October 13, 2026

ACAA
Allegheny County
Airport Authority

Disadvantaged Business Enterprise (DBE) 2027-2028 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.

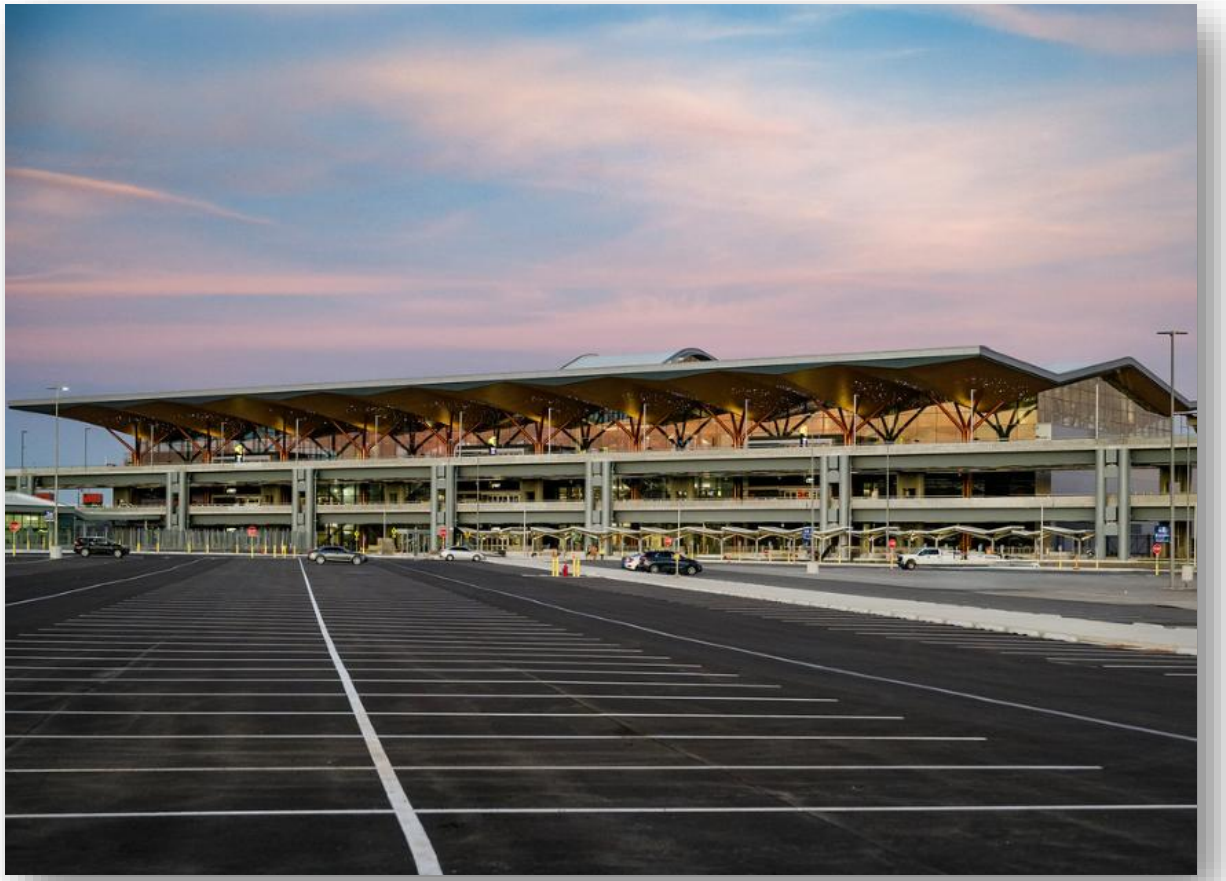
Christina's strategy is anchored in the belief that airports exist to help communities achieve their greatest potential. At PIT, that belief drove an approach built around Western Pennsylvania's unique strengths, pairing the region's manufacturing heritage, energy resources, world-class universities 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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DBE Goals

Calculating the Base Figure

Goal focuses on the participation of DBEs in

- FAA-funded contracts that will be *awarded* over the next two years
- Potential projects are forecast two years into the future
- This provides a “best estimate” of potential contracting activity and opportunities

Calculating the Base Figure

Federal Fiscal Years 2027 – 2028
Anticipated FAA-Funded Projects

- Only the Pittsburgh International Airport (PIT) is anticipated to have FAA-funded contract opportunities in Federal Fiscal Year 2027 and 2028.

- The anticipated opportunities are primarily for runway rehabilitation and runway lighting
  - Opportunities could include design, construction management and construction

PIT Projects
Rehabilitate Runway - RW 10L-28R Ph 5 Pavement (Design)
Rehabilitate Runway - RW 10L-28R Ph 5 Pavement (CM)
Rehabilitate Runway - RW 10L-28R Ph 5 Pavement (Construction)
Reconstruct Runway Lighting - RW 10L-28R Ph Light Improv (Design)
Reconstruct Runway Lighting - RW 10L-28R Ph 3 Light Improv (CM)
Reconstruct Runway Lighting - RW 10L-28R Ph 3 Light Improv (Construction)
Rehabilitate Runway - RW 10L-28R Ph 6 Pavement (Design)
Rehabilitate Runway - RW 10L-28R Ph 6 Pavement (CM)
Rehabilitate Runway - RW 10L-28R Ph 6 Pavement (Construction)
Reconstruct Runway Lighting - RW 10L-28R Ph 4 Light Improv (Design)
Reconstruct Runway Lighting - RW 10L-28R Ph 4 Light Improv (CM)
Reconstruct Runway Lighting - RW 10L-28R Ph 4 Light Improv (Construction)

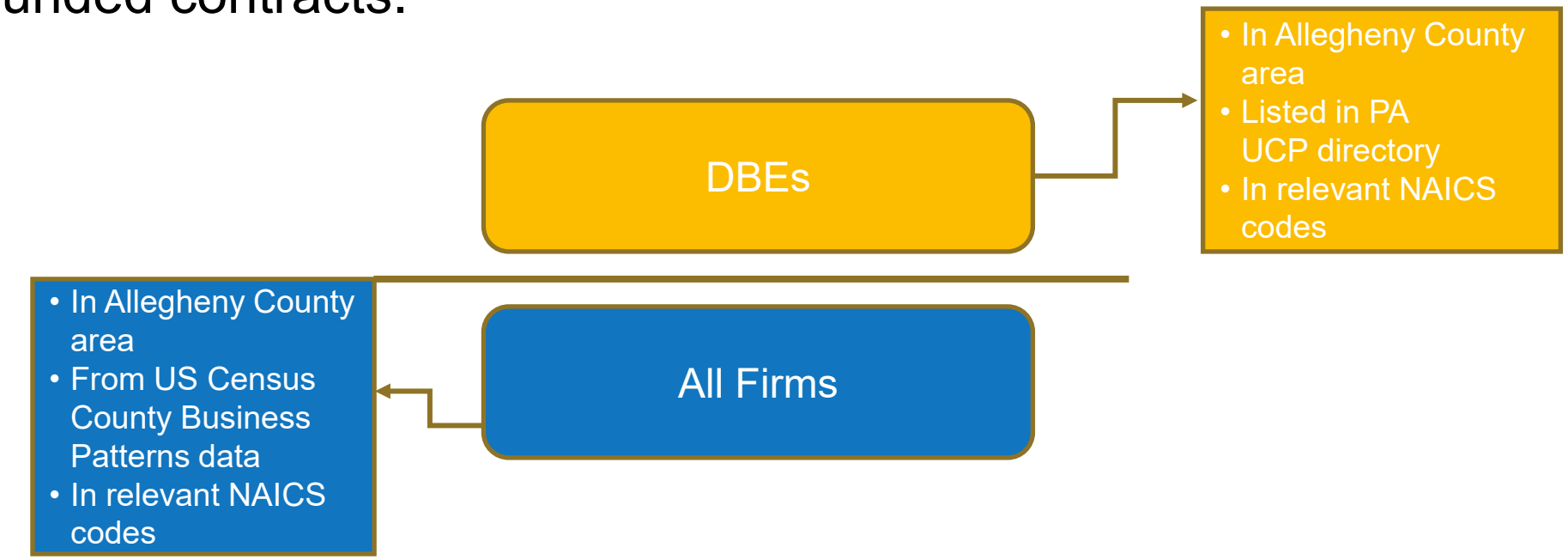
Calculating the Base Figure

Geographic area for data based on location of where majority of DBE firms are located that currently work on ACAA projects – Allegheny County



Calculating the Base Figure

Based on projected opportunities and past/current DBE participation, ACAA estimates the percentage of DBEs compared to all firms that can participate in its FAA-funded contracts.



Relevant NAICS Codes

ACAA Allegheny County Airport Authority

NAICS Codes for Pittsburgh International Airport (PIT)

NAICS Code	Description
541330	Engineering Services
236220	Commercial and Institutional Building Construction
237310	Highway, Street, and Bridge Construction
238110	Poured Concrete Foundation and Structure Contractors
238210	Electrical Contractors and Other Wiring Installation Contractors
561730	Landscaping
238910	Site Preparation Contractors

Base Figure PIT

For each NAICS codes, determine the relative weight of that type of work, determine the number of 'DBE' and 'All' firms and determine the weighted relative availability.

Project Type	Number of Available DBEs	Number of All Firms	Relative Availability	Weight of Total Work	Total Weighted Availability
Engineering/Design/Construction Management Services	15	362	4.14%	20%	0.828%
Construction/Construction Related Services	38	1,102	3.45%	80%	2.800%
Step 1 Base Figure					3.6%

After the Weighted Availability for each NAICS code is determined, add all figures in the Weighted Availability column to derive the base goal.

For PIT, this equals 3.6%

Step 2 – Adjusting the Base Figure

Once a base figure has been calculated, relevant evidence in the market area is examined to determine what adjustment, if any, is needed to the base figure
In order to arrive at the overall goal. Considerations include:

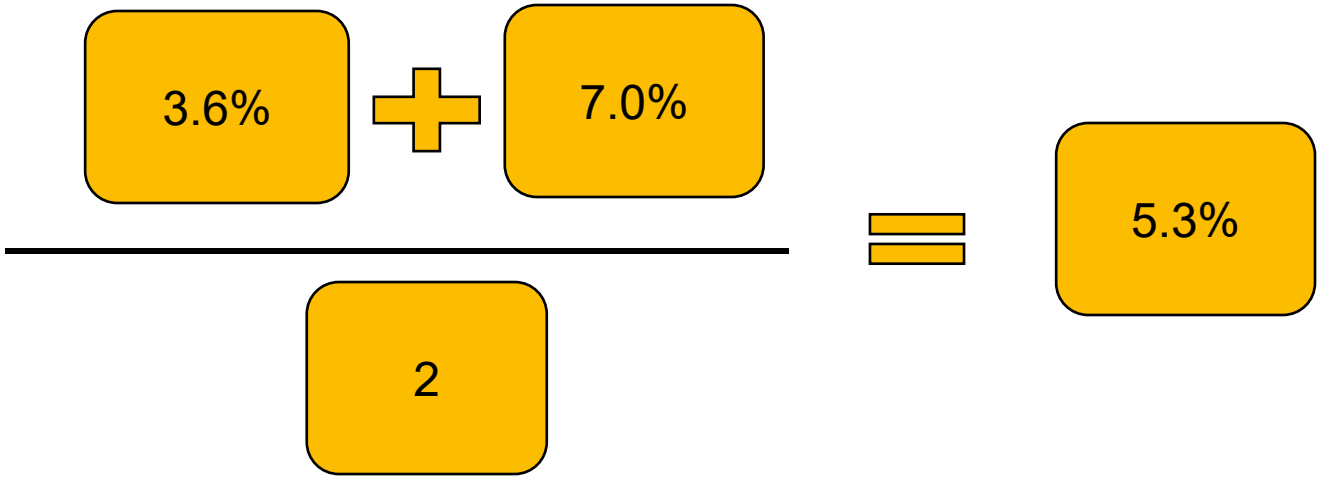
- The current capacity of DBEs to perform work in your DOT-assisted contracting program, as measured by the volume of work DBEs have recently performed
- Evidence from disparity studies
- Any available evidence from related fields that affect the opportunities for DBEs to form, grow and compete, such as:
  - Statistical disparities in the ability of DBEs to get the financing, bonding and insurance required to participate
  - Data on employment, self-employment, education, training and union apprenticeship programs, to the extent that it is relevant

Adjusting For Recent Capacity of DBEs

- Because ACAA's recently reported DBE capacity (based on past award data) includes firms that no longer qualify as DBEs, the following steps were taken for the last report year:
  - Removing from past attainment any DBE that
    - Did not submit re-evaluation documents
    - Were denied upon review of re-evaluation document
    - Submitted re-evaluation documents but the determination of continued status has not yet been made by a certifier
- The capacity that remains using those deduction is:
  - 9.7% for AGC
  - 7.0% for PIT

Adjusting The Base Figure For PIT

Calculate the Overall Goal by *averaging* the results of Step 1 (3.6%) with Step 2 (7.0%)



Projecting DBE-Neutral/DBE-Conscious Split

- Once the overall goal is established, ACAA must project what part of the goal it anticipates achieving DBE-neutrally (i.e., no DBE goals set on agreements/contracts) and what portion it anticipates achieving DBE-consciously (i.e., setting a goal).
- Because the landscape of DBEs has significantly changed, past participation does not yield supportable results, therefore ACAA is estimating that 20% of its goal can be accomplished through DBE-neutral means. This is slightly less than 30% of its goal being projected as DBE-neutral in its last goal-setting:
    - For PIT – 4.3% DBE-consciously and 1.0% DBE-neutrally for its FFY 2027-2028 goal

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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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Allegheny County Airport Authority

pennsylvania
DEPARTMENT OF TRANSPORTATION

RIVERSIDE CENTER FOR INNOVATION
DIVERSITY BUSINESS RESOURCE CENTER | KIVA PITTSBURGH | COLAB 18

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