October 13, 2026

ACAA
Allegheny County
Airport Authority

Airport Concession Disadvantaged Business Enterprise (ACDBE) 2027-2029 Goal-Setting

Stakeholder Consultation Meeting



Christina Cassotis

Chief Executive Officer
Allegheny County Airport Authority



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Christina Cassotis is Chief Executive Officer (CEO) of the Allegheny County Airport Authority, operating Pittsburgh International Airport (PIT) and Allegheny County Airport (AGC).

Over the past decade, Christina has led an era of transformation and growth at both airports. Under her leadership, PIT has become one of the strongest growth stories at a mid-size airport in the country, serving nearly 10 million passengers across over 60 nonstop destinations in 2025. That growth reflects a deeper strategic shift: Christina has redefined the role of the region's airports, moving them beyond traditional transportation infrastructure to position them as strategic assets driving innovation, economic opportunity and regional competitiveness.

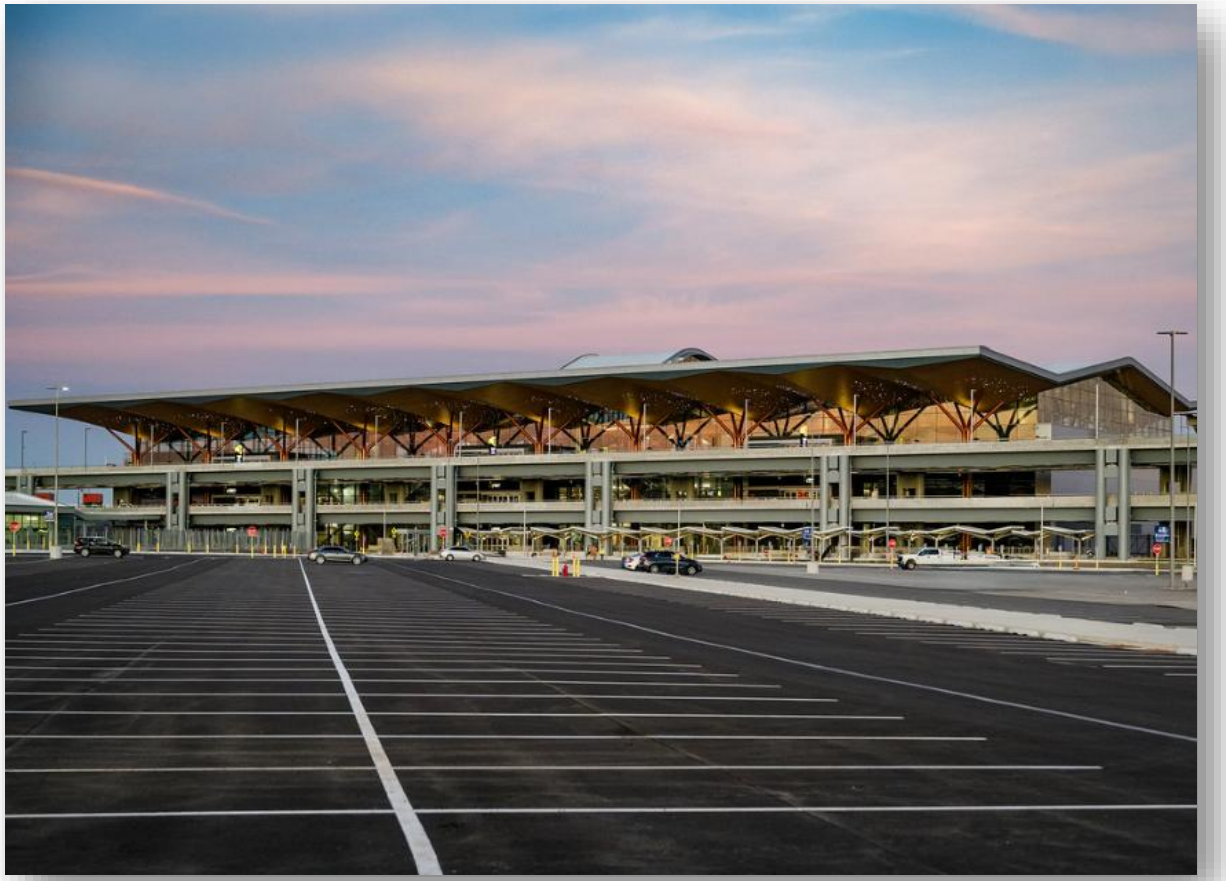
Christina's strategy is anchored in the belief that airports exist to help communities achieve their greatest potential. At PIT, that belief drove an approach built around Western Pennsylvania's unique strengths, pairing the region's manufacturing heritage, energy resources, world-class universities and vibrant tech and healthcare industries with the airport's capabilities to create competitive advantages and deliver lasting value. Signature results include PIT's new terminal, completed in November 2025 as the first U.S. terminal designed and built from the ground up post-pandemic, to Cargo 4, a fully customizable 77,000 sq ft facility that can accommodate a variety of cargo to fit the needs of different product verticals, and the world's first airport microgrid, ensuring uninterrupted operations at zero cost to taxpayers.

During Christina's tenure, PIT was named Air Transport World's Airport of the Year. Christina was named 2024 Pittsburgher of the Year by Pittsburgh Magazine and was the first person to be named Director of the Year for medium airports by Airport Experience News (AXN) twice, in 2017 and 2025.

The daughter of a pilot, Christina holds an MBA from MIT Sloan and began her career at the Massachusetts Port Authority, operator of Boston Logan International Airport.

Goal-Setting Overview

- DBE Program Basics
- ACAA Goal Setting Methodologies
- How to Provide Comments
- Questions



Establishing Overall Goals

- In October 2025 and September 2026, USDOT revised the DBE and ACDBE regulations
- Required that all DBEs and ACDBEs certified prior to October 3, 2025 be re-evaluated to affirm that at least 51% of each firm's owners were socially and economically disadvantaged
  - Required social disadvantage be demonstrated through submission of a personal narrative
- Once all firms within the state were re-evaluated, overall goals must be re-established prior to any contract-level goals being set
- Pennsylvania has completed re-evaluation of all DBEs/ACDBEs that submitted re-evaluation documents, therefore, ACAA is re-establishing its overall goals

DBE and ACDBE Goal-Setting

- ACAA is currently developing its DBE Goals for Federal Fiscal Years 2027-2028
- ACAA is currently developing its ACDBE Goals for Federal Fiscal years 2027-2029
- Goal-setting is a two-step process
  - Establish a base figure based on the relative availability of DBEs/ACDBEs to participate in ACAA's FAA-funded capital projects/Concessions opportunities
  - Make any necessary adjustments to the base figure based on local market conditions

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ACDBE Non-Car Rental Goals

ACDBE Goals

- Two Goals
  - Non-Car Rental
  - Car Rental
- Goals are for Federal Fiscal Year 2027-2029
- Market area is state of Pennsylvania



Alamo
Avis
Budget
Dollar
Enterprise
Hertz
National
Sixt

Calculating the Base Figure

NAICS Codes	Type of Participation	Percent of Projected Revenue	PA ACDBEs	Census Data	Rel. Avail (RA)	Weighted (RA)
541850	Advertising	3.2%	0	85	0.0%	0.0%
812930, 541611	Parking Lots & Garages	79.6%	4	2986	0.1%	0.1%
445132, 446120, 446130, 454210, 456120, 456130, 517121, 517911, 523160, 812199, 812990	Passenger Services (vending machines, prepaid phone, cards, spa services, shoeshine, luggage, carts, payphones)	1.4%	1	2555	0.0%	0.0%
722511, 722513	Food & Beverage	9.5%	4	19235	0.0%	0.0%
424920, 453220, 459210, 459420, 541212	News and Gifts	3.2%	6	684	0.9%	0.0%
448210, 448320, 458110, 458210, 458310, 458320	Retail & RMUs	3.1%	5	710	0.7%	0.0%
						0.2%

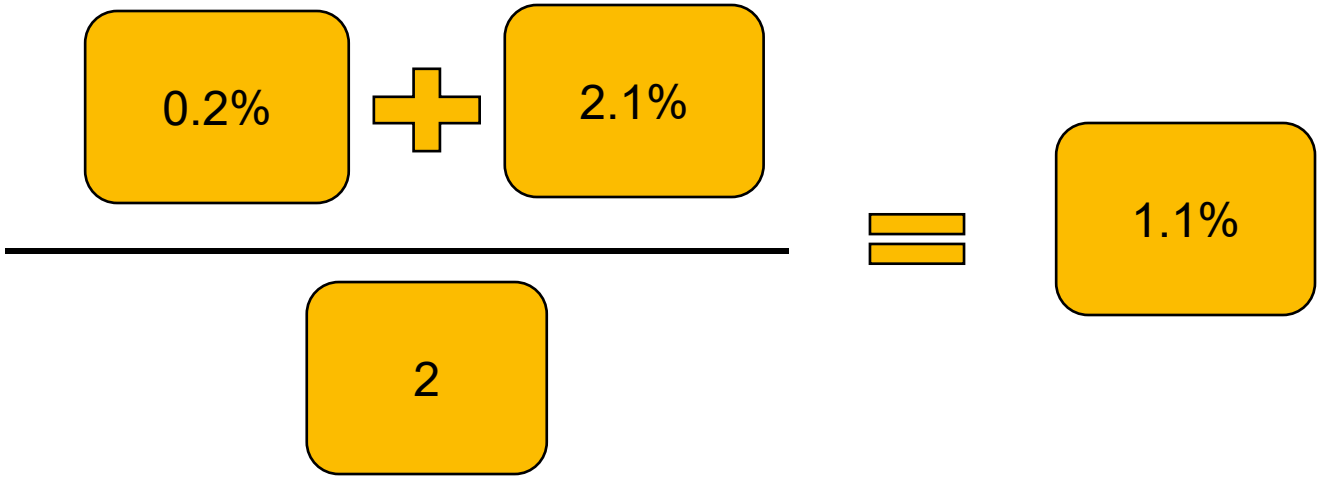
Adjusting For Recent Capacity of ACDBEs

- Because ACAA's overall, reported past participation includes firms that no longer qualify as ACDBEs, the following steps were taken for the recent report year:
  - Removing from past capacity assessment any ACDBE not certified under the current USDOT Standard
- The capacity that remains using those deductions is:
  - 2.1%



Adjusting The Base Figure

Calculate the Overall Goal by *averaging* the results of Step 1 (0.2%) with Step 2 (2.1%)



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ACDBE
Car Rental Goals

Calculating the Base Figure For Car Rental

NAICS	Category	PA UCP for PA	NAICS for PA	Relative Availability
238390, 339950	Signage	0	491	0
332510, 561622	Hardware Manufacturing/Locksmiths	0	135	0.0%
423120, 423850, 811111	Auto Repair & Maintenance/Auto Parts/ Equipment	0	5,192	0.0%
488410, 811192, 811121	Support Activities for Transportation	0	2,542	0.0%
524210	Insurance	0	4,773	0.0%
562112	Hazardous Waste Collection	1	21	4.8%
441110	New Car Dealers	0	1,046	0.0%
441320, 441340	Tire Dealers	0	700	0.0%
		1	**14,900**	**0.0%**

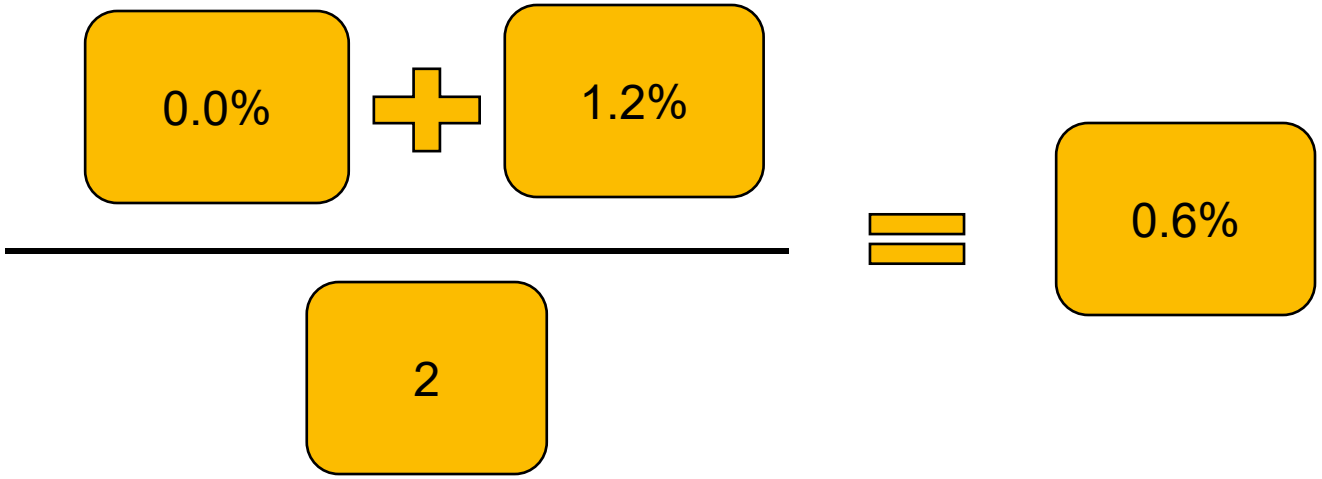
Adjusting For Recent Capacity of ACDBEs

- Because ACAA's overall, reported past participation includes firms that no longer qualify as ACDBEs, the following steps were taken for the recent report year:
  - Removing from past capacity assessment any ACDBE not certified under the current USDOT Standard
- The capacity that remains using those deductions is:
  - 1.2%



Adjusting The Base Figure

Calculate the Overall Goal by *averaging* the results of Step 1 (4.8%) with Step 2 (1.2%)



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Stakeholder and Public Consultation

Public Participation

- ACAA is required to communicate with the public in two ways
  - Consultative process with stakeholders
    - October 13, 2026
  - Publishing of goals on ACAA's website at: www.Flypittsburgh.com

- Please meet with us after this session or send your comments on the goals to:
  jclossin@flypittsburgh.com

- Send comments by Thursday, October 23, 2026

Goal-Setting Questions and Input



Stop by and meet our Allegheny County Airport Authority Team

Nick Schubel
Project Manager Civil

Adam Pozun
Project Manager
Mechanical

Angela McWreath
Capital Programs Manager

Carly Thibault
Business Development
& Product Manager
Concessions

Amira McMahon
Grants Program Manager

Hobie Webster
General Counsel & SVP
of Legal Affairs

Jennifer Clossin-Kerr
Manager, DBE Compliance
DBE/ACDBE Liaison
Officer

Visit our resource partners and fellow agencies in the vestibule

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Airport Authority

pennsylvania
DEPARTMENT OF TRANSPORTATION

RIVERSIDE CENTER FOR INNOVATION
DIVERSITY BUSINESS RESOURCE CENTER | KIVA PITTSBURGH | COLAB 18
Diversity Business Resource Center | Pittsburgh colab

alcosan
allegheny county sanitary authority

PGH2O | PITTSBURGH WATER

Sports & Exhibition Authority
When you have the time, Pittsburgh has the place.

CCAC
COMMUNITY COLLEGE OF ALLEGHENY COUNTY

ALLEGHENY COUNTY
DEPARTMENT OF MANAGEMENT AND BUDGET

SBA
U.S. Small Business Administration

THE CITY OF PITTSBURGH

PRT
Pittsburgh Regional Transit

Closing comments

Hobie Webster

General Counsel & SVP of Legal Affairs

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Thank you for attending ACAA's Stakeholder Outreach Event

October 13, 2026