

# 2025 BUSINESS >> *of* AIRPORTS



ACI-NA BUSINESS DIVERSITY COMMITTEE MEETING  
Monday, June 23, 2025  
Arlington, Texas



## **Wi-Fi Information:**

Network: ACINA Conference  
Password: AirTera!

## **Social Media**

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# 2025 ACI-NA Business of Airports Conference

Arlington, TX

Jun 23 - 26, 2025

Please use the email address you registered with the event to sign up. [Email me this page](#)

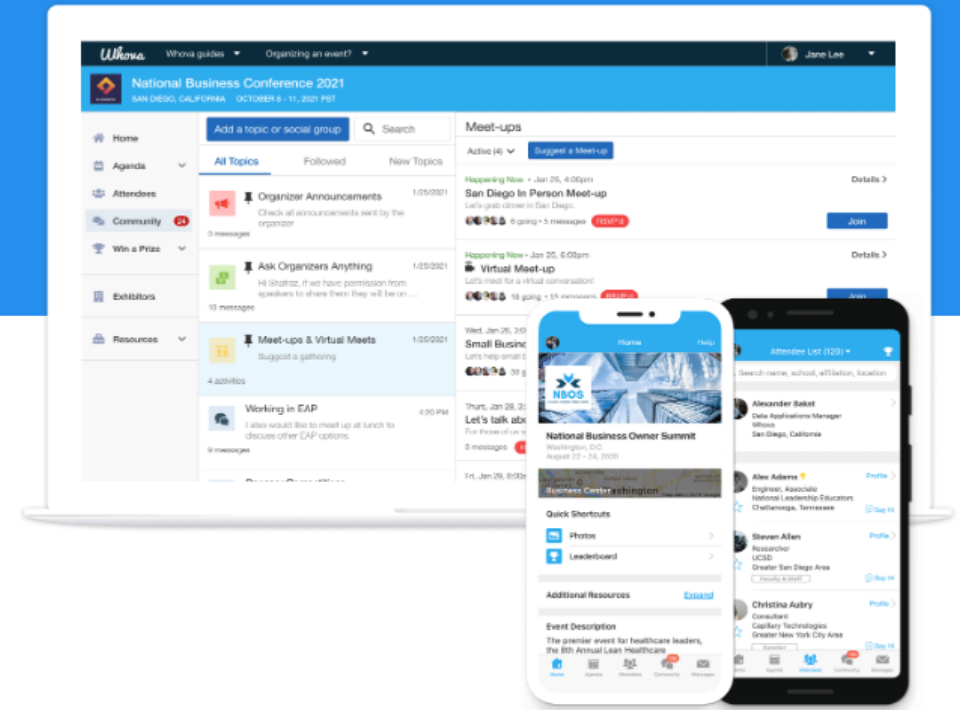


Android users: if you cannot access Google Play or cannot find Whova, please [download the Android app here](#).

If you are on desktop, [enter the event on the Web App here](#)

## Get the most out of the app and have a more productive experience!

- 1 **NAVIGATE** the event agenda and logistics, even without Wi-Fi or data.  
Access useful information like ridesharing and local attractions through the Community Board
- 2 **NETWORK** effectively. Plan whom to meet by exploring attendee profiles and sending out messages
- 3 **PARTICIPATE** in event activities through session likes, comments, ratings, live polling, tweeting, and more



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# AGENDA

<b>9:00 AM– 10:30 AM</b>	<b>Business Diversity Committee Workshop</b>
<b>9:05 – 9:15 AM</b>	<b>Welcome and Introductions</b> <b>Julio Rodriguez, Chair, BDC and DBE Manager, Lee County Port Authority</b>
<b>9:15 -9:25 AM</b>	<b>DFW Welcome</b> <b>Tamela Lee, Vice President, Business Diversity and Development, Dallas Fort Worth International Airport</b>
<b>9:25 – 9:45 AM</b>	<b>Legislative Update</b> <b>Annie Russo, Chief Political and Congressional Strategy Officer, ACI-NA</b>
<b>9:45 – 10:15 AM</b>	<b>ACI-NA Annual Concessions Benchmarking Results Summary</b> <b>Dafang Wu, Director, DWU Consulting LLC</b>



# Welcome

**Tamela Lee**

*Vice President, Business Diversity & Development  
Department*



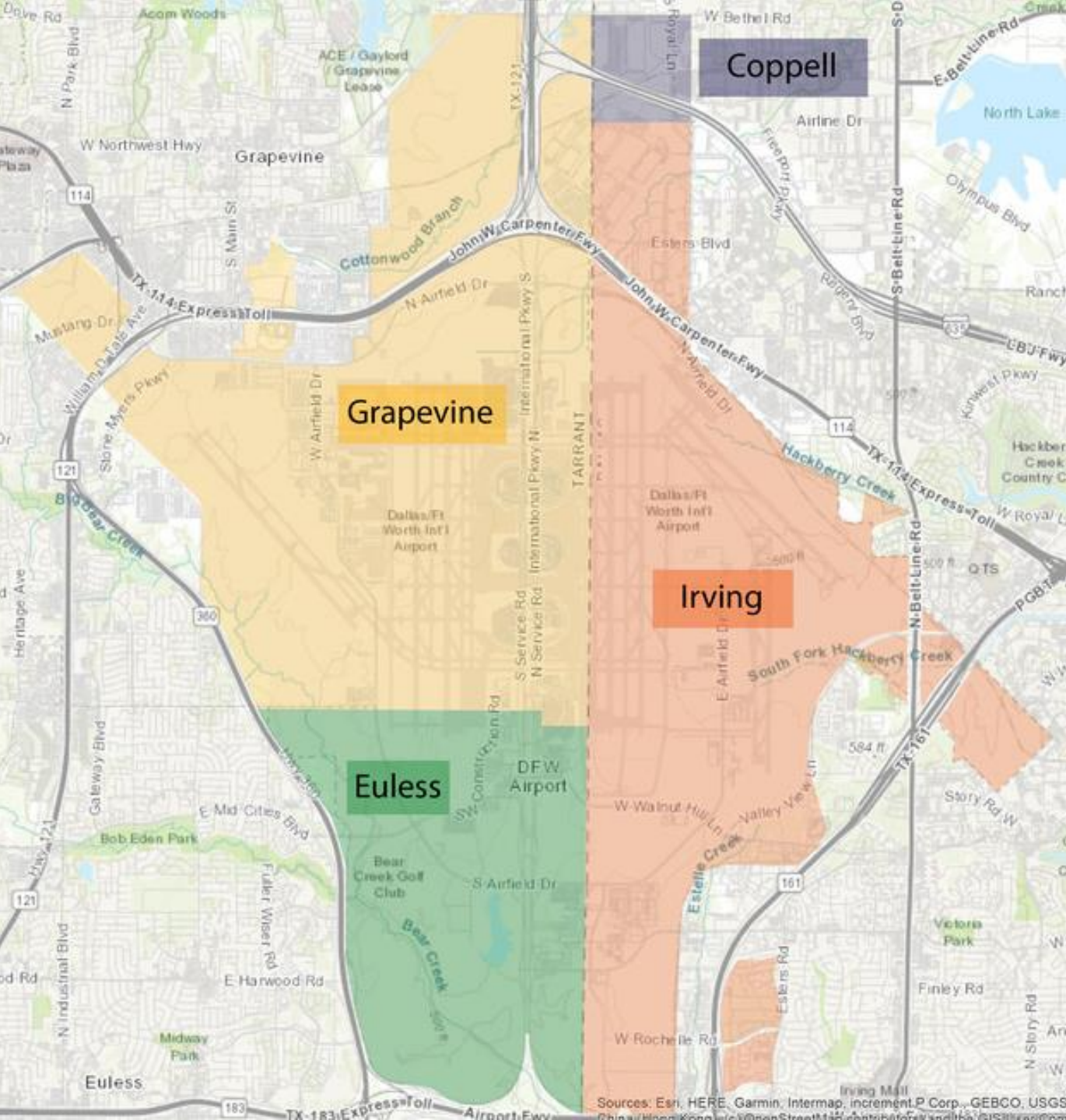
# Owner Cities

DFW is owned by the cities of Dallas and Fort Worth.

The Airport sits 17 miles from both their central business districts.







# Host Cities

Our Host Cities include the Cities of Euless, Coppell, Irving, and Grapevine.



# DFW By the Numbers

**3<sup>rd</sup>** in the world  
for **passengers**

81.8M - Airports Council International (ACI) 2023

**3<sup>rd</sup>** in the world  
for **operations**

690K - ACI 2023



**INTERNATIONAL  
DESTINATIONS**

**191**  
**DOMESTIC  
DESTINATIONS**

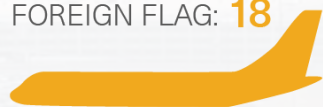


Every major city  
in the continental  
United States can  
be accessed within

**FOUR  
HOURS**

**31** PASSENGER  
AIRLINES

DOMESTIC: **13**  
FOREIGN FLAG: **18**



**20** CARGO  
AIRLINES



DFW COVERS  
MORE THAN

**26.9**  
**SQ. MILES**

Larger than Manhattan



APPROXIMATELY  
**2,000**

DFW AIRPORT BOARD EMPLOYEES

ON-AIRPORT  
EMPLOYEES APPROXIMATELY  
**60,000**

# DFW Business Diversity & Development



## Vision

To propel a continuous path for wealth creation and economic impact in the business community.



## MISSION

We lead with intention and integrity to educate, advocate and empower the utilization of diverse suppliers providing value to DFW and the business community.





\$3.3 billion (USD) Annual Economic Impact



39,425 jobs supported directly and indirectly



\$267 billion (USD) State Tax Revenue



\$164 billion local (USD) Local Tax Revenue

# DFW's D/M/WBE Economic Impact

# Business Diversity Programs

## Federal Programs (Federal Regulations)

### Disadvantaged Business Enterprise (DBE)

### Airport Concession Disadvantaged Business Enterprise (ACDBE)

- 51% owned and controlled by one or more socially and economically disadvantaged individuals
- DBE – business size based on SBA size standards
- ACDBE – business size based on FAA size standards
- Personal Net Worth Threshold

### DBE Program

Construction Services  
Architectural & Engineering Services  
20% Annual Goal

### ACDBE Program

Airport Concessions  
31% Annual Goal

# Business Diversity Programs

## Local Program (Disparity Study)

### Minority and Women Business Enterprise (MWBE)

- 51% owned and controlled by one or more minority individuals or by one or more female individuals
- Socially disadvantaged

### Small Business Enterprise Concession (SBEC)

- Business size based on SBA size standards
- Personal net worth threshold same as ACDBE
- No Local Preference but must be certified in Texas
- Gross receipts averaged over three (3) years
- Certification expires and requires annual renewal

#### MWBE Program

Construction Services  
Architectural & Engineering Services  
Goods & Services

31% Annual Goal

#### SBEC Program

Airport Concessions

# Business Diversity Programs

## FY2024 Accomplishments

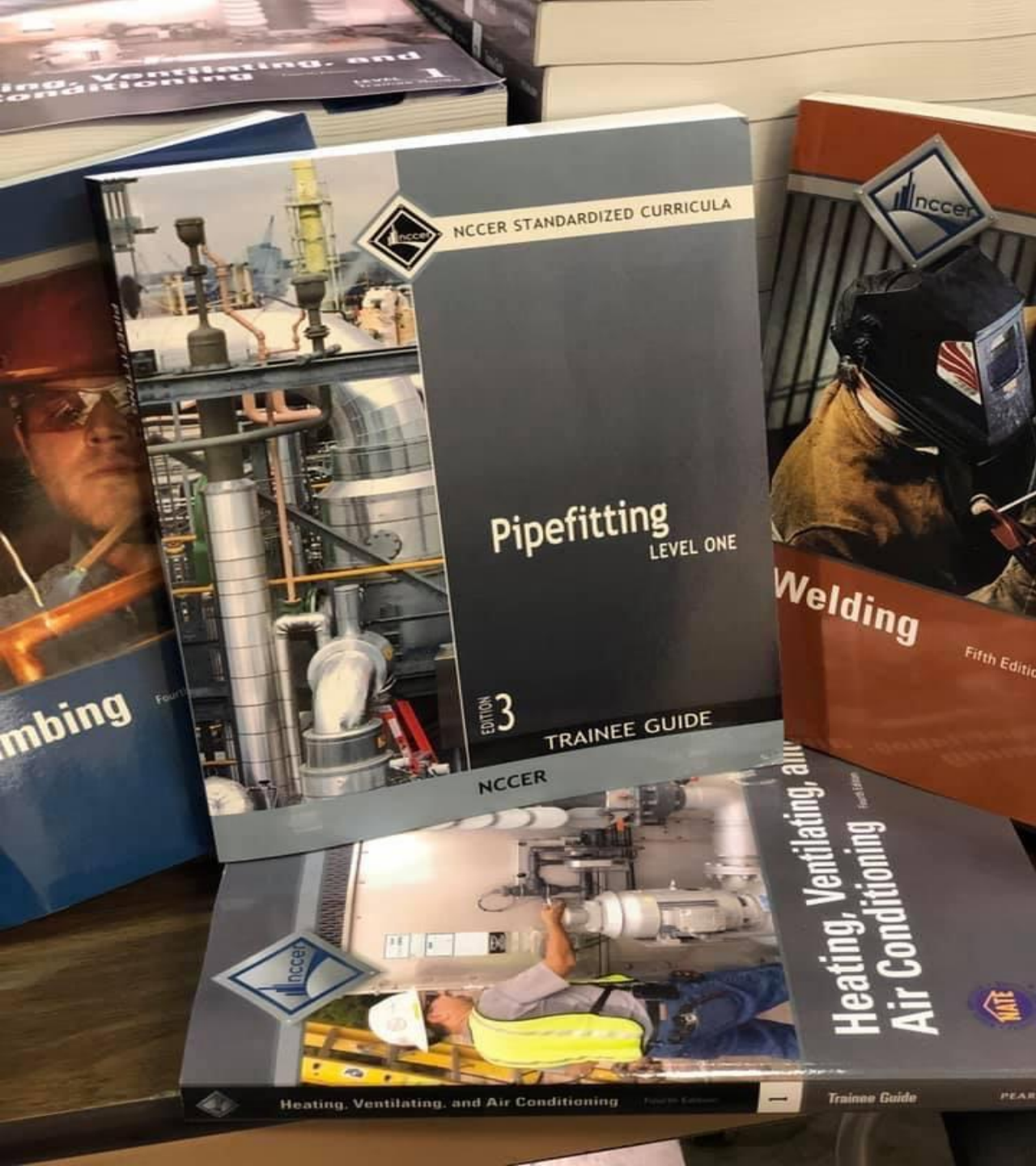
- Expenditure - Overall D/M/WBE Participation \$327M (31%)
- Revenue - Concessions Overall ACDBE Participation \$280M (45%)

Diversity Programs	Annual Goal %	Achievement %
M/WBE Program	31%	31%
DBE Program*	20%	32%
ACDBE Program	31%	45%

The reported M/WBE and DBE numbers reflect dollars paid and ACDBE revenues generated during the time of report publication (10/01/2023 – 09/30/2024)

\*DBE Program is comprised of only grant funded construction and A/E contracts.





# Craft Training Program

## Construction Education Foundation

### Objective:

- Provide training curriculum for construction-related skilled workers in craft professional positions on DFW contracts

### Examples of Curriculum Completed:

- Advance Welding
- Applied Construction Math
- Commercial Blueprint Reading
- Commercial HVAC
- Contract Documents
- Electrical Journeyman Prep
- Heat Illness Awareness
- Primavera
- Spanish for Construction Sites



# Craft Training Program

## Accomplishments

301 contract employees completed training FY2024

127% participation increase from FY2023

776 employees trained to date / \$588,158 investment

### Graduations

- 1 Two-year Apprentice Program - Welding
- 4 Supervisory Training Program
- 6 Three levels of English as a Second Language

16 Started Apprentice Program for Electrical or HVAC





Success through Opportunities Access & Resources

A business development conference for women and minority-owned businesses.

June 26, 2024 | 8 a.m. – 3:30 p.m. | Irving Convention Center

DFW



# SOAR Conference

Success through Opportunities Access & Resources

Success Through Opportunities Access & Resources

(SOAR) Conference

June 26, 2024 Irving Convention Center

DFW



325 Total Attendees

93.1%

Overall Satisfaction Rate

45%

Survey Response Rate



54 Exhibitors  
(DFW departments, business partners & roundtable host)



20 DFW Ambassador Volunteers



Schedule-at-a-Glance



Invoicing Process for DFW Contracts & Cooperatives



Champions of Diversity Awards Luncheon



Understanding Construction Joint Venture Agreements



Doing Business with DFW Airport



Concessions: Financial Models and Evaluating a Store Investment



Networking: Matchmaking Roundtables & Exhibitors



Doing Business with American Airlines

4 Construction



Champions of Diversity of Awards



2 Architecture & Engineering



2 Goods & Services



6 Concessions

Whova Analytics

Mobile Sign-In

200

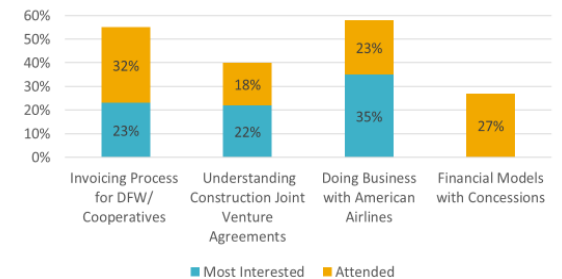
App Check-ins

241

93%

App

Breakout Session Analytics



DFW



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EN PROVENCE



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## SBEC Program

### Small Business Enterprise Concessions

Program adopted on 9/2/2021 to foster participation by small business concessionaires, including ACDBEs, and increase opportunities for such firms to perform as prime concessionaires.

Awarded the second three lease agreements under the SBEC Program on 01/11/2024

- Bugatti Bar Group, Bugatti Bar & Taverna (Food & Beverage, A17)
- Corliss Stone-Littles, LLC, L'Occitane En Provence (Retail, A19)
- JAVASTAR, Inc., Sundance Travel Essentials (Retail, B43)





**AIRPORT RENTAL CAR SUPPLIER DIVERSITY OUTREACH DAY**

**NATIONAL WEBINAR | MAY 7, 2024**  
9AM PST | 10AM MST | 11AM CST | 12PM EST

**WHY ATTEND?**

- Participate with other local airports sponsoring outreach events that ties to a national webinar that brings ACDBE firms, small businesses, rental car decisionmakers together to discuss upcoming business opportunities.
- Guest panelists to discuss upcoming Airport Electric Vehicle Infrastructure grants and the business opportunities it presents for ACDBE firms and small businesses.
- Rental car decisionmakers to discuss the NAICS codes they seek for ACDBE participation. Please join the national webinar at: <https://zoom.us/join/1601856467> Password: 610124

FIND OUT MORE AND GET INVOLVED HERE: 



# Rental Car Supplier Diversity Initiatives

## National, State & Local Events

National Outreach Day – May 7, 2024

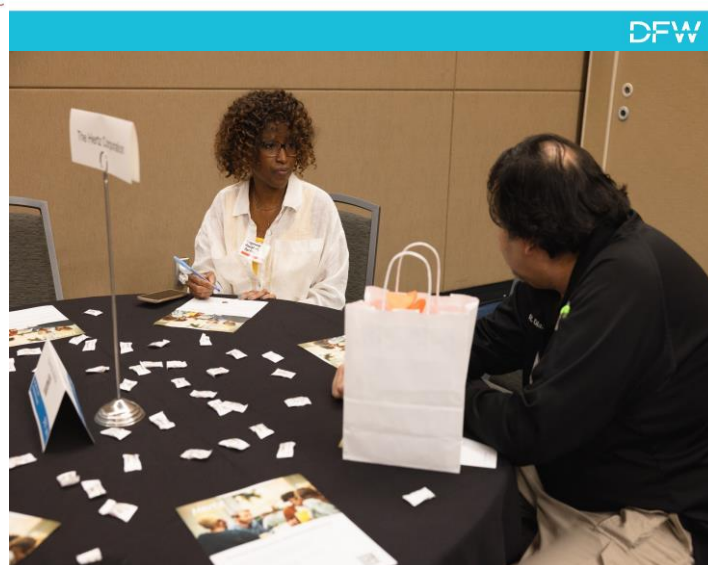
Texas Outreach Day – May 8, 2024

SOAR Conference – June 26, 2024

- Networking roundtables
- Rental Car Participants: ACE Rent a Car, Enterprise Holdings, The Hertz Corporation, and SIXT
- Access to decision makers resulted in immediate connections and price quote opportunities



**AIRPORT RENTAL CAR SUPPLIER DIVERSITY OUTREACH DAY**  
Wednesday, May 8, 2024  
9:00 AM – 11:00 AM (CDT)  
Virtual Forum



Join us for the Virtual Texas Airports Rental Car Supplier Diversity Day!

Are you interested in rental car concessionaire contracting opportunities at Texas airports? Want to learn how Airport Concessions Disadvantaged Business Enterprises (ACDBEs) can benefit from these opportunities? Then this event is for you!

- Explore rental car concessionaire contracting opportunities at Texas airports
- Gain insights into the ACDBE program and its benefits
- Learn about the requirements and certification process for ACDBEs
- Connect with industry experts and key stakeholders in the rental car sector
- Discover resources and support available for ACDBEs

[Register here](#)





## Capacity Building 2024 PROGRAM SERIES

Your passport to business connections at DFW!

DFW

### Meet the Leadership Teams!

MARCH	<ul style="list-style-type: none"><li>• Customer Experience, 3/6</li><li>• Design, Code &amp; Construction, 3/13</li></ul>
APRIL	<ul style="list-style-type: none"><li>• Airport Concessions, 4/10</li><li>• Energy Transportation &amp; Asset Management, 4/24</li></ul>
MAY	<ul style="list-style-type: none"><li>• Procurement &amp; Materials Management, 5/8</li><li>• Risk Management, 5/22</li></ul>
JUNE	<ul style="list-style-type: none"><li>• Human Resources, 6/5</li><li>• Information Technology Services, 6/19</li><li>• SOAR Conference, 6/26</li></ul>
JULY	<ul style="list-style-type: none"><li>• Environmental Services, 7/10</li><li>• Commercial Development, 7/17</li></ul>
AUGUST	<ul style="list-style-type: none"><li>• Legal Services, 8/14</li><li>• Communications &amp; Marketing, 8/28</li></ul>



# Capacity Building Program Series

## Implemented Eighth Year

12 'Meet the Leadership' classes offered over six months

Shift to connecting diverse businesses with department leadership teams

489 individuals attended one more sessions

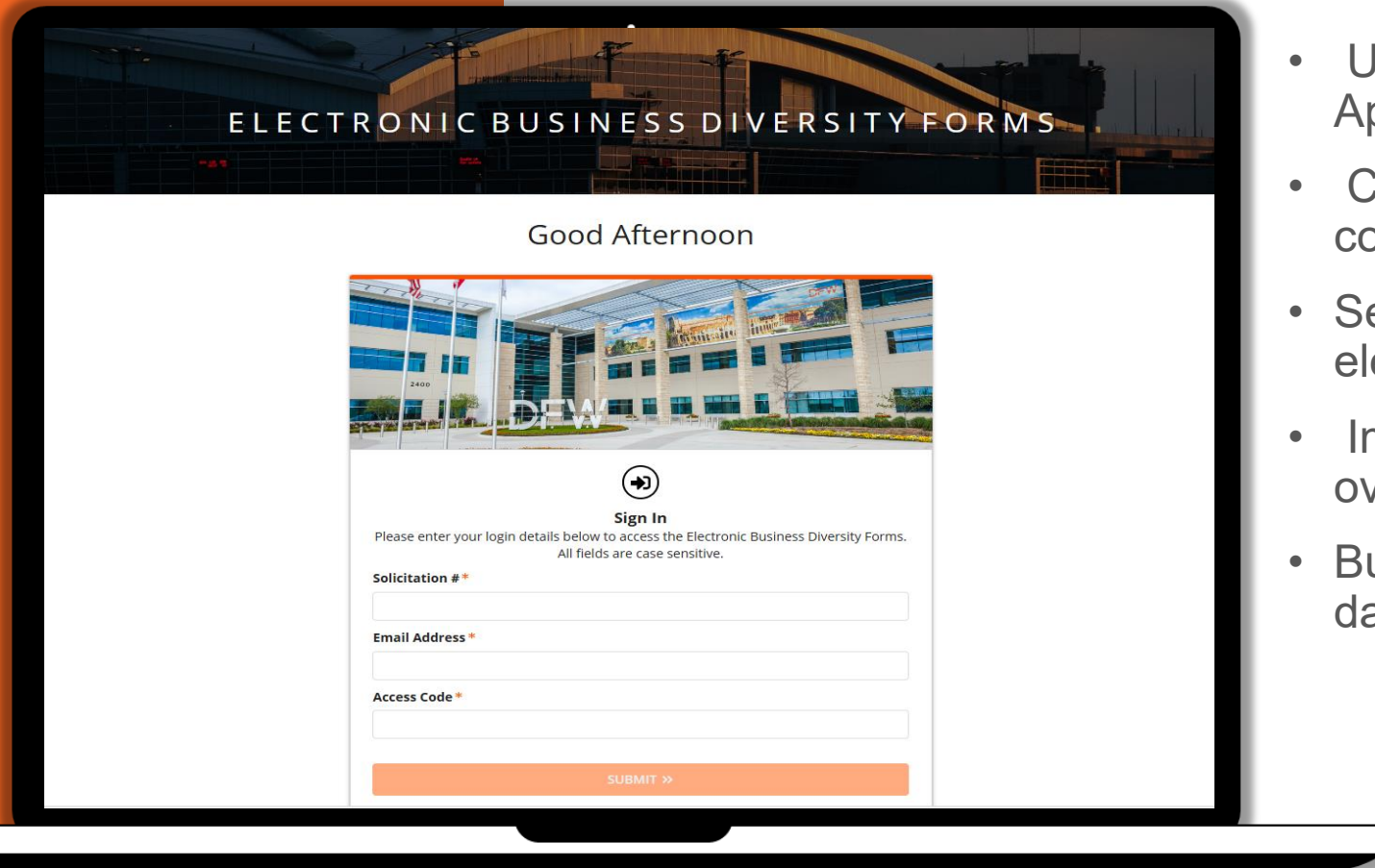
97% overall satisfaction rate

### Program Benefits:

- Increase outreach to diverse businesses
- Introduce newly certified firms to DFW
- Assist in growing existing firms at DFW
- Disseminate information on upcoming business opportunities

# Electronic Business Diversity Forms

## Key Features & Benefits



The screenshot shows a laptop screen displaying the login page for the Electronic Business Diversity Forms. The page has a dark header with the title "ELECTRONIC BUSINESS DIVERSITY FORMS" in white. Below the header, the text "Good Afternoon" is displayed. A large image of a modern building with the "DEW" logo is shown. Below the image, there is a "Sign In" section with a circular icon containing a right arrow. The text "Please enter your login details below to access the Electronic Business Diversity Forms. All fields are case sensitive." is displayed. There are three input fields labeled "Solicitation #\*", "Email Address\*", and "Access Code\*". At the bottom of the form is an orange "SUBMIT >>" button.

- User-intuitive digital form powered by the Appian platform.
- Captures essential information for prime contractors and subcontractors.
- Seamless integration with DocuSign for electronic signature capture.
- Improves efficiency, data accuracy, and overall form completion experience.
- Built with advanced security to protect your data.



# Thank you



# 2025 BUSINESS >> of AIRPORTS



## Legislative Update

**Annie Russo**  
*Chief Political and Congressional  
Strategy Officer, ACI-NA*



# 2025 BUSINESS >> of AIRPORTS



## 2025 ACI-NA Concessions Benchmarking Survey

Dafang Wu  
*Director*  
DWU Consulting LLC

# 2025 BUSINESS >> *of* AIRPORTS



## 2025 ACI-NA Race and Gender-Neutral Program Survey

**Miça Anderson**

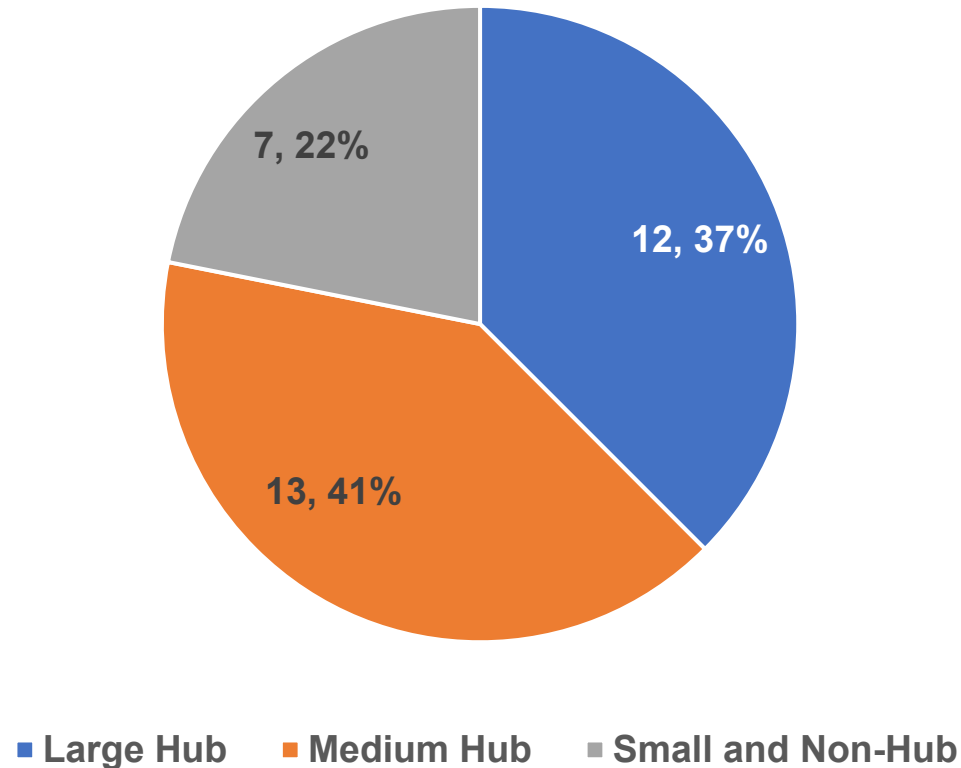
Vice Chair, Business Diversity Committee  
Senior Director, Airport Access & Business Opportunity  
Denver International Airport



# ***U.S. Airport Race- And Gender- Neutral Small Business Programs Survey Results***

June 2025

# Respondent Breakdown By Hub Size

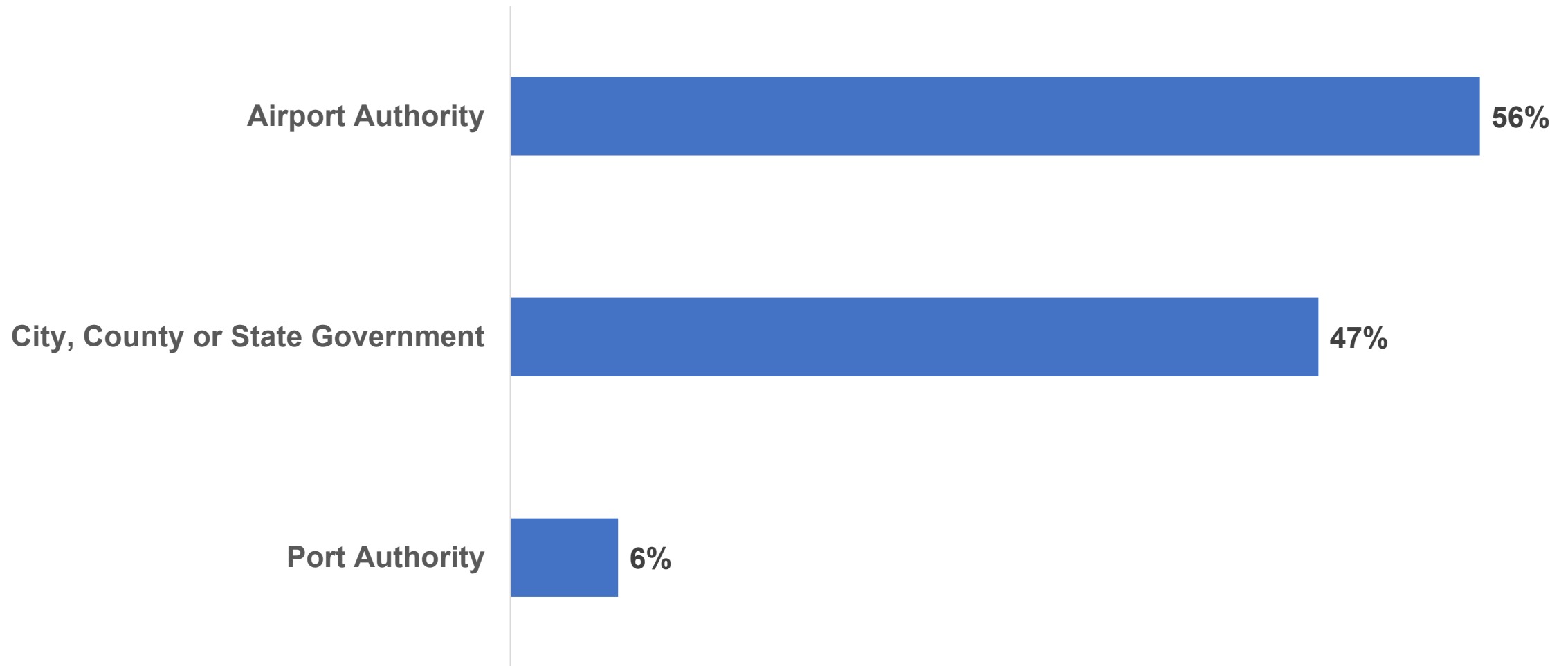


**Total Number of Respondents: 32**

Note: All respondents answered questions 1 –6, requesting general information. Airports that responded “No” to whether they had a race and gender-neutral small business program did not answer the other questions.



# Respondent Breakdown by Airport Governance

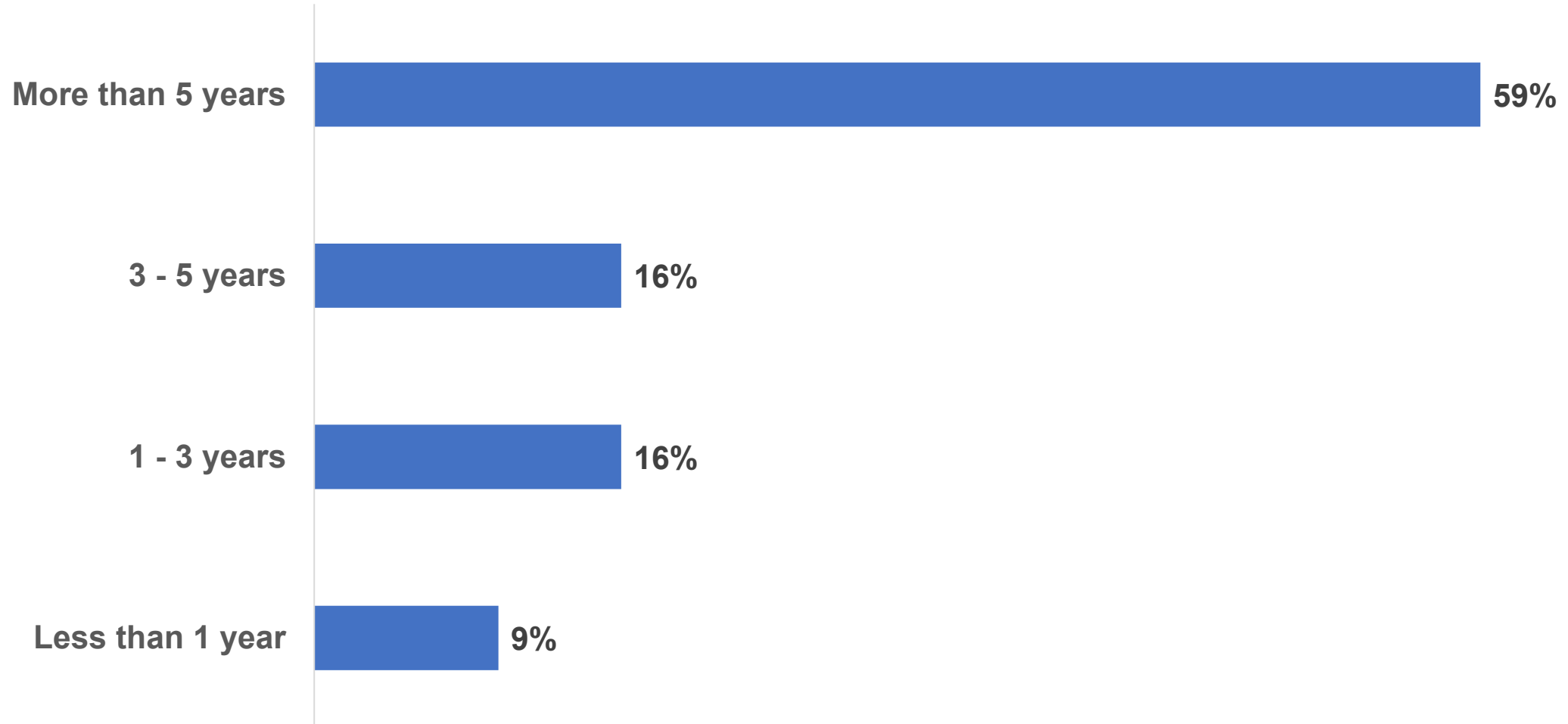


**Total Number of Respondents: 32**

# Airports Currently Having a Race- and Gender-Neutral Small Business Program

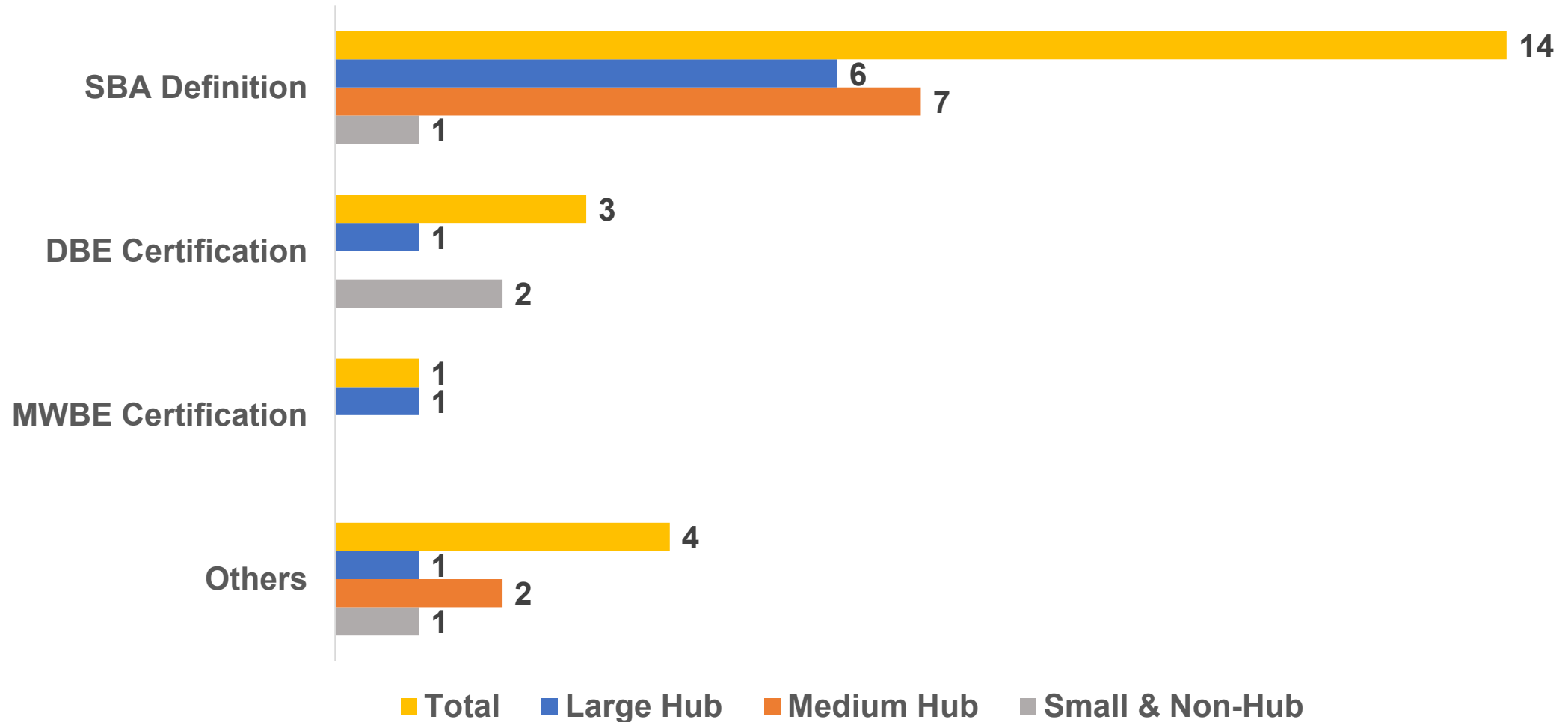
Hub Size	Yes, for less than 1 year	Yes, for 1 – 3 years	Yes, for 3 – 5 years	No
Large Hub	-	2	7	3
Medium Hub	2	2	5	4
Small and Non-Hub	1	1	2	3
<b>Total</b>	<b>3</b>	<b>5</b>	<b>14</b>	<b>10</b>

# Respondent Experience with Small Business Programs



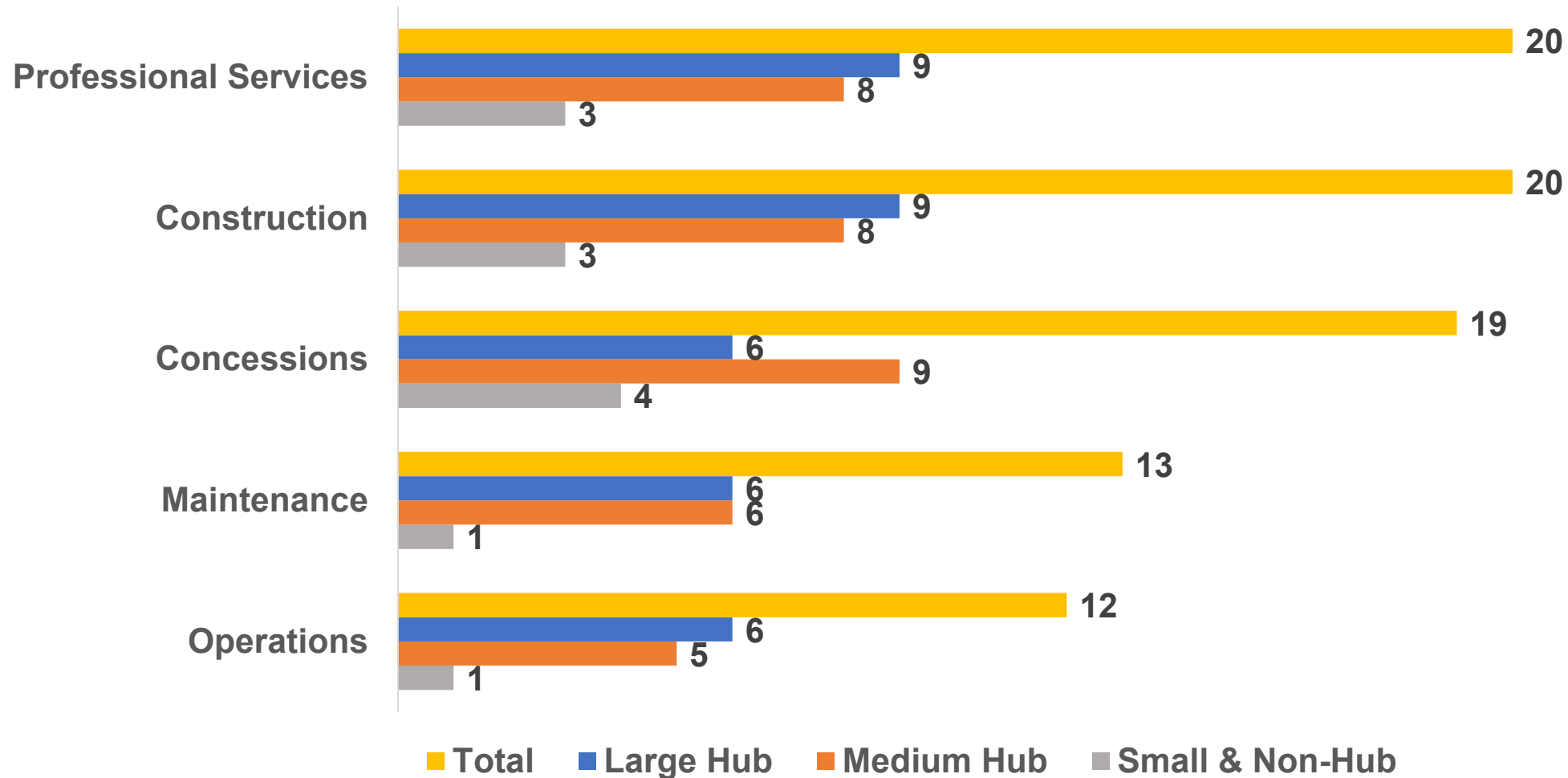


# Small Business Program Definition

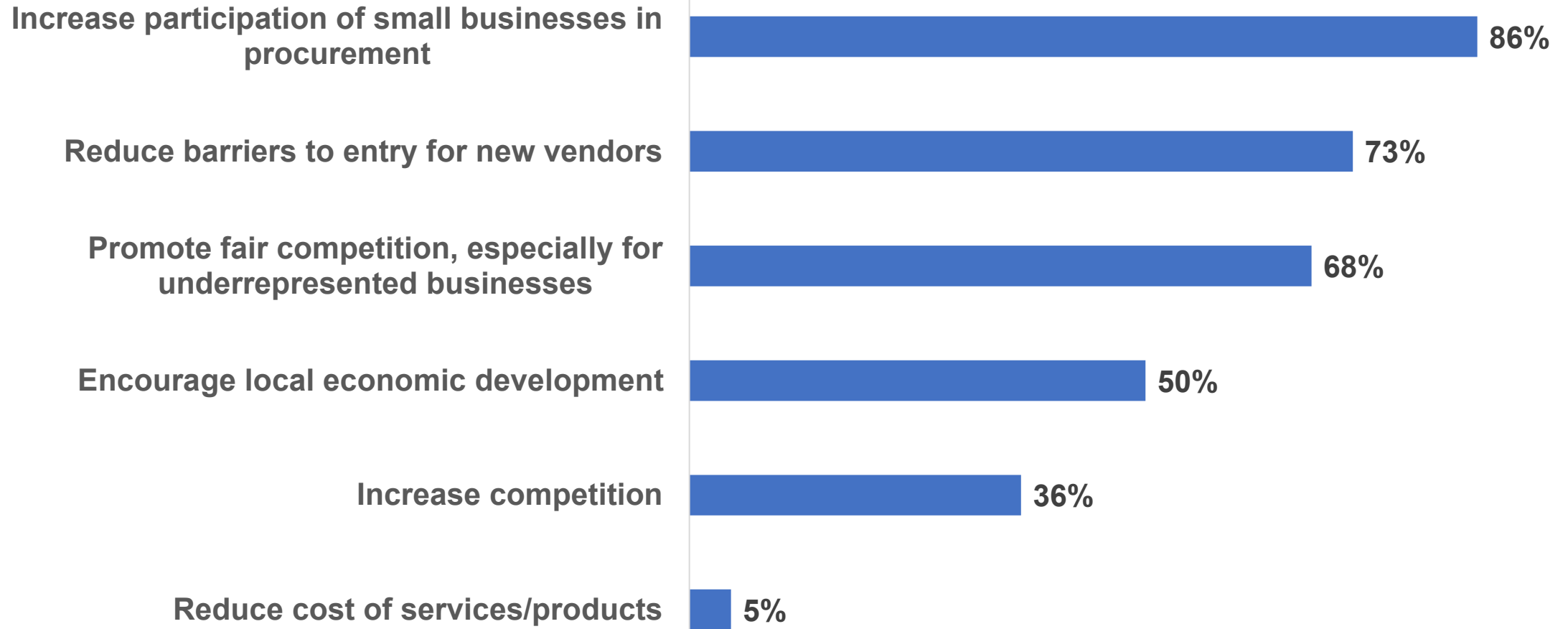


*Other responses include ACDBE certification, veteran certification, combination of DBE and SBA certification and SBE program participation.*

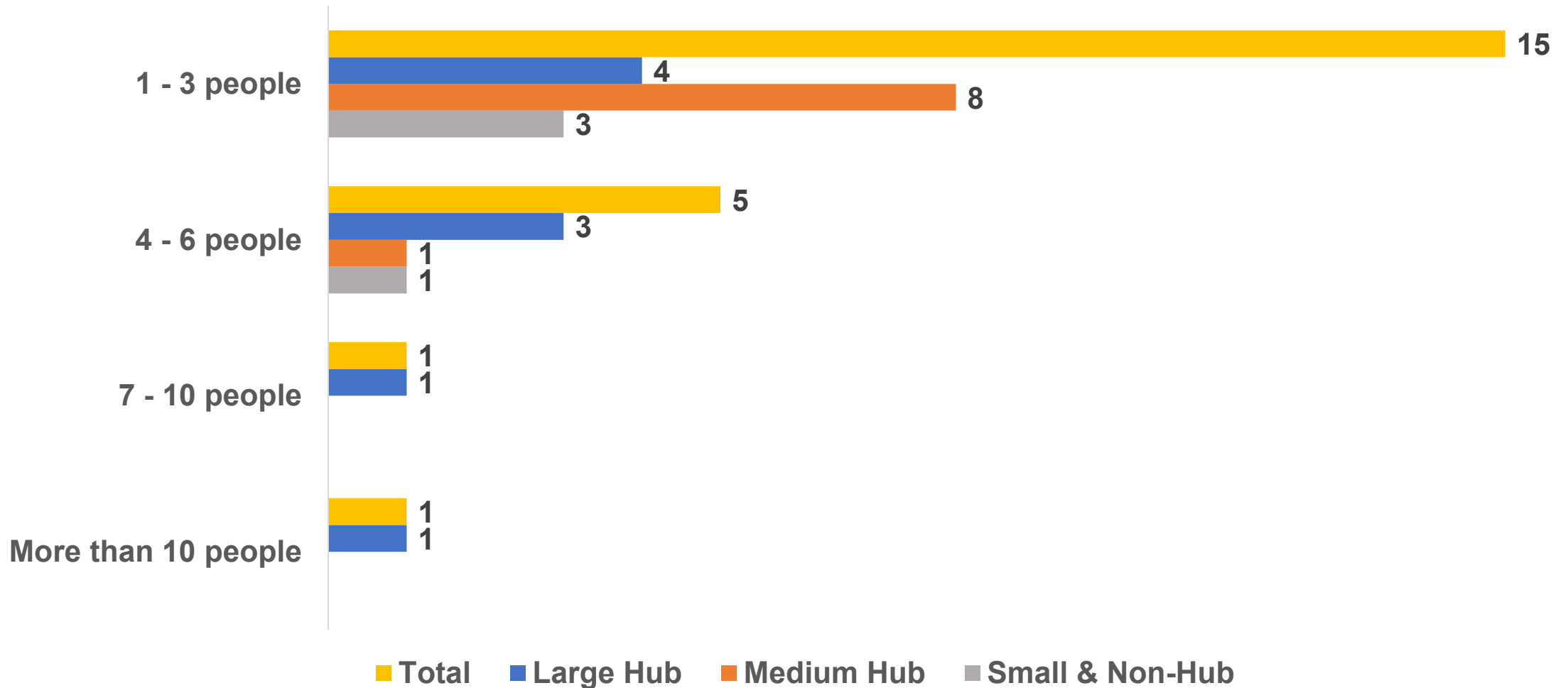
# Types of Businesses Supported (Check all that apply)



# Primary Goals of the Program



# Size of Teams Administrrating Small Business Programs at Airports



# Number of Small Businesses That Have Successfully Bid On and Been Awarded Contracts in the Last Two Years

Hub Size	Minimum	Average	Maximum
Large Hub	5	63	200
Medium Hub	1	11	50
Small & Non-Hub	0	16	41

# Successful Strategies Implemented to Support Small Businesses in a Race- and Gender-Neutral Way

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## ✈️ **Targeted Outreach and Engagement**

“Meet the Buyer” events, informational seminars, and direct contact with small businesses to increase participation.

## ✈️ **Contract Unbundling and Small Business Set-Asides**

Breaking down large contracts and creating SBE-only opportunities in both construction and concessions.

## ✈️ **Formal SBE Goal Setting**

Establishing and tracking SBE participation goals on federal and non-federal projects.

## ✈️ **Education and Capacity Building**

Workshops, training, and pre-bid seminars to prepare small businesses to compete effectively.

## ✈️ **Strategic Partnerships and Community Collaboration**

Partnering with Small Business Development Centers, state DOTs, and local organizations to enhance outreach and support.

# Effective Tools or Resources



# Measuring Success of the Program

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## ✈️ **Contract Awards and Utilization Rates**

Airports track the number and value of contracts awarded to small businesses, including how many new or first-time vendors secure contracts and what percentage of total spending goes to SBEs.

## ✈️ **Achievement of Participation Goals**

Success is measured against pre-set participation targets (e.g., 20% SBE participation), including whether projects meet SBE goals and whether race-neutral or race-conscious targets are being achieved.

## ✈️ **Business Growth and Long-Term Impact**

Metrics include sustainability and performance of small businesses post-award, revenue growth, mentorship outcomes, and whether firms graduate from programs or return for future contracts.

## ✈️ **Program Engagement and Outreach Participation**

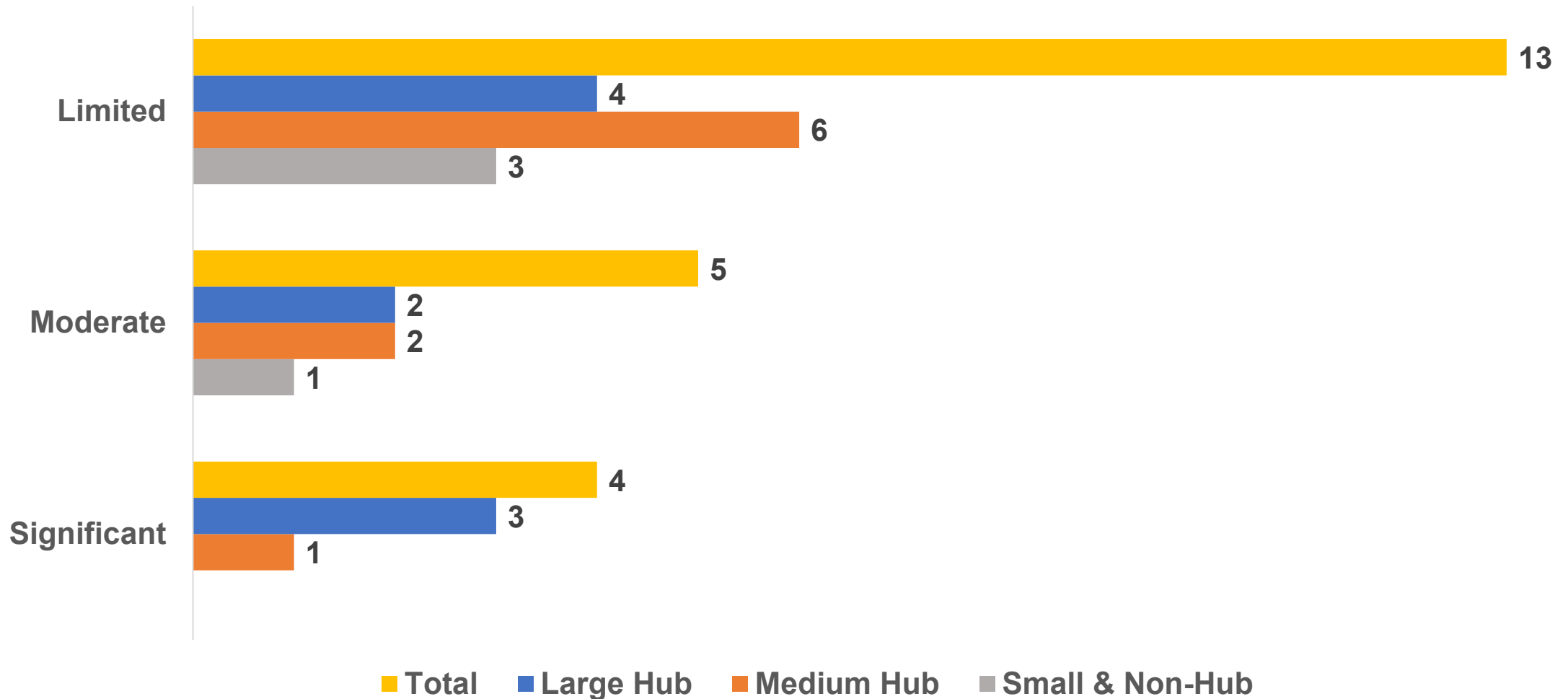
Airports assess program success by tracking the number of businesses engaged—registrations, event attendance, and participation in outreach or training activities.

## ✈️ **Qualitative and Compliance-Based Assessments**

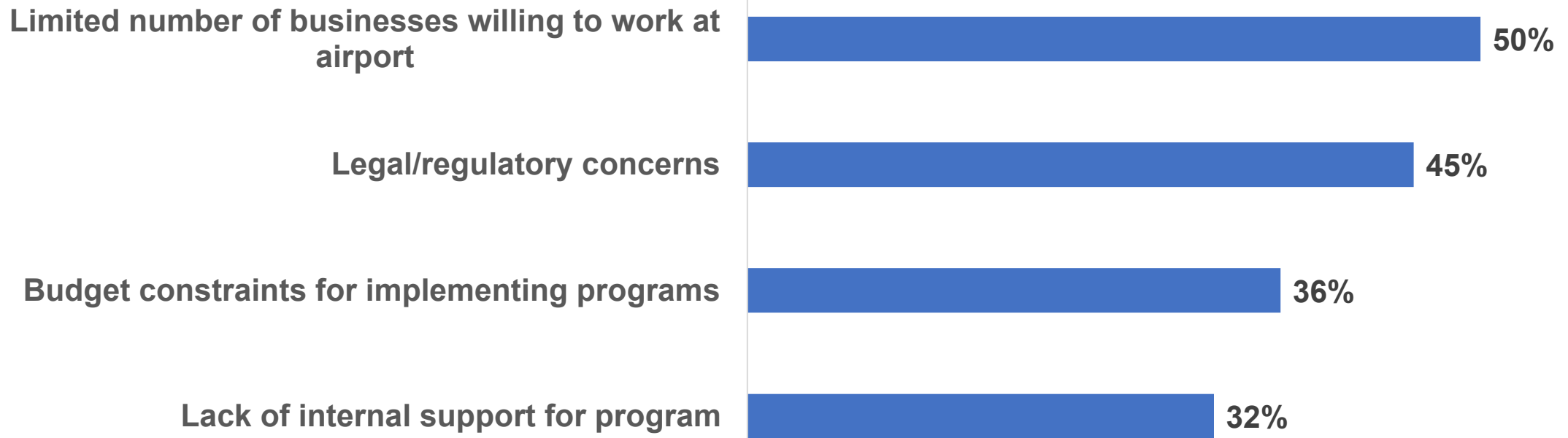
Some airports use interviews, project site visits, and compliance reports to supplement quantitative data, helping assess the overall quality and integrity of the program.



# Level of Resources (Financial and Personnel) Dedicated to Small Business Programs



# Challenges in Operating a Race- and Gender-Neutral Small Business Programs at Airports



*Other responses include vendor readiness, lack of understanding of RFP process, need for earlier outreach to allow time to prepare bid or obtain partner, and resistance to using new subcontractors.*

# Advice for Airports Starting or Improving Their Race and Gender-Neutral Small Business Programs

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- ✈️ Get support of senior leadership
- ✈️ Outreach efforts
- ✈️ Monitor and track progress
- ✈️ Collaborate with peers in the industry to find solutions
- ✈️ Institutionalize vendor education

# 2025 BUSINESS >> *of* AIRPORTS



## Race and Gender-Neutral Program Discussion

**Cindy Olivares**  
Principal  
Airport Concession Consultants (ACC)



# 2025 BUSINESS >> of AIRPORTS



## Challenges In “The New Normal”

**Leila Lahbabi**

Co-Secretary, Business Diversity Committee and ACI-NA Deputy General Counsel

**Thiané Carter**

Immediate Past Chair, Business Diversity Committee and *Director of Small Business Programs*,  
Raleigh-Durham Airport Authority



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# 2026 BUSINESS >> of AIRPORTS

June 22 - 24, 2026 // Salt Lake City, UT

