 Southwest Airlines Diversity, Equity & Inclusion Report: Our Priorities & Path Forward,"³⁵³ Southwest noted that in 2020:

*"...the heightened awareness of social injustice prompted us to review our internal data and have **transparent conversations** regarding our path forward as it relates to diversity, equity, and inclusion. We gained a better understanding of the work that we needed to do to increase our own efforts—specifically enhancing our workforce representation in Senior Leadership, nurturing more fulfilling career experiences for our Employees, and strengthening our relationships with our diverse Customers and Communities."*

At Southwest Airlines, we realize that Diversity, Equity, & Inclusion is an ongoing journey. **A journey that requires vulnerability, transparency and courageous conversations.**³⁵⁴

In addition, Southwest has a dedicated program to diversify its suppliers. This not only fulfills the airline's operational need but stimulates economic growth in communities in which it serves. Supplier Diversity has two programs: Small Business Program and Diverse Owned Business Program. The Supplier Diversity Team developed a multi-year strategy inclusive of:³⁵⁵

- Peer benchmarking
- Evaluation of technology platform enhancements for certificate validation and management
- Engagement with internal stakeholders to provide program awareness and training

³⁵³ <https://www.southwest.com/assets/pdfs/communications/2022-DEI-Update-Outline-MASTER-4-21-2022-Final.pdf>

³⁵⁴ <https://www.southwest.com/assets/pdfs/communications/2022-DEI-Update-Outline-MASTER-4-21-2022-Final.pdf>, at Slide 6

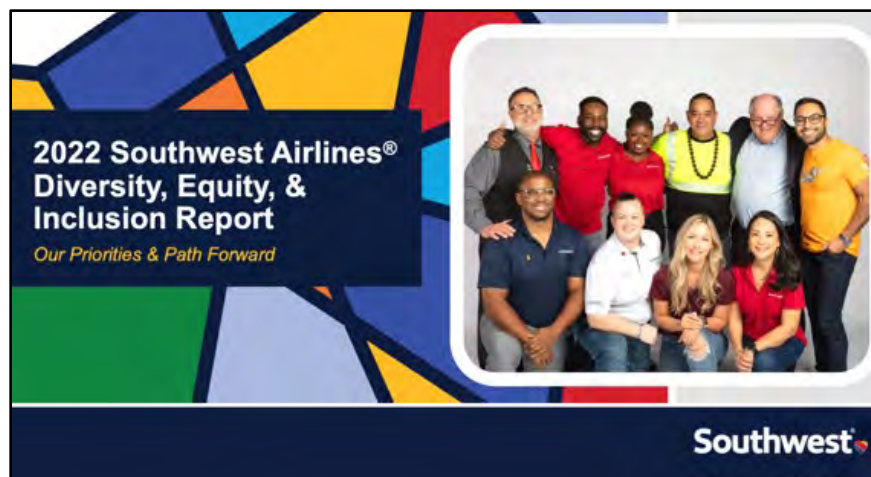
³⁵⁵ <https://www.southwest.com/assets/pdfs/communications/2022-DEI-Update-Outline-MASTER-4-21-2022-Final.pdf>, slide 44

“The Port (of Portland) is committed to making all of our jobsites free from harassment, hazing, and bullying and welcoming to all workers regardless of race, ethnicity, or sexual orientation or identity. In support of this commitment, we are partnering with RISE (Respect, Inclusion, Safety and Equity in the Construction Trades) Up Oregon to provide education to our contractors on bystander-intervention and harassment prevention training.”³⁵⁶

Airport leadership may also discover that it shares similar challenges in finding qualified staff.

Airlines for America (A4A), the trade association representing most of the commercial airlines in the United States, has identified a qualified future workforce as one of its top priorities. The pipeline of pilots is an obvious concern, but the need for an educated, eager workforce is industry wide. Southwest Airlines is committed to enhancing its recruiting efforts to ensure diversity representation. In 2021, **Southwest Airlines** started its **Diversity Center of Excellence**.

Southwest Airlines’ DEI Report 2022



(Credit: Southwest Airlines)

The Center distributes training materials, career support and networking opportunities to students at 50 Historically Black Colleges and Universities (HBCU), fostered 400 diversity-focused partnership, and improved outreach to underrepresented groups. One partnership with HBCUs is called **Destination 225 Pathways**, which is an effort to mitigate the potential for a pilot shortage across the industry. The program helps candidates build post-graduate flight instructing time within their college's flight program.³⁵⁷

³⁵⁶ <https://www.portofportland.com/Business/Workforce>

³⁵⁷ <https://www.southwest.com/assets/pdfs/communications/2022-DEI-Update-Outline-MASTER-4-21-2022-Final.pdf>

Air Canada has been rated as one of Canada's Best Diversity Employers for the past six years.³⁵⁸ Through sponsorships, targeted recruiting and support for Employee Resource Groups, the airline has demonstrated commitment to DEI. Among its sponsorships include the Indspire Bursaries and Scholarships to support Aboriginal students in their post-secondary education, apprenticeships and skilled trades programs, the Captain Judy Cameron Scholarships in honor of the carrier's first female pilot that aims to foster the future women pilots, and the airline is a partner of Pride at Work. Together with Jazz, Air Canada partners with First Nations Technical Institute (FNTI) to enable Aboriginals to become pilots. The company's outreach to diverse groups for recruiting purposes has resulted in 60 languages spoken by Air Canada employees and 26% of employees belonging to visible minorities.

"If a person can do the job, we make sure that person gets the job."³⁵⁹ Arielle Meloul-Wechsler, Senior VP, People, Culture and Communications, Air Canada.

"The Alstom JFK Service Delivery Center provides job seekers with past involvement in the criminal justice system access to job opportunities through its participation in the Council for Airport Opportunity's Office of Second Chance Employment (OSCE), an initiative sponsored by the Port Authority of NY & NJ."³⁶⁰

In 2022, **United Airlines** started the Aviate Academy, a state-of-the-art, 340,000 square foot facility at Phoenix Goodyear Airport. United boasts one of the most diverse pilot populations of any U.S. carrier with nearly 20% of its pilot group made up of women or people of color. To build on that number, has plans for 50% of United Aviate Academy students to be women or people of color to ensure students reflect the diversity of the customers and communities served. The airline also joined with JP Morgan Chase to offer financial aid for students at the academy.³⁶¹ Eighty percent (80%) of its first graduating class were women or from underrepresented groups.³⁶²

To learn more about what airports are doing to address the workforce of the future see: [Internal Engagement: Inclusive Hiring Practices](#) and [External Engagement: Developing the Workforce of the Future](#).

Expanding the Businesses Serving the Airport

Tenants, contractors, commercial terminal operators, and service providers might use their discussions with airports to identify barriers they face that make doing business with the airport difficult, if not impossible. These barriers may be hindering diversity and engagement by

³⁵⁸ <https://careers.aircanada.com/pages/inclusion-and-diversity>

³⁵⁹ *Ibid.*

³⁶⁰ <https://metroairportnews.com/everyone-deserves-a-second-chance/>

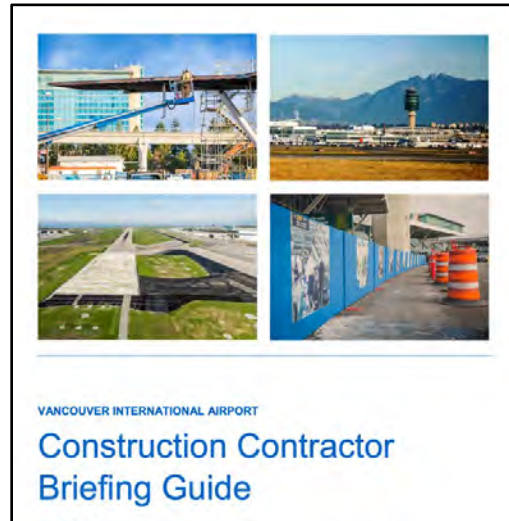
³⁶¹ <https://unitedaviate.com/aviate-program-career-paths/united-aviate-academy/>

³⁶² <https://www.cbsnews.com/news/united-airlines-training-program-aviate-academy-pilot-shortage-graduating-class-women-minorities/>

disadvantaged businesses or underrepresented/underserved groups that are not immediately obvious due to years of unchanging operating procedures, failure to adopt updated technology and recommended practices, and gatekeeping.

Vancouver International Airport has made it easy for entities wanting to do business with the airport. The airport uses its website to let businesses know how to advertise, identifies airport supplies needed, requirements, discover concession opportunities, as well as a briefing guide for entities wanting to be a construction contractor.³⁶³

Additionally, the ACI-NA Business Diversity Committee is an excellent resource on this topic.



(Courtesy of Vancouver International Airport)

Learn by Connecting and Listening

In talking to various tenants and those who want to work with the airport but can't, one might learn about their frustrations with the airport processes or procurement requirements that discourage participation.

Some airports have heard complaints from entities that want to do business with airports regarding the overly complex nature of the bidding process, their inability to meet the insurance and other requirements, and the lack of knowledge about the opportunities that exist. These insights, coupled with staff's internal review of RFP language and requirements could lead to changes that can open opportunities for additional businesses to work with the airport. Several airports who were consulted, including the Port of Seattle, Denver, and the Port of Portland, responded to similar claims by offering a series of training programs to help businesses through the procurement process (see: [Airports 101](#) below). For additional material on this subject please consult ACI-NA's Business Diversity Committee. Committee members are a tremendous resource.

³⁶³ <https://www.yvr.ca/en/business/work-with-yvr/construction-contractors>

Considerations

The Working Group members interviewed several airport operators, private terminal operators, contractors and consultants, who offered the following thoughts:

Barriers to Engagement & Opportunity

Here are some things to look for when evaluating whether the airport may have barriers that prevent small, disadvantaged, or otherwise underrepresented businesses from bidding on airport projects:

- Is the procurement and DBE certification process cost prohibitive?
 - Do projects require large bonds, insurance requirements, have long payment processing periods, or other financial barriers that limit participation from small, disadvantaged, or under-represented businesses?
 - Are contractors required to have completed large scale projects in order to be eligible for future bidding?
 - Do smaller firms find the process difficult to navigate?
- Are projects bundled in such a way to inhibit small, disadvantaged, or under-represented businesses from bidding?
- Are bidding documents unnecessarily complicated to complete, or follow a potentially confusing process?
- Do large firms and established contractors often have an advantage in administration of large contracts and prior experience helps contractors bid more competitively?
- Do contracts have overcomplicated language or are difficult to access and complete?
- Are key personnel affiliated with contracts, bidding, projects, etc. difficult to find or reach using airport resources (i.e., city, municipality, or airport website)?
- Are site-visits accessible for representatives of contractors, vendors, and/or subcontractors to view job sites or work areas?
- Is the airport accessible for tenants and their employees?
 - Is parking accessible? Are there additional tolls, fees, or charges that are placed on the employee, not the employer, to arrive and depart from the work area(s).

Denver International Airport invites business and community members to sign up to be a community panelist volunteer for future procurement. It “is a great opportunity to gain an inside view of the evaluation review process and gain an understanding of what values are important to DEN.”³⁶⁴

³⁶⁴ <https://www.flydenver.com/sites/default/files/downloads/23-13%20Business%20Opportunities%20Galore%20at%20Denver%20International%20Airport.pdf>

SFO meets regularly with stakeholders, including on the topic of Goal Setting for DBEs³⁶⁵



(Courtesy of SFO)

- Is the airport actively engaged with tenants, contractors, and commercial operators in promoting and fostering the culture defined by its Core Values? Does the airport and its agents promote and foster the tenants of Diversity, Equity, and Inclusion by treating all persons at the airport with dignity and respect? Does the airport and its agents act in alignment with the adopted Core Values?
- Is the airport actively engaging with underrepresented communities?
- Are contractors, vendors, and tenants held to the DEI commitment adopted by the governing body through contracts, lease agreements, or operating agreements?
- What about the airport employees?
 - Consider tenants' physical space. Are their non-customer facing facilities accessible for their employees and in compliance with ADA requirements?
 - Consider quality-of-life improvements for tenants and employees, including but not limited to:
 - Think about the commute times and travel routes from employee parking to work area(s).
 - Is there ample lighting along the path?
 - Is there a sidewalk or do pedestrians share the road with cars?
 - Can the airport accommodate bicycles?

Okay, Now What?

Once the review is completed and barriers that may exist are recognized, the next step is to conduct an **assessment** to determine a starting point and identify strategies or actions to improve DEI awareness and engagement with tenants, contractors, and commercial terminal operators, and service providers. (See [Getting Started](#)).

³⁶⁵ <https://www.flysfo.com/sites/default/files/2022-08/DBE%20Stakeholder%20Meeting%20FFY%2023-25.pdf>

As noted in the Getting Started section, consider asking an independent contractor or another third-party to assist in this assessment. They can test processes and procedures that may seem simple to the trained staff members because they are so used to following a process that has been taught and trained for a long period of time. When conducting the assessment, be aware of the statement “because we’ve always done it that way,” and use this as another marker of barriers and operational hinderances to DEI engagement.

Some areas to consider during the assessment:

- Is the commitment and the Core Values of the governing body clearly documented?
- Are the expectations of all tenants, contractors, and commercial operators supporting and adhering to the adopted Core Values clearly documented in all contracts, agreements, and leases?
- Have boiler plate contracts, leases, operating agreements, and bidding packages (RFP, RFQ, IFB, etc.) been reviewed?
 - Are they available online or in person?
 - If they are online – are they easy to locate and download?
 - If they are available in person only, are personnel available at consistent times at an accessible location?

“Edmonton Regional Airports Authority’s Core Values
Safety and security first
Own the outcome
Doing the right things right
Invested in our talent
Dedicated to sustainability.”³⁶⁶

In 2021, the Metropolitan Airport Commission (MAC) established the Airport (MSP) Equity Advisory Committee which “acknowledges [that] a deeper success of its initiatives can be obtained with the ability to authentically hear from and include voices of the entire airport community, including voices of the most historically underrepresented members of the MSP community and surrounding communities. The goal is to obtain constructive feedback from the airport community to help the

³⁶⁶ <https://flyeia.com/corporate/about-yeg/noble-cause-vision-mission-goals-values/>

MAC further advance equity throughout the airport community.”³⁶⁷



SMALL THINGS

Denver International Airport celebrates its ACDBE partners, including Huy Pham, founder of Innovative Retail Group (IRG) on the “In Action: Equity, Diversity, Inclusion & Accessibility” section of its website.

In Action: Equity Diversity, Inclusion & Accessibility

ACDBE Spotlight: Huy Pham

As a four-year-old Vietnam refugee, Huy Pham never could have dreamed of the successful entrepreneur that the adult Huy would become. Upon their arrival into the U.S., Huy's family settled in the San Francisco Bay area.

For years, Huy worked for large and small firms, but in 2011, he decided it was time to take his hard work and talent and make it work directly for him, by starting his retail kiosk business, Innovative Retail Group, LLC (IRG), a certified Airport Concession Disadvantaged Business Enterprise (ACDBE).


In 2014, he partnered with one of his biggest competitors, Tastes on the Fly and won their first restaurant contract with Modern Market.

Huy's firm, IRG continues to grow at DEN and now includes Little Man Ice Cream, the Coors Silver Bullet Bar and Tapas Sky Bar. They have opened a second Modern Market location at DEN too.

IRG is planning to open to more restaurants in 2022 and 2023 at DEN. Huy's talent for partnering with restaurants and retailers that excite passengers falls right into one of DEN's guiding principles of **Vision 100**, "Enhancing the Customer Experience."

In the last 10 years, Huy has been incredibly successful in his work at DEN but Huy says he's "just lucky." However speaking with Huy, you would understand his success is due to more than just luck, "I believe in hard work and being ethical. I want to make sure I am always learning and most importantly if you put your guest first, you will always be successful."

We want to thank Huy for his continued commitment to DEN and congratulate him and IRG for their success as a growing ACDBE partner.



(Courtesy of Denver International Airport)

- Is the format universally accessible, or does it require proprietary software to open?
 - Is the document fillable online?
 - From a mobile device?
- Is the language of the contract overly complicated or reliant on acronyms, jargon, and uncommon abbreviations?
- Is it possible to add requirements into the contract to memorialize expectations for levels of service, working conditions for employees, and expected resources and compliance with applicable federal provisions?
- How and where does the airport advertise contract availability?
 - Can the reach be improved?
 - Are pre-bid meetings recorded or made available?
 - Can the meetings be attended virtually?

³⁶⁷ MAC Airport Equity Advisory Committee

³⁶⁸ https://www.fly.denver.com/about/administration/equity-diversity-inclusion/edi_in_action

Measuring Success

The Port of Portland proudly states, “We are committed to learning and growing on this journey. When something really matters to you, you pay close attention to its progress. That’s how we feel about our DEI work. We are working to establish meaningful quantitative metrics to measure success and identify opportunities for improvement.”³⁶⁹

The Port of Portland measures performance on its guiding principles “Create an Equitable, Inclusive and Welcoming Place to Work” and “Increase Small Business Participation” and is developing metrics for Engaging Community. As an illustration, here is what PDX measures for **Small Business Participation**, and the results (at the time of publication):

GOAL:

Establish partnerships with trade unions, private/public agencies, and community-based organizations to provide technical assistance.

RESULTS:

In the last year, we provided technical assistance to all 30 small businesses that requested the extra support.

GOAL:

Small Business Enterprise (SBE) utilization on our locally funded projects and Disadvantaged Business Enterprise utilization measured by dollars spent on our federally funded projects.

RESULTS:

Utilizing SBEs (local) were at 17%, the target was set at 20%
Utilizing DBEs (federal) were 10.2%, the target was set at 11%

Portland Airport requires contractors to provide on-the-job training. It is “an important way they can support building a diverse, skilled workforce for the construction industry and increase the number of apprentices.”³⁷⁰

Scalable Solutions

Regardless of the size or maturity of an Airport’s DEI program, there are considerations and scalable solutions to be found when working with tenants, contractors, other commercial operators, and service providers at an airport.

Every airport is at a unique point in its overall DEI development. Where some may have limited resources related to personnel, funding, and general expertise, others may have a host of personnel

³⁶⁹ <https://www.portofportland.com/DiversityEquityInclusion>

³⁷⁰ <https://www.portofportland.com/business/smallbusiness>

but feel overwhelmed on "where to start". These are examples of small, yet scalable, actions that can make a big impact when engaging airport tenants, contractors, and commercial operators.

Keep in mind the Getting Started section above. If the airport has established Core Values, do they apply to all stakeholders? Every person that enters the airport should be seen, heard, and treated with dignity and respect. When airports don't just "talk the talk", but actually "walk the walk", that could go a long way in creating trust, value, and opportunity.

Locals as a First Source of Hiring

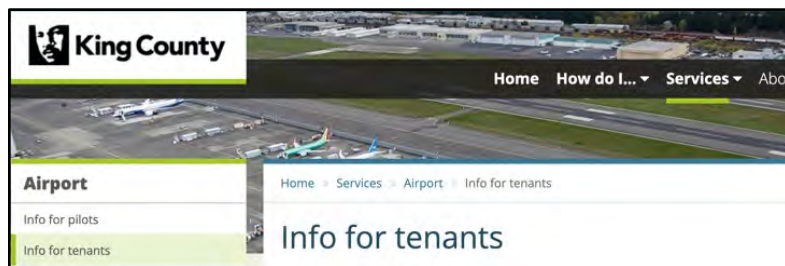
An airport can take another step. As part of the concessions contracts at Louis Armstrong New Orleans International Airport, concessions operators must work with the City of New Orleans Office for Workforce Development's (OWD) First Source program, which connects the local workforce to various employment opportunities throughout the City of New Orleans. The concessionaires use OWD's database of qualified job seekers as a first source for the placement of all new hires before seeking employees through other traditional methods.

Approaches Identified from Selected Airports

Following are strategies and actions developed from interviews and presentations from **King County/Boeing Field (BFI)**, **Port of Portland (PDX)**, **Chicago Department of Aviation (CDA – O'Hare & Midway International Airports)**, and **Idaho Falls Regional Airport (IDA)**.

In 2015, King County/Boeing Field convened a Lease Framework Working Group to review existing current lease framework and identify potential alternatives, so they aligned with the Airport's Strategic Plan goals. Recommendations accepted addressed nine topic areas.

Boeing Field Information for Tenants for Lease Framework Working Group³⁷¹



³⁷¹ <https://kingcounty.gov/services/airport/info-tenants.aspx>

Lease Framework Working Group

We convened a Lease Framework Working Group to do a policy review of our current lease framework and identify and evaluate possible opportunities and alternatives to make improvements.

As stated in the LFWG charter, "The Working Group will conduct a policy review of the current lease framework as well as identify and evaluate possible opportunities and alternatives to improve the leasing framework alignment with the Airport's Strategic Plan goals. The review will include, but will not be limited to, policies related to pricing and lease terms, exclusive rights, arbitration rights and procedures, investment credits and/or amortization of tenant investments, and assignment and transfer rights. These issues will be discussed over a series of meetings and identify alternatives, if applicable and feasible, in the form of potential policy or code changes."

The group met 13 times between August 2015 and October 2016. The members considered a range of policy questions, developed key findings from presentations and group discussions, and reached consensus on a list of focused recommendations to improve future hangar and long-term leasing practice at BFI.

Recommendations address the following topics:

- Hangar waitlist
- Hangar commercial rental rate
- Monthly hangar pricing and appraisal process
- Hangar vacancies
- Long-term lease appraisal process
- Long-term lease appraisal re-evaluation cycles and rent adjustment
- Length of long-term leases
- Long-term lease investment requirements
- Long-term lease award

(Courtesy of King County/Boeing Field (BFI))

Airport Contracts, Leases and Operating Agreements

Ensure all contract, leases, agreements, and legal documents between the airport and its tenants, contractors, and other commercial operators include language that align with the Core Values of the airport or governing body and the expectation of the tenant, contractor, vendor or service provider to operate within those core values (potential items could include provisions for concessionaires to provide employees with a living wage based on market data for the location – this is not to hold the operator to a specific dollar amount, but to ensure that wages are in line with the local economy; another is potential requirements to provide toll passes, parking permits, or other assistance that may enable economically disadvantaged communities to work at the airport).



SMALL THINGS

Los Angeles World Airports (LAWA) hosts a section on its website called **What LAWA Buys** which lists materials, supplies, and equipment that the authority needs to purchase.³⁷²

Many local and MWBE firms contributed to the construction of the people mover system at LAX³⁷³



(Courtesy of LAWA)

³⁷² <https://www.lawa.org/lawa-businesses/how-to-do-business-with-lawa/lawa-what-lawa-buys>

³⁷³ <https://www.lawa.org/transforminglax/photo-gallery>

“Not only do we offer travelers a wealth of shops and services, but we also work with businesses on opportunities like job fairs, benefits information, and even discounted public transit passes.” PDX Concessions Retail & Restaurant Information Packet.³⁷⁴”

Airport 101

Seminars for small, disadvantaged, and/or underrepresented businesses in the community

The airport could offer seminars about the basics of working at the airport to help businesses understand airport operations, project phasing, realistic work hours, security and personnel badging requirements, access, as well as state and federal contract requirements. Importantly, they should understand the airport’s DEI Core Values. Explain the procurement process, walk them through payment applications and invoicing procedures to ensure prompt payment to the contractor/vendor. Additionally, review the airport’s 5-year Airport Capital Improvement Plan with businesses in the community, preparing the pipeline of trades and contractors for future projects. Some airports also have this information available on their websites.

Several airports, including the Port of Seattle, Denver, and the Port of Portland, responded by offering a series of training programs to help businesses through the procurement process.

The Port of Seattle offered 13 PortGen Training Strategy and Activities from proposal writing to project labor agreements “with many more to come.”

³⁷⁴ <https://cdn.portofportland.com/pdfs/PDXBusinessFY17%20Infi%20Packet.pdf>

Upcoming 2021 PortGen Training Strategy and Activities

A large number of PortGen workshops are in the works for 2021. Key topics will include Major and Small Works Construction, Consulting, Architecture and Engineering, Concessions, Rental Car Facilities, DBE Certification, and Goods and Services. We will also be offering training that covers proposal writing, bonding/insurance, marketing, project labor agreements (PLA), and more! Below are a few workshops that are on the horizon, with many more to come.

- Port Construction Services and Small Works Informational "Meet and Greet"
- Airport Dining and Retail Concession Program
- DBE Compliance Training
- WSDOT/Sound Transit/Port of Seattle Agency Training Program Partnership
- Security and Janitorial (Goods & Services)
- Architecture & Engineering (IDIQ Contracts)
- Advanced PortGen (USDOT Small Business Transportation Development Center)
- Capital and Targeted procurement projects
- A&E – Mentoring (C1 Building)
- Pandemic Relief Informational Meeting for Small Businesses
- Regional Transportation Summit (Airport DBE)
- Let's Get Certified (OMWBE)
- Lesson Learned – Tips for WMBEs and DBEs

Port of Seattle, Diversity in Contracting 2020 Annual Report³⁷⁵

Denver offers the Business Development Training Academy, part of the state-of-the-art Center of Equity and Excellence in Aviation (CEEA), which helps small businesses have a systematic approach to entering DEN as a subcontractor in the areas of Construction, Professional Services, Goods & Services, and Concessions. The three primary goals of the Training Academy are to create, educate, and cultivate an environment where the small business can grow and connect with other businesses and industry groups. For additional information about the CEEA, see: [Internal Engagement: Sustaining Continuous Improvement](#), Highlight.



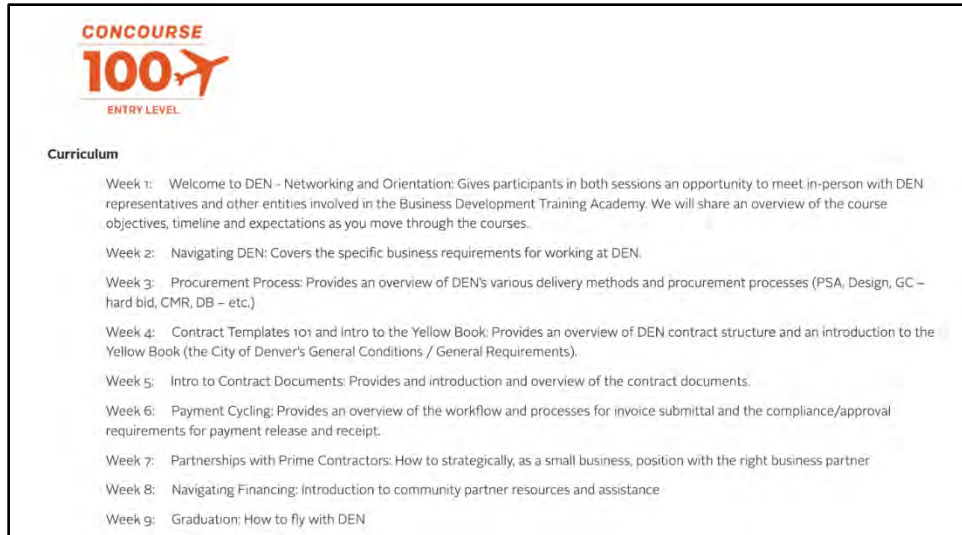
(Courtesy of Denver International Airport)

The Curriculum for DEN's Concourse 100 – Entry Level for Businesses³⁷⁷

³⁷⁵ <https://flysea.org/sites/default/files/2021-05/2020%20Diversity%20in%20Contracting%20Annual%20Report.pdf>

³⁷⁶ https://www.flydenver.com/ceea/business_development_training_academy

³⁷⁷ *Ibid.*



(Courtesy of Denver International Airport)

“It is not enough to say because I have experience, I am capable of working at Denver International Airport. You must understand the “processing of working at the Airport.” The Business Development Training Academy is designed to help your organization understand & implement each process step resulting in a successful partnership with DEN.³⁷⁸” W.T. Boykin Jr. “Chip”, Director at N.A.A.C.P. Economic Development Center.

Procurement Seminars Hosted by the Airport

Disadvantaged Business Enterprise (DBE) certification processes vary by state and can include complicated processes and/or be costly for small, disadvantaged, and/or under-represented businesses. Offering a seminar that helps businesses through the process could be of tremendous value.

If an airport does not have a DBE certification expert on staff, often the A&E (architecture and engineering) firm contracted for on-call services will have an expert who could lead the session, or the airport could reach out to a small business association(s) to find individuals willing to provide their assistance and knowledge.

³⁷⁸ *Ibid.*

RDU Gives Thorough Guidance On How to do Business with the Airports³⁷⁹



(Courtesy of Raleigh-Durham International Airport)

“Welcome. Thank you for your interest in doing business with the Raleigh-Durham Airport Authority. Providing vital services to the public is ultimately the result of a partnership between the Airport Authority and the community of vendors that provide the supplies and services needed to operate our airport. We hope that this guide will assist you in better understanding the process of doing business with the Airport Authority.”³⁸⁰

Airport 101 Seminars for New Tenant Operations

The airport’s Core Values related to DEI should be extended to the airport tenants. If the airport has adopted a Value such as to ensuring all persons at the airport are seen, heard, welcomed, and treated with respect and dignity, that means airport tenants should too. One way to start this process, is to consider offering new tenants and vendors an orientation that introduces them to working in the Airport environment (not necessarily related to Airport security training). All personnel new to the airport should receive training on the airport’s DEI Program. The orientation can cover things from accessibility options available such as parking, hours of operation for the shuttles, location of employee refuge areas, etc. Additionally, the orientation can include other external employee resources the airport may have available.

Contracts & Bidding Documents

Procurement documents, contracts, and agreements could be demystified by using plain language, avoid excessive use of jargon, industry slang, and abbreviations. Providing a glossary of acronyms and definitions for uncommon terms could be a good start in leveling the playing field. Adding a link to any rules, regulations, and laws mentioned in the document could help businesses who are new to aviation. Perhaps include checklists outlining the bid requirements to help new

³⁷⁹ *Ibid.*

³⁸⁰ https://www.rdu.com/wp-content/uploads/2014/11/Booklet_web.pdf

bidders organize their packages. Finally, based on the demographics and cultural needs unique to the community, consider using translation services to provide RFP, RFQ, or other bid documents in multiple languages, as appropriate.

Unbundle Trade Packages

Breaking out smaller trade packages from larger projects allows small, disadvantaged, and/or under-represented businesses a way into the airport. Selected businesses can grow skills, both in trade work in a non-traditional work environment, and performance of contract requirements that may be more complex than they have previously experienced. They can prove themselves to the airport operators and may get additional work.

The Chicago Department of Aviation developed a program of procurement opportunities that can be replicated. It included:

- Unbundling of packages and reimagining contracts
- Providing concessions opportunities
- Providing education and training opportunities
 - Utilizing Federal and Local Inclusion Initiatives
 - Working with agencies that represent small, diverse businesses' interests
 - Establishing a Resource Center
 - Implement a Racial Equity Action Plan

From 2022-2023, the Chicago Department of Aviation estimates the O’Hare 21 Inclusion Program Awards will include contracts ranging from \$52.5 million to \$451 million for 33 Small Business Initiative, Mid-Size Business Initiative, and other (e.g., MBE/WBE/DBE subcontracts)³⁸¹

	2018	2019 Pre-CMIS Award ¹	2019 Post-CMIS Award ²	2020	2021	2022-2023 Estimate
SMALL BUSINESS INITIATIVE (SBI)						
Bids	-	-	1	11	9	9
Total value	\$-	\$-	\$2.5M	\$13.9M	\$9.9M	\$18.5M – 34M
MID-SIZE BUSINESS INITIATIVE (MBI)						
Bids	-	-	-	2	1	1
Total value	\$-	\$-	\$-	\$12.4M	\$13.4M	\$10M – 20M
OTHER¹						
Bids	5	1	3	76	14	23
Total value	\$21.3M	\$64.1M	\$10.5M	\$657.3M	\$36.7M	\$240M – 397M

Chicago Department of Aviation's dashboard on inclusion program awards

³⁸¹ CDA TRB presentation

Mentor-Protégé Programs

Many airports offer mentor programs for their employees. The Port of Portland, the operator of PDX, offers small businesses a Mentor-Protégé Program.³⁸² This program is a nationally recognized small business development program that was created to overcome the barriers small businesses face when trying to do business with government agencies. It is a three-year program which pairs each protégé firm with two mentors who work with the small business to develop a tailored strategic plan to overcome the barriers the firm is facing. The Port of Portland facilitates monthly team meetings and provides an array of free technical assistance during the firms' participation in the program.

Since 1995 over 100 small businesses have participated in the Port's Mentor-Protégé program. For information about other mentorship programs see: [Internal Engagement: Sustaining Continuous Improvement](#).

“The Port’s Mentor-Protégé Program has allowed Evergreen Developers to operate years beyond our means. No doubt, when we graduate from this program, Evergreen Developers will be set for long-term success. Thank you for believing in me, and thank you to the Port of Portland for hosting such a great program. You’re all helping me mitigate the risks of being a small business.”³⁸³ Jeremy Tjaden, Owner, Evergreen Developers.

Jeremy Tjaden, successful protégé from Port of Portland's Mentor/Protégé Program³⁸⁴



(Courtesy of Port of Portland)

³⁸² <https://portofportland-mpp.com/about-mpp/o>

³⁸³ <https://portofportland-mpp.com/wp-content/uploads/2022/03/Port-Opportunity-Evergreen-Developers.jpg>

³⁸⁴ *Ibid.*



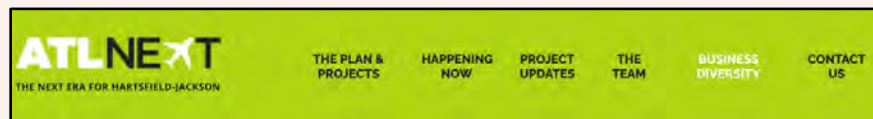
HIGHLIGHT

HARTSFIELD-JACKSON ATLANTA INTERNATIONAL AIRPORT (ATL)'S ATLNEXT PROGRAM

"We support supplier diversity. Every relationship is critical to the success of the ATLNNext project, and we are committed to establishing partnerships that reflect the diverse community around us."³⁸⁵

ATLNNext is the name of the program that will prepare Hartsfield-Jackson Atlanta airport to accommodate anticipated growth and improve customer experience. The program includes a Central Passenger Terminal Complex, parking deck and ground transportation improvement, a 4-star hotel, mixed-use development and travel plaza, expansion of air cargo facilities, revitalizing the fire station and maintenance complex, and a series of airside improvement.

Working together the Department of Aviation and the City of Atlanta of Contract Compliance are dedicated to identifying, recruiting, and retaining small, minority and female-owned business that want to participate in contracting opportunities.



"We support supplier diversity. Every relationship is critical to the success of the ATLNNext project, and we are committed to establishing partnerships that reflect the diverse community around us."³⁸⁶ ATLNNext Business Diversity Program.

ATLNNext has an easily accessible website with a very visible Business Diversity tab. There one can find the section "How We Do It".³⁸⁷ Seven bullets spell out its guiding principles:

- Craft market-driven packaging strategies that promote joint ventures
- Foster smaller package deployment which enables small, minority and female-owned company participation
- Empower small, minority and female-owned firms that have been certified through the City of Atlanta Office of Contract Compliance
- Conduct field monitoring and reporting, including Davis Bacon wage rates
- Serve as the premier communication, outreach, technical assistance and training source for Atlanta's construction and transportation communities
- Support job creation in the construction industry (WorkSource Atlanta Initiative)
- Promote diversity as a culture for success

³⁸⁵ <https://next.atl.com/diversity/>

³⁸⁶ *Ibid.*

³⁸⁷ *Ibid.*

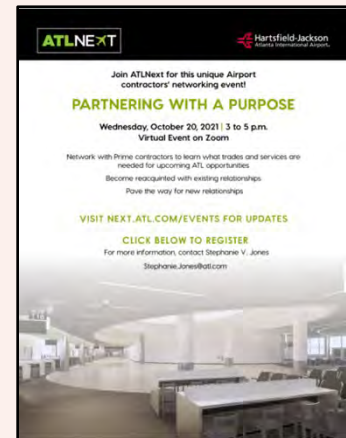
“Former Atlanta Mayor Maynard H. Jackson Jr, for whom the Airport is partially named, understood the importance of a diverse workforce and endeavored to expand opportunities for all businesses. His legacy continues to this day ... we strive to include superlative – and diverse- teams in all facets of the organization.”³⁸⁸ Balram Bheodari, General Manager of Hartsfield-Jackson Atlanta International Airport.

Here are some concrete examples of specific actions Atlanta has taken and continues to take to increase the number of small and minority/women-owned businesses participating in the airport, and the value of the contracts those businesses receive.

- **ATL Next Industry Day** is a one-day conference giving small contractors an opportunity to learn about prospective work and meet prime contractors who are looking to identify sub-contractors for work.
- Once a year, ATL hosts **Partnering with a Purpose**, an opportunity in a smaller, more targeted setting for prime contractors to describe upcoming projects and connect with sub-contractors in the room who may fit their needs for those projects.
- At least twice a year, ATL hosts the **Contractor’s Roundtable**. An event designed to provide information to contractors that assist them in preparing to do business at the airport. The focus during these sessions is to give contractors a road map for what works well...and what does not.
- **Monthly, ATL offers virtual meetings called Prepare for Take-off**, providing contractors a platform to introduce their companies, services, and qualifications to ATL.
- To give small businesses technical assistance perspective, there is **ATL Behind the Scenes**. This workshop is held every other month and each session focuses on a different topic to help small businesses understand what it takes to do business at the airport.

Topics include:

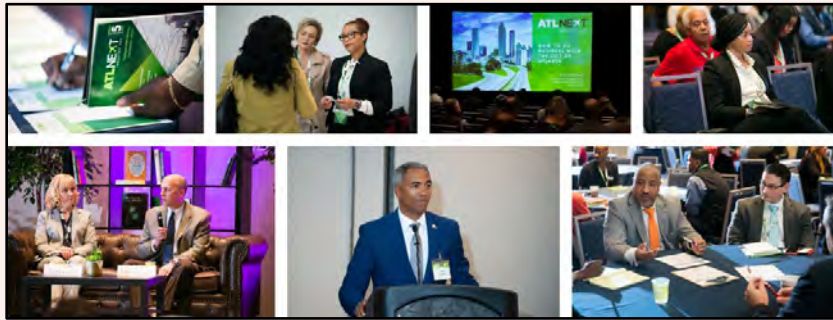
1. Joint Ventures and how to respond to a Request for Proposal (RFP)
2. Understanding the financial health of your business



(Courtesy of Hartsfield-Jackson Atlanta International Airport)

³⁸⁸ https://airportsCouncil.org/press_release/airports-council-announces-winners-of-the-2021-inclusion-champion-awards/

3. Safety and Security Requirements
4. Bonding and Insurance



(Courtesy of Hartsfield-Jackson Atlanta International Airport)

Additional Action ATL Takes to Actively Promote Business Diversity

Working to ensure that actions generate the anticipated outcomes, ATL monitors the programs and analyze the results. When things are not perfect, ATL makes necessary changes as needed. For example – ATL focuses on **right-sizing packaging** by maintaining a current list of projects and project scopes to maximize participation. Airport staff also works daily to ensure **prompt payments** from prime contractors to the sub-contractors because they recognize how important it is for small and minority businesses to be paid on time.

Small Business Certificate Program

ATL developed an exciting new partnership with Morehouse College, through the Morehouse Innovation and Entrepreneurship Center, to offer a **Small Business Certificate Program** – Accelerating Growth Activator’s Program (AGAP). A cohort of small businesses will participate in the three-month program where they will learn about scaling their business and doing business with the City of Atlanta, specifically with the Department of Aviation.

Awards and Recognition



(Credit: ACI-NA)

ATL received the **2021 Airports Council International-North America (ACI) Inclusion Champion Award Large Hub Airport**. ATL was recognized for proactive and innovative steps taken by an organization in increasing diverse business partners, workforce diversity, outreach and advocacy. As an industry leader in small, minority and female business participation, ATL’s practices resulted in positive participation in relation to overall procurements including a 19% increase in contracts awarded to MBEs, 11% increase in contracts to FBEs, 17% increase to DBEs, and a 36% increase in revenue for ACDBE.³⁸⁹

³⁸⁹ https://airportscouncil.org/press_release/airports-council-announces-winners-of-the-2021-inclusion-champion-awards/

In the same year, ATL was awarded the **Airport Minority Advisory Council (AMAC) Airport of the Year**. The airport was recognized for its leadership in support of diversity inclusion including significant contributions in support of Disadvantaged Business Enterprise (DBE), Airport Concession Disadvantaged Business Enterprise (ACDBE) and Equal Employment Opportunity (EEO) goals within an airport. In granting the award, AMAC, also noted how ATL'S practices resulted in positive participation in relation to overall procurements.³⁹⁰

³⁹⁰ <https://www.amac-org.com/2021/06/15/amac2021-catalyst-awards/>



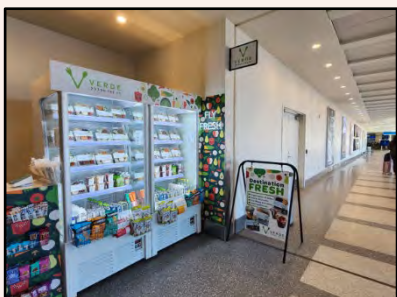
HIGHLIGHT

CHARLESTON INTERNATIONAL AIRPORT: SPECIALTY LEASING PROGRAM AND OTHER EFFORTS IN ITS DEI PROGRAM

Charleston International Airport (CHS) identified barriers, such as long lease terms and the significant capital investment preparing the store sites, that were keeping local, small and minority-owned businesses from doing business at the airport and did something about it. The airport implemented a Specialty Leasing Program, which is also known as the Kiosk Program, to create direct and affordable opportunities for small and niche businesses to become concessionaires at CHS. The airport uses the short-term lease terms with lower overhead, to encourage local and regional, small and minority-owned businesses to participate.

Rolled out in 2018, Kiosk Program³⁹¹ provides a complement to the existing food, beverage, and retail concessions with affordable, culturally oriented and regionally unique products and services from small businesses that could benefit from being at the airport. CHS passengers, particularly area visitors and business travelers are the beneficiary of these “uniquely Charleston” items. Verde, shown below, offers fresh from the farm produce, wraps and other take aways, is just one of many success stories that grew out of the Kiosk Program.

Kiosk vendor, Verde, Offers Passengers Healthy Food Options from Local Farms³⁹²



(Courtesy of Charleston International Airport)

“A diverse mix of businesses and entrepreneurs leads to success not only here at CHS but for our community, state and nation as a whole,” said Airport Director & CEO J. Elliott Summey. “The importance of minority-owned businesses to our nation’s economy cannot be overstated, and as a board and staff we are committed to an intentional approach that ensures equity and inclusion are core to our mission and extend to all levels of the organization.”³⁹³

Cinnabon, the First ACDBE Inline Space at CHS³⁹⁴

The ultimate success story was when the CHS Board of Directors approved an ACDBE venture between Delaware North and Charleston native and business owner, Shawnlea Garvin, to become the first inline space minority business owner. She operates the highly popular Cinnabon, a branded franchise retail bakery restaurant.



(Courtesy of Charleston International Airport)

In addition, CHS takes a leadership role in making airports and aviation an attractive industry to the next generation of the workforce. The Airport Management Internship Program began as part of the airport’s commitment to cultivate diversity and

³⁹¹ <https://www.iflychs.com/Kiosk-Program>

³⁹² <https://www.iflychs.com/Dining>

³⁹³ <https://www.iflychs.com/chs-receives-airport-council-s-champion-inclusion-reward-b8c74974eb3f2b54>

³⁹⁴ <https://www.iflychs.com/Dining>



inclusion in the workplace and develop and recruit top talent. The program provides college students and recent college graduates with opportunities to learn the complex and dynamic profession of airport management. Since 2015, 19 interns have completed the program. Interns have hailed from colleges including: South Carolina State University, Claflin University, University of South Carolina, College of Charleston, Purdue University, Strayer University, Charleston School of Law, Charleston Southern University, The Citadel, and College of the Holy Cross. To date, 71% of participants have been minority students and 57% female students.³⁹⁵

“Businesses that partner with us include both multinational brands and those that reflect Charleston's local character. Opportunities include food and drink, advertising, transportation options and more. The Charleston County Aviation Authority (CCAA) encourages small and disadvantaged businesses to participate in projects here at CHS as well as our two reliever airports. No business is too small or too large to participate in our opportunities.”³⁹⁶ Charleston International Airport.

The airport received ACI-NA's prestigious 2020 Inclusion Champion Award for these efforts. When presenting the award, ACI-NA President and CEO Kevin M. Burke said, “Empowering minority- and women-owned businesses is a part of the good work our airports engage in each year to increase diversity within the aviation industry. This year's Inclusion Champion Award recipients are a strong showing of successful outreach and advocacy to promote business opportunities and develop a workforce that is reflective of the people we serve. We applaud this year's winners and look forward to continuing this important work for many years to come.”

"It's wonderful to see the Airport's diversity, equity, and inclusion efforts recognized at the national level. I **appreciate ACI-NA highlighting the importance of inclusivity, and I applaud our management team and staff for championing greater integration of minority and women owned businesses into our terminal operations,**" said Helen Hill, Chairman of CCAA's Board of Directors and CEO of Explore Charleston.³⁹⁷

“Knitting inclusion and engagement into the fabric of CHS and living with a commitment to equity for all remain central tenets of CCAA's vision and strategic planning.”³⁹⁸ Helen Hill, Chairman of CCAA's Board of Directors and CEO of Explore Charleston.

³⁹⁵ <https://airportimprovement.com/article/airports-all-sizes-are-championing-diversity>

³⁹⁶ <https://www.iflychs.com/Business>

³⁹⁷ <https://www.iflychs.com/chs-receives-airport-council-s-champion-inclusion-reward-b8c74974eb3f2b54>

³⁹⁸ *Ibid.*

13. External Engagement: Capital Planning

Capital projects are critical to an airport's growth and operational capabilities; however, these projects have the potential to negatively impact the airport's surrounding communities. For example: construction activities can significantly increase emissions in nearby areas, and a project may require road and bridge closures leading to the establishment of new vehicular routes. Expansion without careful consideration to its effect on adjacent communities can be disruptive to the quality of life. The time to engage with the community is during the planning phase. How can the airport mitigate the implementation of its capital plan? Does the community share in the benefits of the project, beyond the improvements at the airport?

This is a critical question to consider for any airport project. The National Environmental Policy Act (NEPA) requires recipients to identify impacts for most federally funded airport projects, including increased consideration to impacted underserved communities.³⁹⁹ See [External Engagement: Partnering with the Community](#), for more on this subject.

“Communities need to be involved in shaping solutions, particularly at times of change. The more a community can feel ownership of the solutions, the more likely it is to embrace them.”⁴⁰⁰ John Stewart, former Chairman of the Heathrow Association for Control of Aircraft Noise (HACAN).

Engaging the community through Community Consultative Committees, such as at Halifax Stanfield International Airport, or the Community Advisory Committee and Hillsboro Airport Community Advisors Committee at Portland International Airport⁴⁰¹, can help airport operators plan for projects in a more collaborative way. Conducting public outreach that is interactive and transparent, will enable airports and the community to creatively work on and solve problems together. Helpful advice can be found at [Getting Started: Communications Strategy](#).

Assessing the impacts of a project **with** community stakeholders could 1) help airports identify areas of consideration for improvement, 2) determine appropriate mitigation efforts, and 3) build collaborative relationships by sharing a space for new ideas. The results will be realized in communities that are underserved, under-resourced, and overburdened.

³⁹⁹ Order 5610.2, EJ for Minority Populations & Low Income Populations, describes the process for incorporating EJ in all programs and activities under US DOT. Therefore, airport sponsors must take into consideration EJ impacts to surrounding populations regarding airport noise, airport construction, or other adverse human health and environmental effects.

⁴⁰⁰ <https://www.linkedin.com/pulse/how-airports-can-deliver-local-communities-john-stewart/>

⁴⁰¹ <https://www.portofportland.com/Committees>

“The organization wants to open the doors of its facilities to the community in order to forge ties and create opportunities for coming together. It wants to **establish a participatory approach that will allow it to dialogue with its stakeholders on its future development projects.**”⁴⁰² Aéroports de Montréal, Sustainability Plan 1.0.

What are the Considerations?

Project area, scope, and timeline: Identify the actual project area and map the surrounding communities that could be affected.⁴⁰³ The project scope can help anticipate potential impact and determine if phased construction is needed.

Design Impact: During the planning and design phase, consider that the layout of the facilities are age friendly and accommodates persons with disabilities. The signage should be accessible in multiple languages and for persons with visual impairments. Careful consideration of building design and materials can save money and carbon footprint.

Construction impacts: Construction can impact the carbon footprint. Consider increased Green House Gases (GHGs), dust, erosion, and stormwater run-off. How could this impact the quality of life of residents? How can the project leave the community better than it was found? Will construction activities, such as pile driving, impact residential areas? Will changing the hours of operation impact the project schedule? Are local businesses included in the construction? Are local residents eligible to get work?

“Economic development has played a role, even if inadvertently, in perpetuating inequality. Yet economic developers can be part of the solution, working to reduce barriers and increase opportunities for communities of color through the more equitable distribution of wealth in these communities.”⁴⁰⁴ A Playbook for Equitable Economic Development, International Economic Development Council.

Know your stakeholders: Learn about your community and keep them informed throughout the project. Is the airport developing in an area immediately adjacent to communities impacted by air quality, decreased housing, increased traffic, low income, or on land of a Federally Recognized Tribe

⁴⁰² https://www.admtl.com/sites/default/files/2023/ADM_Plan-Durabilite_1-0_EN_FINAL.pdf

⁴⁰³ Environmental Justice: A New Model for Planning in Underserved Communities (2014). The webinar explores how environmental justice is a forward-thinking, sustainable approach, and experts share why a discussion about environmental justice is important given the renewed focus on social equity and planning among professionals. <https://www.youtube.com/watch?v=okt3080EFdw>

⁴⁰⁴ https://www.iedconline.org/clientuploads/Resources/Race_Equity_EconDev/Final_IEDC_Playbook_11.23.22_WEB.pdf

or Indigenous People, etc.? What is important to these groups and how can the new development have a positive impact?

External Engagement: Think outside the box. There are many ways one can communicate about a development project to stakeholders. Radio, newspaper, television, and social media ads, public meetings, door-to-door, town meetings, or newsletters, etc. (For more information see [Getting Started: Communication Strategy](#)). Identify the communication strategies that work best in reaching your audiences. Engage in thoughtful conversation with stakeholders and listen. Listen to their concerns. Listen to their ideas. That will begin a collaborative process that may lead to a win for the community and a win for the project.

Procurement & Contracts: How can the airport include small, local, and minority business in the project? Identify contracting goals. Will this development create construction or permanent jobs? If so, consider recruiting community members. See [Highlights](#) below, to learn how the Louis Armstrong New Orleans International Airport (MSY) ensured that local residents could get construction work experience during its terminal development project. For additional ideas see [External Engagement: Working with Tenants](#). Another excellent resource is ACI-NA's Business Diversity Committee.

“As part of our DBE programs, we implement a number of initiatives to grow our spending on diverse suppliers including promoting national webinars to encourage small businesses in the local market to learn about business opportunities at our Airport.”⁴⁰⁵ Salt Lake City Department of Airports, ESG Report 2020.

Vancouver International Airport proudly partners with local leaders, charities, and organizations that know the needs of the community best by Empowering People, Supporting Communities and Creating a Sustainable Future through the YVR Cares Social Impact Program.⁴⁰⁶

⁴⁰⁵ <https://slcairport.com/assets/pdfDocuments/Sustainability/SLC-ESG-Report-Final-6.3.21.pdf> Slide 14

⁴⁰⁶ <https://www.yvr.ca/en/about-yvr/community>



HIGHLIGHT

HOW SOME AIRPORTS ENGAGED THE COMMUNITY IN MAJOR CAPITAL PROJECTS

To see how several airports managed community engagement and addressed environmental justice in connection with major capital projects see how the **Gerald R. Ford International Airport Authority** engages the community and staff with its \$500 million capital expansion program through its new interactive **Elevate** website.

In addition, there are highlights on how the **Port Authority of New York & New Jersey's** community participation efforts associated with the LaGuardia, John F. Kennedy International, and Newark Liberty International Redevelopment Programs and the **San Diego County Regional Airport Authority's** Airport Development Plan (ADP) which follow. The centerpiece of the ADP is the **Terminal 1 Project**.

One approach is to develop a community plan such as the one used by the Port Authority of New York & New Jersey to effectuate a \$30 billion redevelopment programs at its three airports.

Strategy: To keep the local community informed of, included in, and the beneficiaries of the development at the airports. To ensure expanded business diversity and engage with partners to achieve inclusion through contracting and labor agreements.

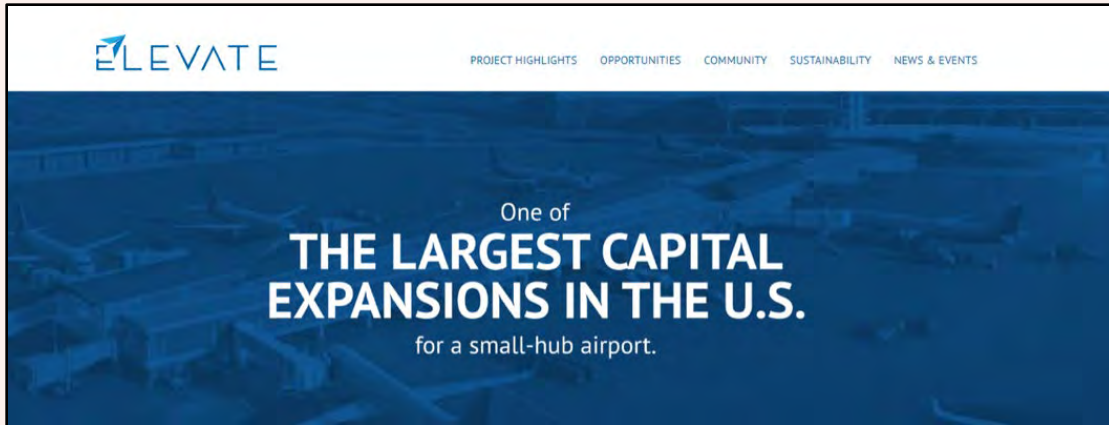
Contracting: Require partners to utilize 30% of minority businesses; assist local businesses to prepare for work at the airport; identify demographics within local zip codes for incorporation into project labor agreements; hire local representatives to assess validity of workforce demographics reported.

Community Development Program: Ensure the airport remains a good neighbor to the community by:

- Leaving it in a better state than it was found
- Open a community office, staffed by community members, dedicated to the making the airport accessible to the local community
- Minimize negative impacts of short and long-term construction projects on the community
- Identify and prepare MWBEs, LBEs, or ACDBEs to compete for contracting opportunities
- Create aviation-focused educational programs for K-12 students
- Encourage career paths in aviation, facilitate employment of local residents including those formerly incarcerated
- Create pathways to union careers for local residents
- Partner with local art organizations and artists to bring a sense of place into the airport
- Demonstrate environmental stewardship

Clean Construction Program: Limit the carbon footprint through recycling of materials and decreased transportation needs while also contributing to cleaner air quality. Include these requirements in contracts.

Clean Energy Program: Demonstrate what the airport is doing. For example, JFK Community Solar Power Plan allows the Port Authority to create 10-megawatts of onsite solar facilities which includes a 5-megawatt solar generation facility that will offer power at reduced rates to nearby communities. Low-income neighborhoods will have first access to purchase the renewable energy. At EWR, the new Terminal A features a variety of sustainable design initiatives including integral solar panels on the curbside glass canopy and roof of the integrated parking structure, new electric buses to support shuttle operations, water-efficient fixtures, a "cool roof," and energy-efficient indoor lighting and controls.



(Courtesy of Gerald R. Ford International Airport)



HIGHLIGHT

FORD INTERNATIONAL AIRPORT'S NEW WEBSITE INVOLVES THE COMMUNITY IN ITS MULTI-MILLION DOLLAR CAPITAL EXPANSION PROGRAM, *ELEVATE*

Gerald R, Ford International Airport (GRR) launched a new website, Elevate, to keep the passengers, employees and the public informed on Elevate, one of the largest capital expansion programs in the U.S. for a small-hub airport.⁴⁰⁷ The newly designed site offers visitors an interactive and visually appealing way to learn about the Ford International Airport's plan to modernize and enhance the guest experience through diverse infrastructure improvement projects. The \$500 million capital expansion program consists of; (a) the expansion of Concourse A, adding eight gates and new concessions, (b) the relocation of the Air Traffic Control Tower, (c) the introduction of a Federal Inspection Station (FIS) which will enable the airport to accommodate international passengers, (d) modernization of the checked baggage inspection system to streamline Transportation Security Administration (TSA) operations, and (e) construction of a multi-story parking garage and a Consolidated Rental Car Facility (CONRAC).

Before Elevate was announced, the GRR team surveyed thousands of passengers to understand their current needs and discover opportunities for enhancements. That input was implemented into every aspect of the program. It was important that the Western Michigan identity was felt by all local residents and visitors to the airport.

The Elevate website allows users to view the status of each project, the timeline, budget, sources of funding, benefits and the design and construction contractors. The **“Opportunity Lands Here” section advises businesses and community members of upcoming contracting proposals and how to learn more about concessions, retail and other opportunities.** The site also features a “News and Events” section which includes recent press releases and upcoming engagements related to Elevate.

⁴⁰⁷ <https://flyford.org/elevate/>

In the “Community” section, visitors can learn about the business partners, artists, airlines, and legislators involved with Elevate and sources of federal and state funding for the projects. The “Artists” section offers a sneak preview of the terrazzo artists whose work has pieces featured in the Concourse A project. A few of these selected artists include George Eberhardt III and Kim Nguyen.

Mr. Eberhardt’s piece was inspired by aspects of Katsushika Hokusai’s “The Great Wave off Kanagawa,” and references Lake Michigan and its water elements in his terrazzo design that measures a diameter of 15 feet.



(Courtesy of Gerald R. Ford International Airport)

Ms. Nguyen’s work references the cities and towns of Grand Rapids and surrounding West Michigan areas. Her installation will pay homage to the area’s former moniker “Furniture City,” while winding the Grand River and Grand Rapids’ proximity to the shores of Lake Michigan.

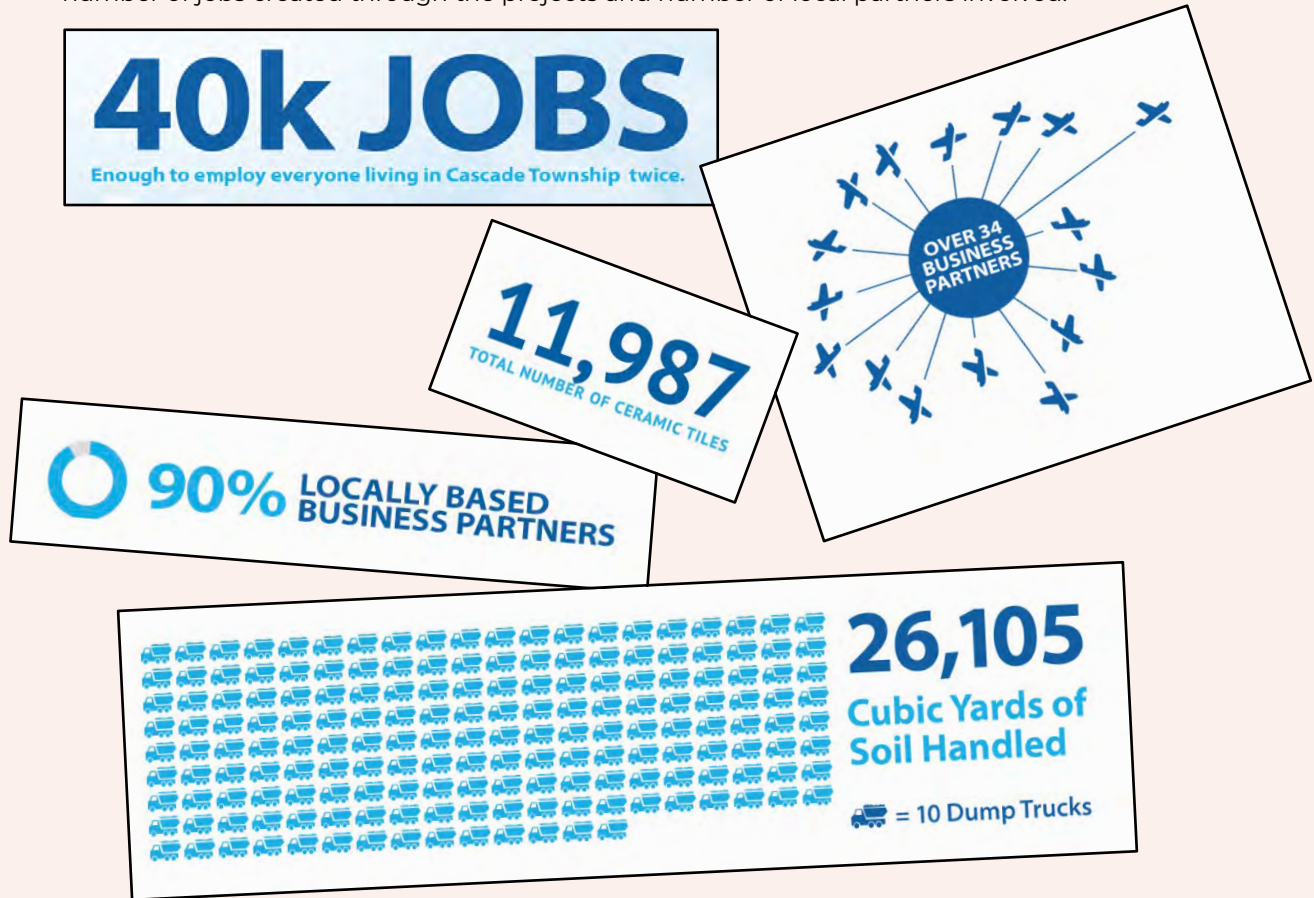


(Courtesy of Gerald R. Ford International Airport)

⁴⁰⁸ <https://flyford.org/elevate/community/>
⁴⁰⁹ *Ibid.*

GRR's Capital Program by the Numbers

The “Economic Impact” section visualizes the short and long-term impact of the program, including number of jobs created through the projects and number of local partners involved.



(Graphics courtesy of Gerald R. Ford International Airport)

Sustainability has long been the mission of GRR, as they are dedicated to building new spaces that are efficient, built to last and are environmentally responsible. The airport works closely with partners to implement green construction practices, plant-friendly products and ensure that the projects have an overall carbon emission reduction. With the expansion of Concourse A, the building performance of the airport **targets a 70% energy reduction goal**, ensuring energy and economic savings for years to come.

Other project elements include a displacement air conditioning system, radiant hydronic floor system, 100% reuse or recycling of the apron concrete, asphalt and aggregate at the airport or is recycled. This is also true for the steel and masonry.

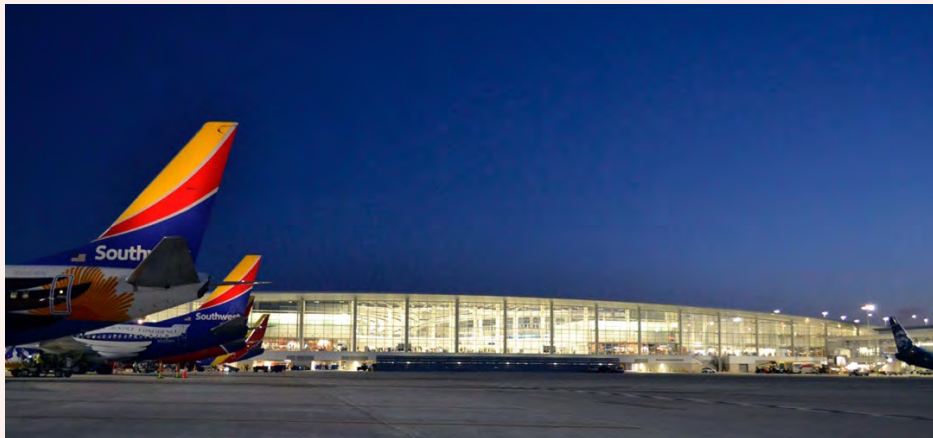


HIGHLIGHT

LOUIS ARMSTRONG NEW ORLEANS INTERNATIONAL AIRPORT'S CONSTRUCTION WORK EXPERIENCE PROGRAM

When the Louis Armstrong New Orleans International Airport (MSY) set out to build its new \$1 billion terminal in 2016, the leadership wanted to ensure that local residents had an opportunity to benefit from this major infrastructure investment in its backyards. MSY set aside \$2 million from its construction budget to allow a local workforce development agency to work directly with its contractors to provide opportunities for New Orleans residents to gain on-the-job training experience on the terminal construction project. Trainees were placed on-site as needed by the contractors and subcontractors and received an hourly wage of at least \$14.68 for up to 30 hours per week over a 7-week period. The program goal was to provide at least 250 trainees with industry-recognized certifications, temporary job placement, supportive services, and personal protective equipment (PPE). By the time the project was completed in 2019, the program nearly doubled its goal by placing 454 trainees on site for the 7-week period. Of the 454 trainees, 367 were placed in permanent positions directly with the contractors on-site.

MSY's Stunning New Terminal⁴¹⁰



(Courtesy of Louis Armstrong New Orleans International Airport)

⁴¹⁰ <https://flymsy.com/business/newsroom/photos-videos/>



HIGHLIGHT

THE PORT AUTHORITY OF NEW YORK & NEW JERSEY'S LAGUARDIA, JOHN F. Kennedy INTERNATIONAL, AND NEWARK LIBERTY'S REDEVELOPMENT PROGRAMS

The Port Authority of New York & New Jersey (the agency), is a bi-state agency that owns or operates tunnels, bridges, terminals, ports, the World Trade Center, and the four commercial and one general aviation airports in the metropolitan New York region. The agency is in the midst of a \$30 billion program to create world-class facilities at John F. Kennedy International, LaGuardia, and Newark Liberty International airports. An undertaking of this size could not be done without close coordination with the airports' local communities and the agency's partners.

The LaGuardia Redevelopment Project Delivers

In 2015, a comprehensive plan to construct a whole new LaGuardia Airport was unveiled with the goal of creating a world-class, 21st century passenger experience featuring brand new terminals and gates, two stunning new arrivals and departures halls, modern customer amenities, state-of-the-art architecture, more spacious gate areas and a unified terminal system. This \$8 billion transformation of LaGuardia Airport project, two-thirds of which was to be funded through private financing and existing passenger fees, broke ground in 2016.

Before the first shovel went in the ground, the Port Authority hired local residents as community liaisons to the project. They provide information and receive feedback between the local community and Airport Redevelopment staff. They were a resource to the community on project schedule and design changes, job and contracting opportunities, and relayed complaints and even compliments to airport staff about the construction.

In 2019, the Port Authority opened a new, permanent community office for the LGA Redevelopment Program in East Elmhurst. **Ninety-three percent of contractors who worked on the design and construction of the office were Minority and Women-Owned Business Enterprise (M/WBE) certified; nearly 70 percent are locally based business enterprises.**⁴¹¹

The agency also focused on providing local residents with opportunities to have permanent employment at the airport. In addition to hosting job fairs for airport tenants, vendors and concessionaires, the Port Authority partnered with Vaughn College, a local college renowned for its aviation and technical programs, to provide four-year-full-tuition scholarships to local high school students. Upon graduation from Vaughn, these students are guaranteed a job at the Port Authority.

The then-Queens Borough President Melinda Katz said, "Today's opening of a permanent LGA Redevelopment Community Information Center is yet another example of how fruitful the partnership between the Port Authority, local officials and the

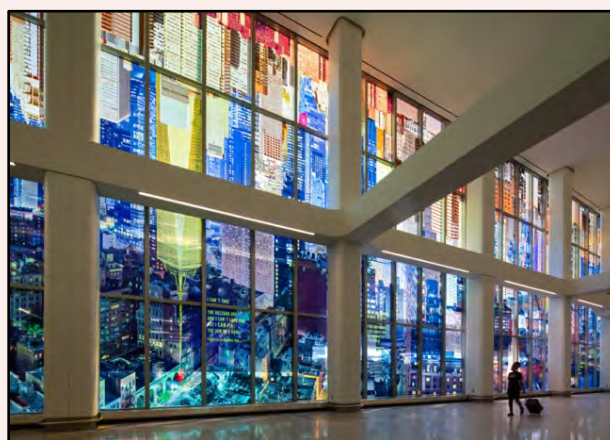
⁴¹¹ https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2019_press_releases/new-lga-redevelopment-community-information-center-opens-in-east.html

communities most impacted by the airport is. This (community) center will help ensure that local residents, businesses and communities are able to access the growth opportunities provided by this vital redevelopment, boosting both the efficiency of the airport and our regional economy.”⁴¹²

The new Terminal B and Delta’s new Terminal C are opened, mark the substantial completion of the new LaGuardia Airport, which also includes new parking garages, expanded aircraft taxiways and a new airport roadway network. Construction of the LaGuardia Airport generated a record of more than \$2 billion in contracts awarded to MWBE partners, the largest participation by such firms for any public-private partnership project in New York State history. They also demonstrated a significant focus on working with locally based contractors. **To date, \$850 million in contracts have been awarded to Queens-based local businesses.**

“NYC & Company’s 20th annual Visionaries & Voices Gala honors distinguished leaders who have contributed to New York City’s dynamic tourism economy,” said **Fred Dixon, President and CEO of NYC & Company.** “The new LaGuardia Airport has been front and center in the city’s continued tourism recovery with a historic transformation made possible by the Port Authority of New York and New Jersey, Delta Air Lines and Vantage Airport Group.”⁴¹³

LaGuardia Airport Terminal B



(Courtesy of the Port Authority of NY & NJ)

⁴¹² https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2019_press_releases/new-lga-redevelopment-community-information-center-opens-in-east.html

⁴¹³ <https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2022-press-releases/a-whole-new-laguardia-airport-earns-multiple-awards-for-excellen.html>

Redeveloping JFK Airport in Lockstep with the Local Community

Simultaneously, the Port Authority embarked on an \$18 billion transformation of JFK into a world-class, global gateway. The JFK Redevelopment Program includes the construction of a new Terminal 1, expansion of Terminal 4, a new Terminal 6, and expansion of Terminal 8. A new transit center, roadway and airfield improvements round out the program.

In 2018, the JFK Redevelopment Community Advisory Council was formed. It is co-chaired by U.S. Representative Gregory Meeks and Queens Borough President Donovan Richards, and is composed of elected officials, community boards, business and nonprofit organizations, civic organizations, and clergy leaders from the targeted local communities of Southeast Queens, Southwest Queens, the Rockaways, and western portions of Nassau County.

Since its inception, the **Council worked with the Port Authority to expand community outreach efforts and develop community-focused programs, ensuring that this ambitious project solicits ongoing feedback from local stakeholders and provides meaningful opportunities for local businesses, MWBEs, students, and jobseekers.**

This includes programming to advance the Port Authority's commitment to a 30 percent MWBE contracting goal in all categories of work, and a special focus on opportunities for local businesses across all aspects of the JFK Redevelopment program, some of which will be built by union labor under a full project-labor agreement. Other community development initiatives prioritized by the Council focus on job opportunities and workforce development programs for local residents, small business outreach and development, and educational programming for local students.

Representative Gregory Meeks said, "The construction of The New Terminal One at JFK demonstrates how modernizing key transportation hubs while centering community needs and passenger experience are critical to the economic growth of a region. The billions of dollars invested in this transformative project will create thousands of good jobs and MWBE and local contracting opportunities among other benefits. As Co-Chair of the Community Advisory Council, I look forward to continuing to work with all of our partners to realize the robust workforce development programs, business development opportunities, educational programs and environmental sustainability commitments for the neighborhoods surrounding JFK."⁴¹⁴

⁴¹⁴ <https://www.governor.ny.gov/news/governor-hochul-announces-groundbreaking-95-billion-new-terminal-one-major-step-forward-port>

Rendering of the New Terminal One at JFK



(Courtesy of the Port Authority of NY & NJ)

EWR Redevelopment Gets Off to a Great Start

Newark Liberty International Airport's transformation has begun with three major projects underway totaling about \$5.3 billion in public and private investment.⁴¹⁵ Firstly, the new Terminal A, a 1 million square foot, \$2.7 billion facility, opened in 2022 with a consolidated car rental facility and parking facility soon to follow. The **terminal includes six retailers from the cities of Newark, Elizabeth, and Jersey City.** Terminal A is expected to generate more than \$4.6 billion in regional economic activity, create more than 2,500 jobs and provide more than \$1.9 billion in wages. As of June 2022, the Terminal A program had awarded 94 sub-contracts to minority and women-owned business enterprises (MWBE) totaling more than \$686 million and \$213 million for 92 sub-contracts to New Jersey firms.

Inspiring public art greets passengers as they move through the new terminal, which showcases the work of 29 local artists with unique art installations that support the Port Authority's vision for a transformative customer experience and offer a distinctive New Jersey experience.

“Complementing the comprehensive public art program is an immersive digital journey, created by multimedia studio Moment Factory, that captivates passengers with the Garden State's renowned landmarks, art, and innovations through a series of permanent large-scale multimedia installations.”⁴¹⁶

⁴¹⁵ <https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2022-press-releases/governor-phil-murphy--port-authority-leaders--state-and-local-of.html>

⁴¹⁶ <https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2022-press-releases/governor-phil-murphy--port-authority-leaders--state-and-local-of.html>

Newark Liberty International Airport's New Terminal A



(Courtesy of the Port Authority of NY & NJ)

As part of the airport-wide renaissance, the agency selected a master planner tasked with creating a comprehensive development strategy and blueprint – including extensive local community outreach and participation – to accommodate future growth and demand, improve the travel experience and identify opportunities for enhancing the sustainability and resiliency of the facility.

The planners also will be looking beyond the airport proper, seeking ways to increase the economic value of the airport to the region by maximizing job creation and economic opportunities in Newark, Elizabeth, and throughout the Port District. Partnering with local residents, local businesses, community-based organizations and elected officials will be key to ensuring the successful outline of a plan.

“The major capital investments we are making at the airports can only be successful if we provide a forum for active dialogue with all stakeholders,” said Port Authority Chairman Kevin O’Toole. “These centers will provide a venue where local residents and other interested parties can interact with agency staff, obtain project information and explore job and business opportunities that may be available.”⁴¹⁷

⁴¹⁷ https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2019_press_releases/community_outreachofficesopeningacrossregiontosupportmajorportau.html

The Port Authority opened a community outreach office to support its ongoing and future major redevelopment projects at Newark Liberty through regular engagement with customers, residents and other stakeholders. The agency maintains its commitment to keep the host communities at all three airports engaged and informed by offering more than 500 events since the introduction of the community outreach offices four years ago. Programming included resources and training for the local business community, as well as a series of job readiness workshops and job fairs. The **EWR redevelopment programs community outreach teams have engaged and informed more than 2,100 local businesses offering information** on the Terminal A program.



HIGHLIGHT

SAN DIEGO INTERNATIONAL AIRPORT - NEW TERMINAL 1 PROJECT

As responsible stewards of San Diego International Airport, the San Diego County Regional Airport Authority undertook an effort to transform the airport to accommodate expected passenger growth and ensure that customers and their families are treated to a better airport experience. In addition to anticipated projected growth, the project addresses the inefficient taxiway system, facility overcrowding, and limited parking leading to roadway congestion.

This plan is consistent with the Airport Authority's Mission: "We are committed to operating San Diego's air transportation gateways in a manner that promotes the region's prosperity and protects its quality of life."⁴¹⁸ The New Terminal 1 Project is the centerpiece of the Airport Development Plan (ADP).

The New Terminal 1 will be a 1.2 million-square-foot building with 30 gates, offering passengers more seating in the gate area, restaurants, and shops, as well as additional security checkpoints with more lanes. It will offer a range of sustainable and energy-efficient features. The **construction of the terminal includes goals that subcontract 25% to small business enterprises, 80% to local businesses, and 3% to veteran owned small businesses.**

Of equal importance are a series of airfield and transportation improvements that will improve air quality, reduce emissions, and enable people from disadvantaged communities to access the airport. The ADP is aligned with the City's Climate Action Plan and will provide expanded electric vehicle charging infrastructure, a bicycle path on Harbor Drive, and new incentives to promote alternative commuting habits among employees. A **free, electrified shuttle service to/from the Old Town Transit Center was introduced** in October 2021. According to the Climate and Economic Justice Screening Tool, the Transit Center is adjacent to Justice40 disadvantaged communities of San Diego.

The Airport Authority's ADP Draft Environmental Impact Report was originally released in July 2018 and then revised and recirculated in September 2019. For more than a year, the Airport Authority worked with regional stakeholders to refine the ADP. The Airport Authority Board certified the Final Environmental Implementation Review (EIR) in January 2020.

Thorough community outreach and collaboration was key to the success in ultimately receiving Board approval for the ADP. **More than 100 meetings were conducted with educational institutions, business groups, chambers of commerce, local and state elected officials, and local community groups.** The Airport Authority developed project summary information for distribution to community stakeholders and used its website and social media to keep the community informed.

⁴¹⁸ <https://www.san.org/airport-authority/about-the-authority#:~:text=Our%20Mission,that%20exceed%20our%20customer%20expectations.>

Additionally, the Airport Authority worked extensively with regional partner agencies to ensure that the airport seamlessly connected to the region's transportation and transit infrastructure. These groups included the San Diego Metropolitan Transit System, the City of San Diego, San Diego Association of Governments (SANDAG), the Port of San Diego, the U.S. Navy, and others.

Through the various questions and concerns the community had raised, the Airport Authority revised the environmental study and further addressed the following topics: improving transit connectivity, reducing parking, making sure the plan aligns with the City of San Diego's Climate Action Plan, preparing for sea-level rise and providing updated aviation activity forecasts. Specifically, the ADP will provide expanded electric vehicle charging infrastructure, a new bicycle path, and new incentives to promote alternative commuting habits among employees. **“The ADP outreach plan took a proactive and intentional approach to bring the Draft Environmental Impact Report to the community to ensure stakeholders were heard, input and concerns were received, and we responded appropriately,”** said Kimberly Becker, San Diego County Regional Airport Authority President and CEO.⁴¹⁹

In 2020, Airports Council International-North America (ACI-NA) awarded San Diego County Regional Airport Authority with an Environmental Achievement Award in the area of outreach, education, and communication for the organization's Airport Development Plan (ADP) outreach efforts.

“The ADP outreach plan took a proactive and intentional approach to bring the Draft Environmental Impact Report to the community to ensure stakeholders were heard, input and concerns were received, and we responded appropriately,”⁴²⁰ said Kimberly Becker, San Diego County Regional Airport Authority President and CEO.

⁴¹⁹ <https://www.regionalgateway.net/san-receives-environmental-achievement-award/>

⁴²⁰ <https://airportimprovement.com/news/san-diego-county-regional-airport-authority-receives-environmental-achievement-award>

Renderings of San Diego International Airport's New Terminal 1



(Courtesy of San Diego International Airport)



(Courtesy of San Diego International Airport)

Tools and Resources

GRR:

- <https://www.grr.org/news/ford-international-airport-launches-new-website-to-showcase-multi-million-dollar-capital-expansion-program-elevate>
- <https://flyford.org/elevate/>

MSY

- <https://flymsy.com/business/capital-improvements/the-new-msy/>

LGA:

- <https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2020-press-releases/governor-cuomo-unveils-new-arrivals-and-departures-hall-at-termi.html>
- https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2019_press_releases/new-lga-redevelopment-community-information-center-opens-in-east.html

JFK:

- Reporting: <https://www.anewjfk.com/wp-content/uploads/ANewJFK-community-initiatives-progress-report.pdf>
- Press releases related to JFK Redevelopment: <https://www.anewjfk.com/media/press-releases/>

EWR:

- <https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2022-press-releases/governor-phil-murphy--port-authority-leaders--state-and-local-of.html>
- https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2019_press_releases/community_outreachofficesopeningacrossregiontosupportmajorportau.html
- <https://www.panynj.gov/port-authority/en/press-room/press-release-archives/2022-press-releases/next-phase-in-the-reimagining-of-newark-liberty-moves-forward-wi.html>

SAN:

- <https://www.newt1.com/>

14. EXTERNAL ENGAGEMENT: DEVELOPING THE WORKFORCE OF THE FUTURE

“For the U.S. aviation industry’s continued success and leadership, a massive talent pipeline is required. To meet the challenges of today and tomorrow, aviation must increase its outreach and deepen the talent pool of its workforce.”⁴²¹
Women in Aviation Advisory Board Report.

The need for talent in the aviation industry is well documented and reported, especially as it pertains to pilots, mechanics, and air traffic controllers. A 2019 National Academies of Sciences, Engineering and Medicine report on “Developing Innovative Strategies for Aviation Education and Participation” found that “...*participation in aviation as a career for business, as an extracurricular activity, as a sport, and as a recreation has declined over the last decade. There are many causes for the decline, including a reduced interest in aviation among younger populations and other demographics and a lack of industry promotion*” (National Academies, 2019, Foreword).⁴²²

The industry is facing a 20-year stretch of unprecedented need for qualified employees. For example, Boeing’s long-range aircraft forecast is based on the assumption that there is continued investment in a pipeline of qualified people to replace those who leave due to retirement or who opt out for another industry. Assumptions are good, but do not necessarily mean it is going to happen. Action is required.

Airports are not excluded from this challenge. But airports can help with the solution.

“An inclusive workforce is critical to ensuring the sustainability and safety of the aviation industry. Airports, in particular, must take an honest look at their efforts to attract, retain and advance talent—and then double-down on them. Airports must connect into and understand their communities so that everyone knows the importance of the airport. People want to work for a winning team.” Candace McGraw, CEO, CVG.

Recruiting, hiring, onboarding, training, and taking actions to retain employees is top of mind for many airport directors across North America. See the [Internal Engagement: Inclusive Hiring Practices, Onboarding Practices and Sustaining Continuous Improvement](#), for some practical ideas to consider about working with current employees and employees in the immediate future. The ACI-NA Human Resources Committee is another excellent resource.

⁴²¹ Women in Aviation Advisory Board. (2022, March). Breaking Barriers for Women in Aviation: Flight Plan for the Future. faa.gov, https://www.faa.gov/regulations_policies/rulemaking/committees/documents/media/WIAAB_Recommendations_Report_March_2022.pdf at page 16
⁴²² <https://nap.nationalacademies.org/catalog/25528/developing-innovative-strategies-for-aviation-education-and-participation> at Forward

The ACI-NA Workforce Development Working Group is focused on identifying key national airport workforce development efforts in the U.S. and Canada. Having a comprehensive approach towards workforce development can yield substantial value for the airport industry. Airports and industry partners have a strong incentive to collaborate on workforce development, since all airports must successfully compete against other industries for talent in the future. As a result, joint workforce development efforts can deliver a return on investment that produces maximum strategic impact for the industry and can be of benefit to all airports.

Musqueam Vancouver Airport Authority Scholarship⁴²³



Education and Training

The agreement creates an education-to-employment path between YVR and Musqueam. This includes unique scholarship opportunities as well as an apprenticeship program, which is currently under development.

Musqueam Vancouver Airport Authority Scholarship

As part of the *Musqueam Indian Band - YVR Airport Sustainability and Friendship Agreement*, Vancouver Airport Authority provides annual merit-based scholarships to eligible Musqueam Members to study at an accredited post-secondary institution. The awards celebrate diversity and recognize various pathways to achievement including, but not limited to, engagement in the arts, academics, sustainability, leadership, aviation, and/or their community.

(Courtesy of Vancouver Airport Authority)

The Answer Might Be Right Outside the Airport's Security Fence

The time to start recruiting the *future* generations of airport employees is now. The solution might be the young people in the local community. Airports may want to think about dedicating time to what the Youth in Aviation Task Force (YIATF) referred to as a ready solution – the “largely untapped resource: young people from currently underrepresented groups who are unaware of this opportunity-rich sector.”⁴²⁴ Airports can help create awareness of careers in aviation – the variety of amazing, rewarding, and important careers. Educational research points to higher success rates when students are exposed to a career by middle school, then continue to be exposed through high school. The YIATF surveyed middle and high school educators and asked what resources they needed to help them get their students engaged in aviation.⁴²⁵ The top three requests were field trips, hands-on activities, and career professional visiting the school, followed by competitions and challenges, and virtual activities. These are things that an airport may be able to provide.

⁴²³ <https://www.yvr.ca/en/about-yvr/musqueam/education-and-training>

⁴²⁴ https://www.faa.gov/regulations_policies/rulemaking/committees/documents/media/YIATF_Taskforce_Report%209-22-22%20FINAL.pdf page 10

⁴²⁵ https://www.faa.gov/regulations_policies/rulemaking/committees/documents/media/YIATF_Taskforce_Report%209-22-22%20FINAL.pdf page 21



“If kids can dream it, they can do to. It’s up to us to light the path for them.”⁴²⁶ A. Bradley Mims, Director, Office of Small and Disadvantaged Business Utilization, U.S. DOT.

(Credit: U.S. Department of Transportation)

Considerations

Among the things an airport could do include:

- Develop an outreach program to local school districts, **identify middle school and high schools where the airport could pilot a program.** It could expand to elementary schools and other districts as the program and resources allow
 - Airport staff could visit classrooms or speak at assemblies or career days
 - Airports can offer a site visit and tour for the students
 - Airports can engage other entities supplying goods and services to participate in the program
 - Airports could consider an Adopt a Classroom or Adopt a School programs
 - Work with Boy Scouts and Girl Scout organizations to assist their troops on securing Aviation Badge (Boy Scout) or Aviation Patch (for Girl Scouts an Aviation Badge is not available at this time)
 - Offer Aviation-themed Competitions, such as an Art Contest for area students (see additional information in [External Engagement: Welcoming the Community into the Fabric of the Airport](#))

Scouts Enjoy an Airside Tour of San Diego Airport



(Courtesy of San Diego International Airport)

⁴²⁶ *Ibid.*, page 19

“65% of our respondents had basic-to-no knowledge of the various aviation careers. And 72% of our respondents had basic-to-no knowledge of available aviation and aerospace career resources.”⁴²⁷ YIATF Report.

Prince George International Airport (YXS) Welcome School Groups to Tour the Airport



(Courtesy of Prince George International Airport)

Charlotte-Douglas International Airport advertises airport tours on its website⁴²⁸



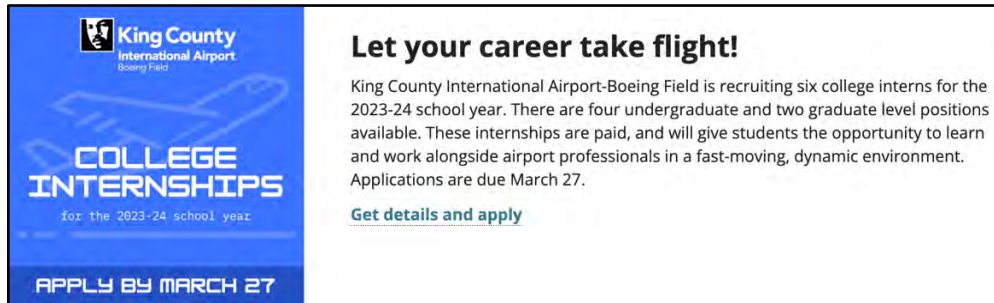
(Courtesy of Charlotte Douglas International Airport)

- Advise local schools and other organizations, such as Boy Scouts/Girl Scouts, Boys and Girls Clubs, etc., of available **online aviation curriculums** such as:
 - Aviation Adventure, the National Aviation Hall of Fame's Think Adventure Program that runs on ThinkTV. It celebrates the heroes of aviation, explores aviation through games, videos and building challenges: <https://nationalaviation.org/wp-content/uploads/2022/06/aviationadventure.pdf>
 - The 99's Aviation & Space Education program has activities for preschoolers through adults: <https://www.ninety-nines.org/aeroed-curriculum.htm>
 - Alliance for Aviation Across America is raising awareness about the contribution and opportunities in general aviation and local airports particularly in rural communities: <https://www.aviationacrossamerica.org/>

⁴²⁷ *Ibid.*, page 27

⁴²⁸ <https://www.pgairport.ca/community/community-relations/XS> and <https://www.cltairport.com/community/airport-tours/>

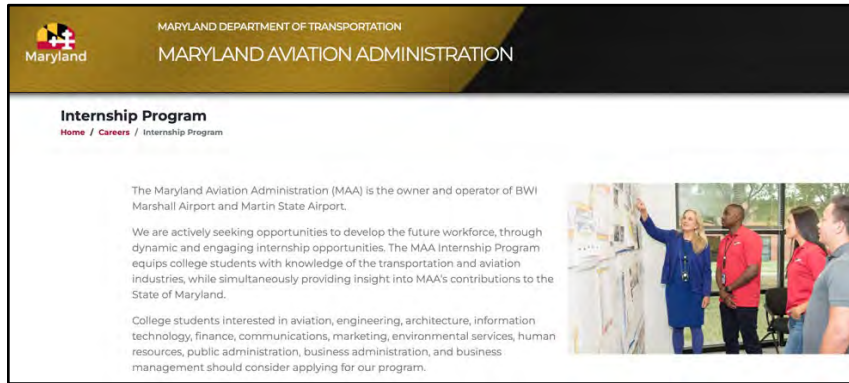
King County International Airport Advertises for College Internships⁴³¹



The advertisement features a blue background with a white airplane silhouette. The text reads: "King County International Airport Boeing Field COLLEGE INTERNSHIPS for the 2023-24 school year APPLY BY MARCH 27". To the right, the headline "Let your career take flight!" is followed by a paragraph: "King County International Airport-Boeing Field is recruiting six college interns for the 2023-24 school year. There are four undergraduate and two graduate level positions available. These internships are paid, and will give students the opportunity to learn and work alongside airport professionals in a fast-moving, dynamic environment. Applications are due March 27." A link "Get details and apply" is provided below the paragraph.

(Courtesy of King County International Airport)

State of Maryland Advertises for Summer Interns at BWI⁴³²



The advertisement is a screenshot of a webpage. The header includes the Maryland Department of Transportation logo and the text "MARYLAND DEPARTMENT OF TRANSPORTATION MARYLAND AVIATION ADMINISTRATION". The main heading is "Internship Program" with a breadcrumb trail "Home / Careers / Internship Program". The text states: "The Maryland Aviation Administration (MAA) is the owner and operator of BWI Marshall Airport and Martin State Airport. We are actively seeking opportunities to develop the future workforce, through dynamic and engaging internship opportunities. The MAA Internship Program equips college students with knowledge of the transportation and aviation industries, while simultaneously providing insight into MAA's contributions to the State of Maryland. College students interested in aviation, engineering, architecture, information technology, finance, communications, marketing, environmental services, human resources, public administration, business administration, and business management should consider applying for our program." An image on the right shows three people in a meeting.

(Credit: State of Maryland)

⁴³¹ <https://kingcounty.gov/services/airport.aspx>

⁴³² <https://marylandaviation.com/careers/internship-program/>

Work Study Internships Available at PHL⁴³³



Work Study Intern - Philadelphia International Airport

Intern

Company Description

Philadelphia International Airport is the 19th busiest airport in the world and is undergoing a major expansion of its airfield and passenger facilities. Learn more about the DOA and PHL at www.phl.org. The Philadelphia airport is a dynamic place to work. It is the only major airport serving the 6th largest metropolitan area in the United States and is one of the busiest airports in the country, proudly serving over 32,900,000 passengers annually. The Philadelphia International Airport (PHL) and Northeast Airport (PNE), PHL's general aviation reliever airport, are an enterprise fund of the City of Philadelphia, and completely self-sustaining.

Twenty-five airlines, including all major domestic carriers, offer nearly 500 daily departures to more than 140 destinations worldwide. Located 7 miles from downtown Philadelphia, the Airport is easily accessible and convenient to many tourist sites, business centers, and cultural hubs. The Airport is self-sustaining and uses no local tax dollars. PHL is one of the largest economic engines in the region, generating \$16.8 billion to the economy and accounting for 106,000 full-time jobs annually.

Our Mission: Proudly connecting Philadelphia with the world

Our Vision: World-class global gateway of choice

Our Values:

- **People First** - Our employees, stakeholders and passengers
- **Respect** - To ourselves, our customers and our environment
- **Integrity** - We hold ourselves responsible for what we do, say and think
- **Diversity** - Purposefully Inclusive and accepting of all
- **Excellence** - We hold ourselves to the highest standards of service, innovation, and efficiency

(Credit: City of Philadelphia)

LaGuardia Gateway Partners, a Terminal Operator at LGA Airport, established internship program with Vaughn College.

"This internship program deepens this critical partnership with a model employer and fulfills our vision of providing a transformational education that creates a lifetime of opportunity for each and every student."⁴³⁴ Dr. Sharon B. DeVivo, President of Vaughn College

Prince George Airport announced a new annual scholarship named after Lheidli T'enneh Chief Dolleen Logan, for an Indigenous student who is studying within the aviation field in British Columbia.⁴³⁵

⁴³³ <https://jobs.smartrecruiters.com/CityofPhiladelphia/743999706735798-work-study-intern-philadelphia-international-airport>

⁴³⁴ <https://metroairportnews.com/laguardia-gateway-partners-launches-aviation-internship-program-in-partnership-with-vaughn-college/>

⁴³⁵ <https://www.myprincegeorgenow.com/178966/featured/yxs-launches-new-scholarship-for-indigenous-students-in-aviation/>

- Or establish an academy such as Charlotte Douglas’s CLT Aviation Academy or Denver’s Center of Equity and Excellence in Aviation (see Highlight: DEN below).
- Establish a Job Center at the Airport
 - Make sure job opportunities are available on the airport’s website, advertised in local papers, and posted in community centers (see [Internal Engagement: Inclusive Hiring Practices](#) for other ideas)
 - Offer Job Fairs for both airports, tenants and vendors and the local community
 - Make space available for the trades and others to provide necessary training for potential employees
 - Create a center offering business development or career training programs

CVG welcomes everyone to a “Hire-A-Bration” Job Fair⁴³⁶



(Courtesy of Cincinnati/Northern Kentucky International Airport)

Hamilton International Airport Sponsors Job Fairs with Business Partners⁴³⁷



(Courtesy of Hamilton International Airport)

⁴³⁶ <https://m.facebook.com/events/853836722156194/>

⁴³⁷ <https://employmenthamilton.com/upcoming-job-fair-september-2019-hamilton-airport/>



EMPOWERING OUR PEOPLE: **CENTER OF EQUITY AND EXCELLENCE IN AVIATION**



(Courtesy of Denver International Airport)



HIGHLIGHT

DENVER INTERNATIONAL AIRPORT'S CENTER OF EQUITY AND EXCELLENCE IN AVIATION

Denver International Airport (DEN) has developed a **Center of Equity and Excellence in Aviation (CEEA)**,⁴³⁸ a first-of-its-kind training center that is committed to building a diverse and inclusive workforce by creating a pipeline for aviation talent in Denver and provide underrepresented and young people opportunities for future careers in aviation. The center was born from DEN's Vision 100, a strategic plan for the airport's inevitable growth to 100 million passengers.

“DEN is the biggest economic engine for Colorado, and that comes with a one-of-a-kind opportunity to help fuel the creation of business and career opportunities for those in our community,” Mayor Michael B. Hancock said. “CEEA is a groundbreaking concept that will be instrumental in developing a skilled workforce of the future that will allow our airport to operate effectively and efficiently during its continued growth.”⁴³⁹

Vision 100 consists of four pillars – Empowering Our People, Growing Our Infrastructure, Maintaining What We Have and Expanding Global Connections. CEEA falls under the Empowering

⁴³⁸ https://www.flydenver.com/sites/default/files/downloads/22-88%20CEEARenderings_1.pdf

⁴³⁹ *Ibid.*

our People pillar. This pillar recognizes that people are the greatest asset an organization has, including the people who currently work at DEN and those who want to be part of the aviation industry in the future.

"Through CEEA, we are able to build a talent pipeline that will elevate and strengthen the aviation and infrastructure talent pool nationwide for generations to come," said DEN CEO Phil Washington. "CEEA will open doors to DEN employees, our community and the world to aviation and infrastructure training, workshops and so much more. We're proud to be at the forefront of a center that will make a lasting positive impact on our industry."

CEEA serves as an accelerator for economic and workforce development and will continue the work toward:

- Expanding access for underserved urban and rural communities
- Increasing the number of people of color and women in the aviation workforce
- Providing aviation industry training opportunities equitably
- Increasing generational wealth through the support of minority- and women-owned small businesses

Once open, the center will also serve as a resource for businesses and organizations looking to increase workforce diversity. The center will provide advice on how to recruit and retain a diverse workforce, as well as training opportunities for employees.

But DEN is not waiting for the construction to be completed to start this seminal work. It is already hosting a small business development training academy, a career pathways program that includes programming for preschoolers through senior executives and will be launching programming for its research and innovation lab in 2023.



(Courtesy of Denver International Airport)

The CEEA programming, includes the following areas:

- Business Development Training Academy (BDTA): A tiered approach program that provides small businesses the training and support they need to grow their company from an entry level of never having worked at DEN to pursuing work as a prime at DEN, and beyond. Specifically, the program provides a systematic approach to entering DEN as a subcontractor in construction, professional services, goods and services, and concessions. The focus is on increasing knowledge about DEN, strengthening partnerships, and growing small businesses. Approximately 30 business owners have already completed and graduated from the program as part of the inaugural session held last fall. DEN, in alignment with the City of Denver, also hosts a mentor-protégé program aimed at supporting small businesses in their growth at DEN. Through the mentor-protégé program, two BDTA graduating small businesses have successfully won a prime contract with DEN.



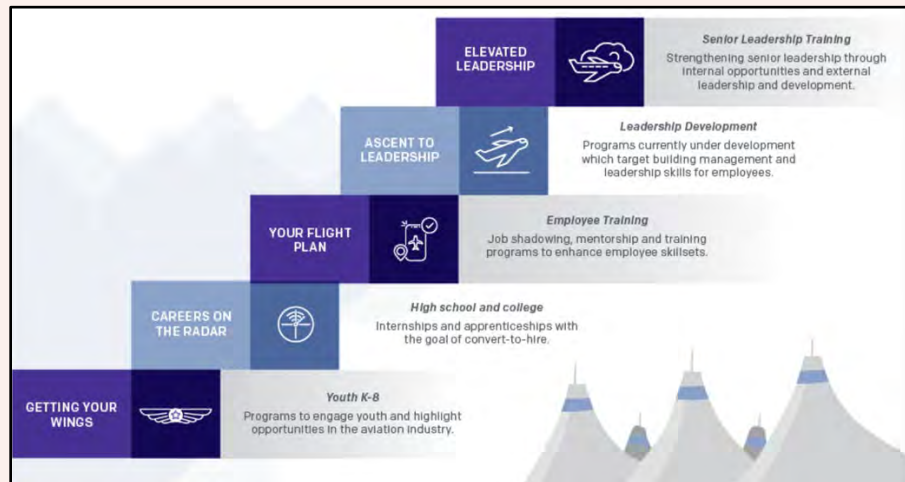
(Courtesy of Denver International Airport)



(Courtesy of Denver International Airport)

“DEN’s Business Development Training Academy project is a crucial support system that helps Colorado businesses contracting at Denver International Airport. Each session seeks to educate and cultivate small businesses to turn the corner in every development stage they face.”⁴⁴⁰ Rosy Aburto McDonough, Executive Director, Hispanic Contractors of Colorado & HCC Contractor Academy.

- Career Pathways: A program that creates a pipeline of aviation talent through a progressive training model that will attract and retain the current and future workforce. There are many opportunities for students to get involved including DEN Academy, internships, tours, and much more. In addition, there are training and development opportunities for the current workforce aimed at building the farm team for the aviation industry. The Career Pathways Program has a multitude of offerings such as an Adopt-A-School Program, DEN Academy, Internship Opportunities for student and youth as well as LeadershipDEN program for current employees.



(Courtesy of Denver International Airport)

⁴⁴⁰ https://www.flydenver.com/ceea/business_development_training_academy



(Courtesy of Denver International Airport)



(Courtesy of Denver International Airport)



(Courtesy of Denver International Airport)

- Research and Innovation Lab: The lab will be located in the CEEA space and will allow DEN to partner with local universities to conduct aviation research, identify best practices, and adapt new and existing technology systems to innovate the aviation industry. Speakers and lecturers will present on current and future aviation trends. Updates on the Research and Innovation lab will be announced later this year.



(Courtesy of Denver International Airport)

The Design & Construction of CEEA is Inclusive

The CEEA facility is being constructed within 66,000 square feet of space on Level 4 of the Hotel and Transit Center, easily accessible to the RTD A-Line commuter rail to downtown Denver. The focal point of the space will be the Hall of Equity, which will accommodate 300 people for training and educational purposes. Adjacent lecture halls and training rooms will accommodate another 200-300 people. There will also be a pre-function and lobby space with a small café for networking and small group meetings.

CEEA is being designed by Studio Completiva, a minority-owned firm, which was awarded the design contract through Stantec. Sky Blue Builders is the Minority/Women-owned Business Enterprises (MWBE) general contractor for the project. Although construction of this space will begin in late 2023, CEEA programming will continue in full force throughout the year.

Learn more about CEEA at <https://FlyDenver.com/CEEA>.

15. DIVERSITY, EQUITY, AND INCLUSION CONSIDERATIONS IN AIRPORT BUDGETING & FINANCING

Introduction

Airports develop budgets to allocate available financial resources to meet operational and capital requirements and objectives. Given the capital intensive nature of commercial airports, most airport sponsors rely upon the use of debt, including public bond offerings and direct bank loans, to fund various capital projects. The following can help airports incorporate Diversity, Equity and Inclusion considerations into budgeting and financing processes.

DEI Considerations in Budgeting & Capital Planning

Budgets are the tool an airport uses to align the financial needs and strategic goals of the airport with the available revenue and funding sources. An airport's operating budget and capital plans identifies and allocates its financial resources to achieve its goals and mission. As DEI objectives are included in an airport's strategic policies, the DEI efforts should be considered in the budgeting process.

Why? Airports serve a diverse population of stakeholders including passengers (both residents and visitors); employees; tenants, contractors, concessionaires, and the local community. Each of these groups includes people from different cultures and backgrounds, who may have had different levels of opportunity at the airport. DEI may be a strategic policy to address inequalities in airport operations, hiring practices and in capital planning and construction by eliminating barriers that have prevented diversification of stakeholders and the full participation of communities historically oppressed.

An airport may elect to include a specified DEI budget as part of its budgeting process to identify a set amount of resources and funding allocated to create and support its diversity, equity and inclusion projects. This may include creating an intentional recruiting campaign designed to attract employees with diverse backgrounds, developing training and development programs around DEI topics, and amplifying efforts to ensure all voices are heard through such initiatives as Employee Resource Groups. For additional information on these matters see [Internal Engagement](#).

To achieve identified DEI objectives and to create a truly diverse and inclusive environment takes more than policy statements or implementing a few training programs. It requires a dedicated effort - and budget - to ensure that initiatives are implemented.

Purpose

Budget processes may vary by airport but typically include annual allocations of operating resources and multi-year plans for capital expenditures. By considering DEI principles in the budgeting process, airports can allocate resources consistent with its strategic objectives and can help airports meet their social responsibility goals.

How

Conduct DEI assessment

- Conduct an assessment of policies, procedures, and practices to identify areas to incorporate DEI considerations (see [Getting Started](#))
- Inform budgeting decisions that include diversity, equity, and inclusion considerations
- The Port of Seattle developed an Equity in Budgeting Playbook⁴⁴¹ designed to integrate explicit considerations of racial equity into decisions, including policies, practices, programs and ultimately, departmental budgets
- Develop a DEI Budget Plan
 - Based on the finding from the assessment, create DEI metrics and outline specific strategies to fund efforts for promoting DEI in practices
 - Set targets for supplier diversity, developing partnerships with diverse businesses, and implementing DEI metrics to track progress
 - Metrics will vary considerably based on the level of strategy development to gap analyses associated with specific outcomes – more examples can be seen in Tools and Resources.

The Port of Seattle “knows bias and oppression are embedded in our society, systems, and our organization. If we fail to acknowledge this and thus fail to account for it, we perpetuate it, even if it is unintentional. To advance equity, we must consistently and consciously embed an equity lens into our processes and work. As a result, **equity must be centered in our budgeting process and creation.**”⁴⁴² 2023 Equity in Budgeting Playbook.

- Allocate budgetary resources to DEI initiatives, which may include:
 - Allocate resources such as funding, staff time and expertise to DEI initiatives
 - Including Employee Resource Groups (ERGs) and Professional Development opportunities
 - For additional information see [Getting Started: ERGs](#)
 - Develop a supplier diversity program
 - Incorporate DEI considerations into procurement documents
 - Budget for activities such as workshops, and training for businesses
 - For additional information contact ACI-NA’s Business Diversity Committee and see [External Engagement: Working with Tenants](#)

⁴⁴¹ <https://www.portseattle.org/sites/default/files/2022-07/2023%20Equity%20in%20Budgeting%20Playbook.pdf>

⁴⁴² *Ibid.*

- Invest in community engagement
 - Consider the cost of public outreach effort
 - Consider such things as the materials that may need to be produced, such as will translations services be needed for community meetings and will surveys be needed?
 - For additional information see [External Engagement: External Reporting](#) and [Partnering with the Community](#)
- Community Benefit Program developed **with** local communities outlining specific commitments such as local hiring goals, training and education programs and promoting local economic development
- Employee Resource Group
 - They provide a forum for networking, professional development, and advocacy
 - Can help to foster a culture of DEI within the organization and provide a voice for underrepresented employees
 - For additional information, see [Getting Started: ERGs](#) and [Internal Engagement: Onboarding Practices ERG](#)
- Financial Assistance Programs such as training, grants and loans, to small and minority-owned businesses that operate at the airport. These programs can help to promote equity and inclusion by providing access to capital and business opportunities for underrepresented entrepreneurs.
- Prioritize Diversity and Inclusion in aspects of airport operations
 - See [Internal Engagement](#) and [External Engagement: Developing the Workforce of the Future – Highlight](#)
- Offer cultural competency training for staff and Board members
 - For additional training suggestions see link to [Internal Engagement: DEI Training](#)
- Evaluate Performance of DEI Budget Plan
 - Develop and implement DEI metrics to identify metrics to enable data driven decision making
 - In addition to budget resources and funding for DEI initiatives, an airport should regularly monitor and track the actual performance of these efforts. Airport have limited financial resources and need to establish performance measures to ensure that funding is utilized efficiently and effectively for all items, including DEI initiatives.
 - Promote transparency and accountability
 - Measure and report on DEI outcomes
 - Being transparent and timely in reporting is critical
 - See [Getting Started, Communication Strategy](#) for additional information

“The communities that support Salt Lake City International Airport (SLC) are the foundation of all that we do. The **successful operation of our Airport depends on a highly skilled and customer-centric workforce, surrounding communities that grant us our social license to operate**, and a host of other stakeholders such as investors, business partners, and regulators. Each of these groups plays a role, and we seek to engage them regularly.”⁴⁴³ SLC Environmental, Social and Governance Report 2021.

In response to focus from investors, employees or other stakeholders, some airports are publicly reporting on Environmental, Social and Governance (ESG) initiatives. By incorporating DEI considerations into airport budgeting and financing, airports can grow revenue by enhancing customer satisfaction, attracting and retaining diverse talent, customers and vendors, creating sustainable operations and promoting innovation and creativity. See [Business Case](#) and [External Engagement: External Reporting](#) for additional information.

“DFW’s commitment to sustainable environmental, social and governance practices remains steadfast. Sustainability has proven to be good for business, and the Airport has a successful track record of reducing emissions, lowering operating costs, driving economic value and reducing social inequities.”⁴⁴⁴ Dallas-Fort Worth International Airport, FY2020 ESG Report, “Our Path Forward: Resiliency. Innovation. Leadership.”

“We are proud of the progress we have made thus far, and **we are committed to continuing to evolve and grow in a responsible and sustainable manner**. We look forward to sharing the progress made on our various ESG efforts, including more formalized reporting.”⁴⁴⁵ The Ottawa International Airport Authority 2022 Environmental, Social, and Governance Report.

⁴⁴³ <https://slcairport.com/assets/pdfDocuments/Sustainability/SLC-ESG-Report-Final-6.3.21.pdf>

⁴⁴⁴ <https://www.dfwairport.com/business/community/esg/>

⁴⁴⁵ <https://yow.ca/sites/yow.ca/files/site-specific/2022-esg-report.pdf>

16. TOOLS & RESOURCES

Introduction

Airports who are committed to doing better for their airports and for the community in which they serve have embedded a Diversity, Equity, and Inclusion (DEI) program throughout their organizations. Aspire to be an organization that mirrors – through the breadth of operations and services and within its leadership structure – the diversity of the community, instills principles of equity in its culture and ensures a fair and intentional distribution of opportunities with the goal of expanding economic development and quality of life for all.

To become an equitable organization is an uphill challenge with successes and setbacks, but you are urged to keep your eye on the prize, for the reward is great. The examples provided within this Report are intended to provide teams and departments throughout the airport with the resources and tools to incorporate diversity, equity and inclusion into your day-to-day operations, programs and policies. The tools and the metrics listed here are included for your consideration.

For an organization to be able to successfully measure how diverse or inclusive it is, it needs to know what to measure, and have the proper tools to measure. In the diagram below, developed by The Center for Global Inclusion⁴⁴⁶, the triangle has three key areas, The Foundation of vision, leadership and structure, this area provides is what DEI programs and efforts can be built upon, it will determine how intentional the organization will be in its efforts. For this reason, measuring and confirming leadership support is essential and is the first step.

What is the airport's level of commitment from leadership to assess and further advance DEI efforts and initiatives?



Global Diversity, Equity & Inclusion Benchmarks

(Credit: The Center for Global Inclusion)

Tools and Metrics to Address Internal DEI Objectives

Often organizations will put a DEI Program in place to reduce unconscious bias and workplace discrimination. To make DEI initiatives do what they were intended to do, DEI or Human Resource Departments or managers will use tools and diversity metrics to understand pain points and gather

⁴⁴⁶ https://centreforglobalinclusion.org/file_download/inline/1d5bfb0a-29a5-4630-aad6-66d2fc8841b2

feedback that can identify key areas of need and help establish an action plan. Once in place, metrics can be used to demonstrate success.

Some potential internal tools and metrics that may apply to particular circumstances include:

- **Equity in the workplace** – do people feel that they belong, do they feel that they are being given the support and opportunity to participate and develop?
 - Metric: Response to Wellness or Inclusion Survey questions
 - Metric: Increase in number of inclusive policies adopted
 - Metric: Number of Lunch and Learns or other DEI-specific events offered
 - Metric: Number/Percentage of employees at DEI-specific events
 - Metric: Assessment focusing on diversity
 - Metric: Status of DEI Committee, Change Team or System Change Model

- **Diversity in hiring vs. applications**
 - Metric: Increase in diversity outreach e.g., increase in number of partnerships with diverse talent organizations
 - Metric: Number of employees attending DEI Hiring Training
 - Metric: Increase in the diversity of hiring panel
 - Metric: Percentage of diverse candidates in total pool
 - Metric: Percentage of diverse candidates receiving interviews
 - Metric: Percentage of diverse candidates extended offer

- **Employee retention, development, promotion and feedback**
 - Metric: Retention rates improvement
 - Metric: Increase in diverse workforce promotion
 - Metric: Increase in diverse senior leadership
 - Metric: Increase in diverse internal candidates for open roles
 - Metric: Wellness or Inclusion Survey
 - Metric: Percentage of business units conducting talent reviews with DEI-specific questions

- **Employee engagement**
 - Metric: Percentage of employees participating in ERGs
 - Metric: Percentage of employees in attendance at DEI Training sessions
 - Metric: Increase in employee engagement scores on Wellness or Inclusion Survey
 - Metric: Increase in employee agreeing the airport is a place that values DEI
 - Metric: Decrease in diverse employee/senior leaders with less than two year's tenure
 - Metric: Decrease in diverse employee/senior leaders with more than two year's tenure
 - Metric: Compensation Analysis conducted

- **Diversity in leadership roles**
 - Metric: Percentage of senior managers and managers from underrepresented groups
 - Metric: Percentage of employees in Mentorship and professional development programs
 - Metric: Percentage of senior leadership actively involved with mentoring programs
 - Metric: Number of DEI -specific events attended by senior managers
 - Metric: Percentage of leaderships achieving DEI-specific KPIs

- **Employee Resource Groups (caucusing, diversity council or groups)**
 - Metric: Introduction of new ERGs
 - Metrics: Percentage of employees participating in ERGs
 - Metric: Number of employees in one ERG
 - Metric: Number of employees in two ERGs
 - Metric: Number of employees in three or more ERGs
 - Metrics: Number of DEI-specific events hosted
 - Metric: Percentage of organization funding spent on ERGs

- **Training and development**
 - Metric: Introduction of new training programs in response to Well Being Survey and input from ERGs
 - Metric: Percentage of employees trained
 - Metric: Introduction of new professional development modules
 - Metric: Percentage of employees trained
 - Metric: Scores or Ratings of training modules

Tools and Metrics to Address External DEI Objectives

A more complete approach to DEI includes reviewing how the airport relates to vendors, contractors, and the local community. Some potential external tools and metrics follow:

- **Community Engagement**
 - Metric: Number of public meetings/events hosted
 - Metric: Number of attendees at public meetings/events
 - Metric: Number of partners engaged/partnerships created (nonprofits, philanthropic, public entities)
 - Metric: Number of community workshops/training sessions
 - Metric: Number of attendees at community workshops/training sessions
 - Metric: Number/percent satisfied with community engagement (through a survey)
 - Metric: Number/percent of community who feel community engagement strategies were effective (using a survey)

- Metric: Number of citations or awards from diverse talent organizations and publications
 - Metric: Amount of money donated by the airport to community organizations
 - Metric: Number of airport leadership participating on Boards of community organizations
 - Metric: Number of hours employees spent in the community representing the airport
 - Metric: Number of hours employees spent volunteering in the community
 - Metric: Equity Mapping Index⁴⁴⁷
- **Supplier Diversity**
 - Metric: Supplier diversity policy in place or improved from previous year
 - Metric: Number of businesses reached/engaged through marketing/outreach
 - Metric: Number of local businesses engaged with the airport
 - Metric: Value of those contracts
 - Metric: Number of ACDBE/MWBE and DBE firms engaged in the airport
 - Metric: Value of those contracts
 - Metric: Percentage of contracts going to suppliers that support diversity
 - Metric: Number of partners engaged/partnerships created (nonprofits, philanthropic, public entities)
- **Communication Effectiveness**
 - Metric: Number of visits to specific web pages
 - Metric: Number of searches on certain directories
 - Metric: Number of Hotline or Noise Complaint Calls
 - Metric: Number of community engagement events held
 - Metric: Number/percent of community members attending events
 - Metric: Friends and followers on social media
 - Metric: Number of press releases
 - Metric: Number of media hits
- **Capital Plan Delivery**
 - Metric: Community Engagement in all phases of the Project
 - Metric: Timely completion of the Project
 - Metric: Was the community's quality of life maintained?
 - Metric: Number/percent of jobs created in the region
 - Metric: Number/percent of livable wage jobs created within the region
 - Metric: Number/percent of legacy businesses expanded in the region
 - Metric: Number/percent of workers hired from the local neighborhoods through developer contracts
 - Metric: Dollar amount/percent of investments going to minority/disadvantaged/women-owned businesses
 - Metric: Number/percent of small businesses receiving contracts from the airport

⁴⁴⁷ <https://www.portseattle.org/equityindex>

- Metric: Dollar amount/percent of funding to support local artists and arts and culture organizations
- For additional articles and other references, see Tools and Resources [here](#).



SMALL THINGS

Check out Data Driven DEI which offers **free** tools and metrics supporting the development of a DEI Strategic Plan - <https://www.datadrivendei.com/free-tools-and-metrics>

Tools & Resources: Definitions

The following definitions are an example offered by the Port of Seattle's Office of Equity, Diversity and Inclusion. Alternative definitions can be found at the University of Washington's Foster School of Business, DEI Glossary of Terms⁴⁴⁸ and the National Association of Counties' Glossary of Working Definitions and Terms⁴⁴⁹ and in the Introduction Chapter, at Definitions and Tools and Resources.

Allyship - An active, consistent and arduous practice of unlearning and re-evaluating in which a person or institution holding systemic power seeks to end oppressions in solidarity with a group of people who are systemically disempowered.

Anti-Displacement - Policies, strategies and practices that prevent displacement, such as building community capacity to manage neighborhood change, increasing access to jobs and careers, and supporting community spaces to create cultural anchorage.

Anti-Racism - The work of actively opposing racism by advocating for changes in political, economic, and social life. Anti-racism tends to be an individualized approach and is set up in opposition to individual racist behaviors and impacts.

Belonging - When a person has a meaningful voice and the opportunity to participate in the design of initiatives, programs, and team/cultural norms. At its core, belonging is not just about inclusion, but also about sharing power, access, and opportunities among all groups and individuals within a team, unit, or organization.

Bias - Prejudice toward one group and its members relative to another group.

Community Engagement - An inclusive, participatory process through which community members and airport staff work together in making decisions. It includes improved community-

⁴⁴⁸ <https://foster.uw.edu/about-foster-school/fostering-diversity/dei-glossary/>

⁴⁴⁹ <https://www.naco.org/resources/featured/key-terms-definitions-diversity-equity-inclusion>

airport relations, partnership, respect and recognition of the value of diverse perspectives and experiences.

Community Indicator - The means by which we can measure socioeconomic conditions in the community. All community indicators should be disaggregated by race, income, languages, and foreign-born populations, if possible.

Contracting Equity Investments - In contracting, consulting, and procurement should benefit the communities a jurisdiction serves, proportionate to the jurisdiction's demographics.

Cultural Competence - An ability to increase one's awareness about personal biases, assumptions, attitudes and world views, and specific knowledge of cultures, history, worldviews, languages, and diverse experiences.

Diversity - Human differences, including but not limited to those based on race, culture, color, sex, gender identity, national origin, nationality, geography, age, ability or disability, sexual orientation, military or veteran status, socio-economic status, faith, political beliefs, or other identities. Our definition also includes a diversity of thought, ideas, perspectives, and values.

Equality - The same amount of power, opportunities, and resources are distributed to everyone with the assumption that everyone starts in the same place and has the same needs.

Equity - Refers to the fair treatment, access, opportunity, and advancement for all people while striving to identify and eliminate barriers that have prevented the full participation of communities historically oppressed. Improving equity involves increasing justice and fairness with the procedures and processes of institutions or systems and a fair, intentional distribution of resources.

Equity Lens - A critical thinking approach to undoing institutional and structural racism, which evaluates burdens, benefits, and outcomes to under-served communities.

Explicit Bias - Biases that people are aware of and that operate consciously. They are expressed directly.

Gender Identity/Expression - A sense of one's self as a man, woman, trans, or some other identity that may not correspond to the gender and sex assigned at birth.

Implicit Bias - Biases people are usually unaware of and that operate at the subconscious level. Implicit bias is usually expressed indirectly.

Inclusion - The act of fostering environments in which every individual or group can be and feel welcomed, respected, supported, and valued to fully participate—an inclusive, inviting, and welcoming climate that offers respect in words and actions for all people.

Individual Racism - Pre-judgment, bias, or discrimination based on race by an individual.

Institutional Racism - Policies, practices, and procedures that work better for white people than for people of color.

LGBTQ2S+ - Lesbian, Gay, Bisexual, Transgender, Queer or Questioning, and Two-Spirit. It is sometime written as 2SLGBTQ+.

Microaggression - Everyday verbal, nonverbal, and environmental slights, snubs, or insults, whether intentional or unintentional, which communicate hostile, derogatory, or negative messages to target persons based solely upon their marginalized group membership.

Nonbinary - Nonbinary or genderqueer is a spectrum of gender identities that are not exclusively masculine or feminine—identities that are outside the gender binary. Nonbinary identities can fall under the transgender umbrella since many nonbinary people identify with a gender that is different from their assigned sex.

Performance Measures - Performance measures are at the county, department, or program level. Appropriate performance measures allow monitoring of the success of the implementation of actions that have a reasonable chance of influencing indicators and contributing to results. Performance measures respond to three different levels: 1) Quantity—how much did we do? 2) Quality—how well did we do it? and 3) Is anyone better off? A mix of these types of performance measures is contained within the recommendations.

Race - A socially constructed system of categorizing humans largely based on observable physical features (phenotypes), such as skin color, and on ancestry. There is no scientific basis for or discernible distinction between racial categories.

Racial Disparity - Significant differences between racial/ethnic populations on particular indicators or in specific circumstances, including, but not limited to: access to care/services/resources/opportunities; unequal treatment by/within systems/institutions; community-level outcomes (i.e., graduation; employment) and/or indicators of well-being (i.e., income; health; education).

Racial Inequality - Race is a predictor of life outcomes, e.g., disproportionality in education (high school graduation rates), jobs (unemployment rate), criminal justice (arrest and incarceration rates), etc.

Structural Racism - History and current reality of institutional racism across all institutions, combining to create a system that negatively impacts communities of color.

Unconscious Bias - Subconscious attitudes or stereotypes, favorable or not, that influence our understanding, action and decisions.

Workforce Equity - The workforce of a jurisdiction reflects the diversity of its residents, including across the breadth (functions and departments) and depth (hierarchy) of government.

Source: Port of Seattle, Office of Equity, Diversity and Inclusion

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