2005-2006 Annual Report
Small & Emerging Business Department
Disadvantaged/Minority/Women-Owned Business Enterprise Program
Mission Statement

Dallas/Fort Worth International Airport shall be the Airport of choice by creating a positive, competitive and safe environment, thereby expanding the economic benefits for Dallas, Fort Worth and the Region.

The Small & Emerging Business Department creates and sustains a business environment that enables minority and women-owned business enterprises to compete equitably for business opportunities and achieve economic success, contributing to DFW’s overall mission of being the Airport of choice.
LETTER FROM THE CEO
An Era of Accomplishments

The past two years here at DFW have been full of milestones, grand openings and new beginnings. It has also been an extraordinary two years for our minority and women-owned business enterprises (M/WBE). In 2005, more than 220 M/WBE firms participated in the construction of International Terminal D, Skylink and the Grand Hyatt and earned more than $603 million in revenue. In 2006, eight M/WBE equity firms also placed bids for participation with Oklahoma City-based Chesapeake Energy Corporation for the Airport’s first-ever natural gas drilling. The deal set new industry standards for minority contractor and investor participation while opening a new revenue stream for DFW that will bolster the Airport’s growth for decades.

As we reflect upon these historic years, 2005 began with the opening of Skylink, the world’s largest airport train, with more than 60 cars traveling at speeds of up to 35 miles per hour. The accomplishments for 2005 continued with grand openings of our new International Terminal D. I am particularly proud of the hundreds of local minority businesses, small contractors and women-owned businesses that joined together to build this incredible building and open it to millions of passengers. More than $700 million in contracts went to these businesses, creating new jobs and new opportunities for thousands of our citizens. In 2005, DFW also opened its Grand Hyatt Hotel, located directly in the middle of International Terminal D and primed to serve a global business and tourist clientele.

The milestones accomplished in 2005 were a tremendous success by a variety of measures, and our M/WBE program is truly one of the highlights that is setting a national standard for excellence. The hundreds of millions of dollars earned by minority and women-owned businesses in North Texas have built world-class international air facilities that will serve our region for decades to come. This expansion truly represents the diversity of our region.

In October 2006, the Airport celebrated the completion of a record-setting $185 million lease agreement with Chesapeake Energy Corporation. The level of participation from our minority investors and contractors is unprecedented in the oil and gas industry, with M/WBE equity and subcontractor participation of more than 20 percent each. Local business involvement will create jobs and new and expanded opportunities, and we are excited about working with our minority partners on this extraordinary project.

The North Texas economy and millions of Texas residents and international travelers will be the beneficiaries of M/WBE firms’ incredible commitment and dedication to outstanding work. There are hundreds of success stories here in DFW among minority and women-owned businesses; it was definitely an era of accomplishments. I wish to thank everyone who contributed to our success in 2005 and 2006 and look forward to another stellar year in 2007.

Jeffrey P. Fegan
Chief Executive Officer
LETTER FROM THE VICE PRESIDENT
Partnerships & New Challenges

The last two years have proven to be milestone years for DFW International Airport and the minority and women-owned business enterprises (M/WBE) that have participated in DFW’s contracting opportunities were critical to that success. It was the culmination of many successful partnerships with the openings of Skylink, International Terminal D and the award of the Natural Gas lease.

M/WBE firms played a significant role earning more than $603 million of the $2.7 billion Capital Development Program and accounting for more than 30 percent of the overall contracting dollars spent. DFW’s investment in M/WBE businesses generated more than $84 million in wages and salaries and was responsible for generating 5,000 jobs with M/WBE-owned businesses. In short, DFW’s M/WBE program had a tremendous impact upon the development of a strong pool of M/WBE businesses and the creation of new relationships that will endure for years to come.

As we celebrate DFW’s accomplishments, DFW is committed to continue to encourage the involvement of M/WBE firms in traditional expenditure categories. The focus now expands to a new challenge, to push for participation to non-traditional commercial opportunities - the planned commercial development of the Airport’s prime real estate. Our success in achieving equity and subcontracting participation on the Chesapeake natural gas project, a non-traditional opportunity, is proof that through developing new partnerships M/WBE opportunities will continue in the post capital development period.

I extend my sincere gratitude to all the individuals who worked to make 2005 and 2006 such gratifying years – which could not have been achieved without the tremendous support of our executive management team and Board members. I also want to thank our partners, the minority associations and chambers of commerce across North Texas for your counsel and support. Your assistance has been vital during our efforts to ensure opportunity and to educate the public on the Wright Amendment – both locally and in Washington, D.C.

I believe the future of DFW is secure and enhanced with strong partnerships that will aid our further success.

Don T. O’Bannon
Vice President
Small & Emerging Business Department
M/WBE Expenditures by Category

Expenditures for All Three Categories: Construction, Professional Services and Goods & Services

FY05
TOTAL DOLLARS PAID: $451.2M

FY06
TOTAL DOLLARS PAID: $483.2M

Oct. 1, 2005 to September 30, 2006 (Note: The reported numbers reflect Pay Period Activity Reports submitted to the SEBD from primes through the time of report compilation.)

2005: Capital Development Program (Achieved 44.8%) FY05

TOTAL AMOUNT SPENT: $227.1M
M/WBE: $101.8M (44.8%)
NON-M/WBE: $125.3M (55.2%)

Oct. 1, 2004 to September 30, 2005 (Note: Other minorities category accounted for an additional $4.7 million (2.1%), which yields the total of $101.8 million and 44.8%).
M/WBE Expenditures by Category

CONSTRUCTION

FY 05
Goal 30%, Achieved 41.7%
TOTAL AMOUNT SPENT: $274.2M
M/WBE: $114.4M (41.7%)
NON-M/WBE: $159.8M (58.3%)

FY 06
Goal 30%, Achieved 43.9%
TOTAL AMOUNT SPENT: $221.2M
M/WBE: $97.1M (43.9%)
NON-M/WBE: $124.1M (56.1%)

Oct. 1, 2004 to September 30, 2005 (Note: Other minorities category accounted for an additional $5.4 million (2%), which yields the total of $114.4 million and 41.7%).

Oct. 1, 2005 to September 30, 2006 (Note: Other minorities category accounted for an additional $8.0 million (3.6%), which yields the total of $97.1 million and 43.9%).
M/WBE Expenditures by Category

**PROFESSIONAL SERVICES**

**FY05**
- Goal 27%, Achieved 41.3%
- TOTAL AMOUNT SPENT: $81.2M
  - M/WBE: $33.5M (41.3%)
  - NON-M/WBE: $47.7M (58.7%)

**FY06**
- Goal 27%, Achieved 38.4%
- TOTAL AMOUNT SPENT: $165.4M
  - M/WBE: $63.5M (38.4%)
  - NON-M/WBE: $101.9M (61.6%)

Oct. 1, 2004 to September 30, 2005 (Note: The M/WBE percentages and expenditures were adjusted to account for other minorities in the amount of $0.7 million and -0.9%).

**GOODS & SERVICES**

**FY05**
- Goal 25%, Achieved 18.9%
- TOTAL AMOUNT SPENT: $95.9M
  - M/WBE: $18.1M (18.9%)
  - NON-M/WBE: $77.8M (81.1%)

**FY06**
- Goal 25%, Achieved 31.8%
- TOTAL AMOUNT SPENT: $96.6M
  - M/WBE: $30.7M (31.8%)
  - NON-M/WBE: $65.8M (68.1%)

Oct. 1, 2005 to September 30, 2006 (Note: Other minorities category accounted for an additional $0.4 million (0.2%), which yields the total of $63.5 million and 38.4%).
FY 05

Total Earned: $204M

- M/WBE: $122.0M (59.7%)
- Non-M/WBE: $108.8M (40.3%)

Goal Varies %,
Achieved 59.7%

Oct. 1, 2004 to September 30, 2005
(Note: The reported numbers reflect revenues reported by concessionaires to the Concessions Department.)

FY 06

Total Earned: $232.4M

- M/WBE: $135.6M (58.3%)
- Non-M/WBE: $98.8M (41.7%)

Goal Varies %,
Achieved 58.3%

Oct. 1, 2005 to September 30, 2006
(Note: The reported numbers reflect revenues reported by concessionaires to the Concessions Department.)
Airports Celebrate Annual Diversity Awards Recognizing North Texas Businesses

“Our Airport takes pride in nurturing and assisting M/WBE businesses in our community that in turn provide more jobs and opportunities for our community,” said Suzanne Cruz-Sewell, SEBD assistant vice president. “Every business earns a diversity award in contributing to the overall North Texas economy.”

In 2005 and 2006, DFW International Airport honored North Texas businesses and leaders for their commitment to M/WBE efforts during the Excellence in Diversity Awards.

Endorsed by DFW International Airport and the mayors of both the city of Dallas and the city of Fort Worth, the annual awards program celebrates the tremendous efforts and talents of the many outstanding disadvantaged, minority and women-owned businesses, as well as majority-owned businesses.

The event is hosted by the Airport’s Small and Emerging Business Department, which recruits and cultivates hundreds of M/WBE contractors over the course of various projects.

“We gather together annually to recognize the tremendous efforts and talents of the many outstanding businesses that make our M/WBE program second to none,” said Jeff Fegan, CEO of DFW. “Every one of our vendors brings innovation and excellent customer service to DFW, and helps make our Airport truly unique among airports.”

The highlight of the yearly event comes when the CEO Award is presented, which, in 2006, went to The Paradies Shops, Inc. for its outstanding commitment to the D/M/WBE program and for inclusiveness and diversity.

Gregg Paradies, president and CEO of The Paradies Shops, Inc., said he is proud of his company’s mission to embrace diversity at all its airport locations, including DFW International Airport.

“By marrying our company culture of trust, respect, innovation and integrity with a dedicated effort to diversity, we are able to offer the traveling public and the airports we serve with the best of the best in customer service, merchandise assortment, and community outreach,” Paradies said.

Award winners are recognized in the areas of customer service, business development, mentoring, D/M/WBE program support, diversity, outreach and supplementary support.

“The success of the M/WBE program cannot be accurately measured by looking solely at statistics and numbers,” said Don O’Bannon, vice president of small & emerging business at DFW. “The Airport recognizes that the most significant element of our M/WBE program is the impact the program has had upon the development of a strong pool of minority and women-owned businesses. This annual event not only highlights the millions of dollars spent with M/WBE firms, but is a tribute to the contractors and consultants that truly embrace diversity and inclusiveness and the individual minority and women-owned firms that take advantage of the opportunity and excel.”
Excellence in Diversity 2005 Award Winners:
• Excellence in Construction (Prime) – Hensel-Phelps Construction Co.
• Excellence in Construction (Large Subcontractor) – ATS Drilling LP
• Excellence in Construction (Small Subcontractor) – Economy Signs & Banners Inc.
• M/WBE Advocate in Construction – Simeon Terry and Eugene Walker
• Leadership in Construction (Mentor) – Azteca Enterprises Inc.
• Excellence in Professional Services (Prime) – Kellogg Brown & Root Inc.
• Excellence in Professional Services (Large Sub-consultant) – Morning Associates Inc.
• Excellence in Professional Services (Small Sub-consultant) – Moye I.T. Consulting Inc.
• M/WBE Advocate in Professional Services – Rick Lee
• Leadership in Professional Services (Mentor) – Lea + Elliott and Paragon Project Resources Inc.
• Excellence in Goods & Services (Prime) – Terra Mar Inc.
• Excellence in Goods & Services (Subcontractor) – Phenixx Marketing LLC
• Minerva Hernandez-Hinkle “MVP” Award (Airport Board M/WBE Advocate) – Cathleen Baulisch
• CEO Award – Azteca Enterprises Inc.

Excellence in Diversity 2006 Award Winners:
• Excellence in Customer Service (Retail) – Mercado Gifts – TPS, Inc.
• Excellence in Customer Service (Food & Beverage) – The Grove Inc.
• Image Award (Passenger Services) – Clear Channel Outdoor Inc.
• Excellence in Business Development (Individual) – Gilbert Aranza (Star Concessions)
• Excellence in Business Development (Partnership) – F. Howell Ltd.
• Leadership in Food & Beverage/Retail – The Paradies Shops, Inc.
• Leadership in Passenger Services – American Airlines Federal Credit Union
• Rising Star Award – Two Podners, Inc.
• Excellence in Supplier Diversity – Pepsi Bottling Group of North Texas
• Community Outreach Award – The Jethro Pugh Shops, Inc.
• Exemplary D/M/WBE in a Supporting Role – Allante Enterprises
• Minerva Hernandez-Hinkle D/M/WBE Advocate Award (Airport Board M/WBE Advocate) – Dana Cassidy
• Pioneer Recognition Certificates
  • Norma Roby, TGI Fridays
  • Dianne Waters, Concessions Unique
  • Dwight Hunter, DFW Airport Barber Shop
  • Vita Girdler, Texas Hairline
  • Vickie Dowell, Jet Cuts and Plane Shine
• CEO Award – The Paradies
On October 5, 2006, DFW International Airport celebrated the completion of its Oil and Gas Lease with Chesapeake Energy Corporation, marking the beginning of a decades-long business partnership. DFW received $186 million in an initial bonus, equivalent to more than 30 percent of the Airport’s current annual budget. The Airport will also receive an annual royalty of 25 percent of the value of the natural gas produced on the Airport’s 18,000 acres.

The deal set a new industry standard for minority contractor and investor participation while opening a new revenue stream for DFW that will bolster the Airport’s growth for decades.

“This was a monumental deal for DFW that brings non-aviation revenue to new highs for the next couple of decades,” said Jeff Fegan, CEO of DFW International Airport. “Our passengers, our owner cities and the North Texas economy are all benefactors of DFW’s great fortune. Local business involvement is creating jobs and new and expanded opportunities.”

The signing of the DFW exploration and drilling lease created a partnership between the Dallas/Fort Worth International Airport, a leader in commercial aviation, and Chesapeake Energy Corporation, a leader in the exploration and production of clean-burning natural gas.

“I think it is appropriate to commend the DFW Airport Board of Directors and the Fort Worth and Dallas City Councils for recognizing the potential long-term economic benefits for stakeholders across the region from natural gas production at the DFW Airport,” said Aubrey K. McClendon, Chairman and CEO of Chesapeake Energy. “We are excited about working with our minority partners to develop this acreage in a safe, secure and environmentally responsible way.”

The board-approved lease featured minority investor and contracting participation that is unprecedented in the oil and gas industry. Minority and Women-Owned Business Enterprise (M/WBE) equity participation is greater than 20 percent; M/WBE subcontractor participation is greater than 20 percent. Subcontractors are also providing equipment, construction, engineering and consulting services and natural gas marketing.

The Barnett Shale is an important source of natural gas for not only Texas but the entire nation as well. It is estimated to have about 26 trillion cubic feet of natural gas. Of that, only 1.6 trillion cubic feet has been tapped since 1993. One in six oil and gas rigs in the state is drilling in the Barnett Shale. About two percent of the nation’s natural gas – 368 billion cubic feet a year – comes from the Barnett Shale.
SEBD Celebrates Two Years of Partnership with QUOIN for Small Contractor Development Program

Continuing to build on its reputation as a strong mentor to small and emerging businesses, DFW International Airport hosted a Small Contractor Development program in partnership with QUOIN, a chapter of the Associated General Contractors of America, in January 2005 and again in February 2006.

The program was designed to assist small contractors in understanding the basic elements of running a commercial construction business. The 10-week course focused on both technical and administrative skills, as well as how to run a construction business to understanding (legal) contracts. The program has consistently produced first prime or subcontract opportunities with DFW International Airport to at least one graduate since its initial year in 1992.

Companies such as Dallas-based Azteca-Omega and Phillips/May have seen their businesses grow after working at DFW Airport.

"Azteca has enjoyed a close working relationship with DFW Airport and its people since beginning work there in 1986," said Luis Spinola, president of Azteca. "Azteca, years ago, was able to participate in the Small Contractors Training Program which not only educated Azteca in doing business at the airport but it also helped the company in developing procedures such as safety guidelines, quality control and performance. We consider DFW Airport as our mentor and look forward to a growing relationship in the future."

Phillips/May has worked on a variety of projects and is currently working on the signage program for DFW.

"Working at DFW has made us a better company," said Chris Escobedo, Phillips/May contract manager. "Because of the high-profile project we're working on at DFW, we've been able to attract high-quality staff because people want to be a part of it. The quality of our staff has increased and our knowledge of working on projects like this has grown. Working on a project like this has improved our management abilities with the daily reporting, project meetings and contractual obligations and requirements, everything that goes along with working on a highly regimented project. It is part of our vernacular now."

In 2006, the program was sponsored by DFW International Airport, the city of Dallas, Dallas Area Rapid Transit, Dallas County Community College District, Dallas Independent School District and QUOIN.

"We're proud to work with QUOIN to assist small and minority companies become better businesses and win contracts at DFW. There are literally hundreds of success stories about companies that have used their experience here as a springboard for the future," said Reginald Cleveland, M/WBE liaison. "This program provides valuable insight on creating successful business relationships with DFW and other organizations in North Texas. It is an important investment in the business community, not only for our Airport, but for the other agencies who have partnered with DFW and QUOIN."
A broad coalition of minority chambers of commerce and business leaders from across the region came together June 22, 2005, at a museum celebrating the history of flight, hoping to have a positive impact on the future of North Texas travel.

Six minority chambers of commerce and community organizations, including the American Indian Chamber of Commerce of Texas, Dallas Black Chamber of Commerce, Fort Worth Hispanic Chamber of Commerce, Forth Worth Metropolitan Black Chamber of Commerce, Greater Dallas Asian American Chamber of Commerce and Greater Dallas Hispanic Chamber of Commerce, came together at the Frontiers of Flight Museum in a united show of community support for the Airport and its impact on the North Texas economy. They were joined by contractors, concessionaires and vendors who work in and around DFW International Airport and have played a key role in the building of International Terminal D and Skylink.

The Frontiers of Flight Museum is the same location where Southwest Airlines’ CEO Gary Kelly announced his airline would seek a repeal of the Wright Amendment in the fall of 2004. Six months later, the chamber and business leaders urged Southwest to unite North Texas communities and begin some airline passenger service at DFW.

The chambers expressed their belief that Southwest needs to take the next proactive step in supporting free markets, competition, and good business by being part of a successful operation at DFW International Airport. The chambers also issued resolutions in support of DFW.

“We have come here with these chambers and community groups to show our support for DFW because the airport is a huge economic generator, a good business partner and a good neighbor,” said Gene Bloomfield, Chairman of the American Indian Chamber of Commerce in Texas. “Southwest Airlines was part of the comprehensive, thoughtful and fair compromise that was established years
We cannot thank our minority chambers enough for lending their voices to this important community discussion that resulted in a resolution of this very divisive issue,” said Linda Valdez Thompson, executive vice president of administration and diversity for DFW. “These chambers understood the facts and the stakes. They made a difference in enlightening the public and settling the issue once and for all.”

According to Monte Elliot, chairman of the Fort Worth Metropolitan Black Chamber of Commerce, any change to the current use of the area airports could undermine the financial stability of the DFW International Airport.

“This will cause an economic meltdown of Fort Worth in particular, and the North Texas economy in general,” Elliott said.

The Greater Dallas Asian American Chamber of Commerce expressed similar views.

“Southwest Airlines could choose to take advantage of the vacated Delta Air Lines’ gates at DFW Airport and immediately provide low-cost options to North Texas travelers, thereby avoiding an unnecessary, divisive and costly regional conflict,” said Chairman Amir Rupani.

Southwest has stated that it could profitably provide national air service to North Texas travelers from DFW International Airport while retaining its short-haul service at Love Field. After Delta Air Lines dramatically scaled back operations in 2004, DFW made an aggressive financial offer of $22 million in free rent and other financial consideration to persuade Southwest to begin flights from the airport that was designed for national air service.

“There are empty gates right now for Southwest Airlines to begin service immediately and without bitterly dividing communities, businesses and families across North Texas,” said Wesley Ratcliff, Chairman of the Dallas Black Chamber of Commerce. “Additional lost revenue or reduction in flights to DFW would minimize the scope of work on existing projects and reduce the need for additional contractors on projects and adversely impact the membership of the Dallas Black Chamber of Commerce doing business directly or indirectly with the DFW International Airport.”

DFW is the economic engine for North Texas and a prominent factor in helping lure major corporations to North Texas while providing economic opportunity for thousands of minority chamber members and businesses across the region. In the past seven years, minority and women-owned businesses have earned more than $1 billion in revenue for services conducted at the Airport, and DFW is a national model for working with minority and women-owned businesses.

In 2006, Southwest Airlines, American Airlines, DFW International Airport and the cities of Dallas and Fort Worth reached a compromise that settled the Wright Amendment debate and brought certainty to the skies over North Texas.
A significant milestone in DFW's 30-year history was the completion of its $2.7 billion Capital Development Program (CDP) in summer 2005. The expansion program included the 2-million-square-foot International Terminal D and Grand Hyatt Hotel; the world's largest airport train, Skylink; state-of-the-art security enhancements; as well as airfield, roadway and support projects – including the expansion of three runways and upgrades to the Central Utility Plant.

With the help of the Small and Emerging Business department, DFW awarded 32 percent of the CDP construction projects, as well as 28 percent of the CDP design projects, to M/WBE organizations. And, more than 50 percent of the consulting projects for the CDP were awarded to M/WBE firms.

“We want our Airport to represent our community and to be as diverse as our international passengers,” said Jeff Fegan, CEO of DFW. “We are proud to represent North Texas to the world and showcase our great local businesses and entrepreneurs.”

With the completion of the CDP – the world's largest, post 9/11 airport expansion – DFW International Airport is well-positioned to handle future demands.

“Terminal D will empower DFW to become the premiere international gateway for the U.S. and continue to grow the economic engine of North Texas for the benefit of all,” said Max Wells, former Chairman of the DFW International Airport Board at the time of the 2005 announcement. “International Terminal D will offer a global and Texas flair that will make a first, lasting and positive impression of our region for millions of international visitors.”

“DFW prides itself on working with small and emerging businesses and our Capital Development Program is a perfect example,” said Felix Galan, SEBD M/WBE Liaison. “Many small and minority companies have had the opportunity to work on this project, which will position them for many future successes.”
Terminal D Concessionaires Program

When the new International Terminal D opened in 2005, DFW International Airport unveiled an unprecedented package of concessionaires to operate 49 restaurants, retail and service shops.

The new terminal offers international passengers an unparalleled list of options for shopping and dining, including franchises for casual dining cafés, an Irish pub, two Texas barbecue restaurants, a sports bar, and other specialty, coffee and dining outlets.

DFW Airport’s Board approved a very diverse set of 30 firms that completed an eight-month selection process before winning a bid. The Airport far exceeded its stated goal of minority participation, with 93% of the approved vendors for Terminal D having greater than 35% participation of minority- or women-owned enterprises.

The Airport also achieved a high degree of participation from North Texas businesses, with 77% of the winning bids coming from locally-owned vendors. The approved lineup of concessionaires includes 15 firms already doing business at DFW, eight others which are new joint ventures with existing concessionaires, and seven firms that are new to DFW Airport.

“DFW’s strategic business commitment to bring local and minority- and women-owned businesses to our Airport to service and assist our passengers hits an even higher standard with this announcement,” said Jeff Fegan, CEO of DFW. “Our new International Terminal D will not only be the most technologically advanced and customer friendly terminal on the planet, it will also be a paradise for shoppers and diners.”

2005 CONCESSIONAIRE WINNERS

| Travelex Currency Services, Inc. | TGIF/DFW Rest. Joint Venture |
| Creative Host Services, Inc. | T.G.I. Friday's |
| Tigrin Irish Pub | Aranza Star I, Ltd. |
| La Duni Latin Café | Cantina Laredo |
| DFW Pop Restaurants, LLC. | Cool River |
| Popeye’s | DFW Joint Venture - Champps |
| Bennigan’s | McDonald’s Corporation |
| FGR Food Corporation | D & B Mitchell Group, LLC. |
| Au Bon Pain | Blue Bamboo Xpress |
| RQ Concessions, Ltd. | Cousin’s Inc. |
| Jazzman’s Café | Cousin’s Barbeque |
| DFW Scoops - Ben & Jerry’s | D & B Mitchell Group, LLC. |
| Texas Pretzel - Auntie Anne’s | Blue Mesa Café |
| S Properties, Inc. | Buckaroo Joint Venture |
| Camille’s Sidewalk Café | Buckaroo Duty Free |
| Aero Foods, Inc. | Two Podners-TPS, LLC. |
| Railhead | DFW TravelMart |
| Smokehouse BBQ | Puente Concessions, Inc. |
| Fuddruckers | Wall Street News |
| Einstein Bros. | Southwest Concessions, Inc. |
| 360° Burrito | DFW Joint Venture |

"International Terminal D has achieved a very high degree of minority and woman owned participation, which fits within the Airport’s Strategic Plan and overall commitment to diversity.” said Gregory McKinney, SEBD senior program liaison.
DFW International Airport’s nationally recognized Minority and Women-owned Business Enterprise (M/WBE) program generated more than $431 million in retail business over the past three years, which accounts for over half of the Airport’s total revenues for concessions in that time period. The results were part of a study of the economic and fiscal impact of DFW’s concessionaires presented by the Center for Economic Development and Research from the University of North Texas, and announced during the 12th Annual Airports Economic Forum held at DFW’s Grand Hyatt Hotel December 4-6, 2005.

“The Airport’s level of M/WBE participation offers further proof that DFW has one of the most successful small business programs in the country,” said Dr. Bernard L. Weinstein, co-author of the study. “By ensuring that vendor and concessionaire opportunities are available to businesses that reflect the cultural and ethnic diversity of North Texas, DFW strengthens the region’s capacity to grow and maintain its competitiveness in a global marketplace. A critical component of DFW International Airport becoming what many consider to be the ‘economic engine’ of North Texas is a commitment to support small businesses.”

Over the course of the three-year study period, retail sales at DFW generated a total of $763 million in regional economic activity – boosting salaries, wages and benefits by more than $283 million. DFW retailers produced $85.6 million in revenue for state and local taxing entities and supported more than 3,800 North Texas jobs.

The study shows DFW’s concessions business has strengthened despite the many challenges and disruptions Airport concessionaires faced during the last year, including Delta Air Lines’ reduction of service. Remarkably, overall revenue sales increased $2 million compared to a similar period in 2003 to 2004. However, the focal point of study highlighted concessions revenue earned
by minority- and women-owned business enterprises. M/WBE businesses generated more than half of the total Airport retail revenue – bringing in more than $287 million and supporting more than 2,200 Metroplex jobs. During the study period, M/WBE concessionaires generated $431 million in regional economic activity, adding $157 million to regional labor income.

DFW’s proven track record of developing and assisting M/WBE firms was highlighted by U.S. Rep. Eddie Bernice Johnson (D-Dallas) in her keynote address at the Airports Economic Forum, themed “Airports: Developing Today’s Businesses and Tomorrow’s Future.”

“As a senior member of the House Aviation Subcommittee, I have long advocated that the inclusion of minority and women-owned businesses in airport contracting not only makes good business sense, but also serves as a catalyst in ensuring our nation’s airports are reflective of the communities they service,” said Rep. Johnson. “I am delighted to take part in the 12th Annual Airports Economic Forum sponsored by the Airport Minority Advisory Council (AMAC). For nearly two decades the Airport Minority Advisory Council has been at the forefront of national policy initiatives that impact M/WBEs in airport contracting.”

This year’s Forum brought together Airport executives, large and small business owners and legal and financial experts from across the nation to discuss, share and explore the latest initiatives in economic planning, airport safety/management, legislation and recent regulatory changes.

“AMAC is one of the leading advocacy organizations on issues of concern to minority and women entrepreneurs, and this conference provides a forum for the organization to update the membership on national, legislative and administrative regulations impacting M/WBE business owners,” said Don O’Bannon, vice president of small and emerging business for DFW International Airport. “Our airports across the country play a key role as economic engines for our regions, and AMAC will continue to play a significant role in advocacy and support of M/WBE businesses so that our airports truly reflect the values, diversity and culture of our communities.”

“This economic impact study demonstrates the importance and the value that minority and women-owned businesses bring to DFW Airport and our local economy. DFW Airport’s commitment to business inclusion and diversity is truly a catalyst for economic development in North Texas for all segments of our community” said William Johnson, Manager, M/WBE program.
“SEBD is all about economic inclusion,” explained Pam Ervin-Davis, SEBD M/WBE Liaison. “Economic inclusion means engaging all people in the economic progress of their community. It’s not only the right thing to do, it’s the smart thing to do.”

DFW leaders attended an informative session on the importance of working with minority and women-owned business enterprises.

DFW leaders last week were given the opportunity to view the efforts of the Small and Emerging Business Department (SEBD) in a different way. While it is the policy of DFW Airport to support the growth and development of minority and women-owned business enterprises (M/WBE), DFW leaders were reminded that it makes good business sense, too.

Supplier Diversity plays an important role in DFW’s Airport Strategic Plan and supports many aspects of DFW’s business imperatives. DFW has realized that economic inclusion is now a fixed factor in the business equation. DFW operates in an increasingly competitive, customer-sensitive environment and can benefit from the diversity of thought that M/WBEs bring.

“Our goal in conducting these refresher courses is to obtain engagement into the M/WBE Program from every department in the Airport. We have the opportunity to have a world-class program by incorporating the process into our day-to-day operations, whether we are making a small purchase or awarding a large contract,” said Suzanne Cruz-Sewell, SEBD assistant vice president.

For assistance in obtaining M/WBE services, contact an SEBD liaison. Although each liaison has a specific area of responsibility, any liaison can assist.
Outreach Highlights

2005 & 2006 Quarterly Informational Meetings For Area Chambers, Advocacy Organizations

The Small and Emerging Business Department conducted quarterly meetings throughout 2005 and 2006 for directors and presidents of area minority chambers and advocacy organizations as a way to inform external stakeholders about current happenings at DFW. Upcoming business opportunities and events at DFW were also discussed so area chambers and organizations could inform the thousands of members they represent throughout the metroplex.

The following organizations were represented throughout the 2005 and 2006 quarterly meetings:

- American Indian Chamber of Texas
- Asian American Contractors DFW
- Dallas Black Chamber
- Dallas/Fort Worth Minority Business Council
- Fort Worth Hispanic Chamber
- Greater Dallas Indo American Chamber
- Greater Dallas Hispanic Chamber
- Hispanic Contractors DFW
- Womens Business Council – Southwest
Med Week 2006 – “Mastering The Supply Chain”
Continuing to build on its reputation as a strong mentor to small and emerging businesses, DFW International Airport was a title sponsor of the Dallas Regional Minority Enterprise Development (MED) Week on August 25.

Hosted by Dallas Regional Minority Business Development Agency, the U.S. Small Business Administration and MBN Texas, the 11-state and business showcase honored minority business accomplishments with a million-dollar roundtable breakfast, multicultural chambers award luncheon and MBDA regional awards. Attendees also participated in a youth symposium, procurement roundtables, various workshops and a networking reception, all held at Hyatt Regency Hotel in downtown Dallas.

Dallas Alliance for Business Development Super Fair
DFW International Airport partnered with the city of Dallas, Dallas County Community College, DART, Dallas Housing Authority, DISD, Parkland Hospital, University of North Texas and Dallas County to provide more than 1,000 local business attendees access to more than 200 exhibits featuring procurement and contracting opportunities, agency information, networking and targeted workshops.

“The Airport recognizes that the most significant element of our M/WBE program is the impact the program has had upon the development of a strong pool of minority and women-owned businesses.

“The success of the M/WBE program cannot be accurately measured by looking solely at statistics and numbers,” said Tina Johnson, SEBD compliance analyst.
Azteca Enterprises is one of the largest, most successful, Hispanic-owned construction companies in the United States. Founded in 1989 by Luis Spinola, Azteca has earned a reputation in the industry of delivering quality products in a timely and cost-conscious manner. Today, Azteca provides the following services: Construction Management, General Contracting, Structural, Miscellaneous and Ornamental Steel, Site work, Utilities, Concrete, Paving, Concrete Railroad Ties and Design, Finance, Construct and Maintain Student Housing.

Headquartered in Dallas, Azteca has partnered with DFW International Airport to complete more than 40 projects including Skylink, Terminal D Garage, Glycol Piping, International Commerce Park Development and Modifications of Parking Aprons – to name a few.

“Over the years, we have established a strong relationship with the Airport and have successfully provided them over 40 projects. We will continue to grow this relationship and will pursue more projects where we can best provide our services,” Mark Reindhart, Vice President of Operations, said.

Through hard work and an exceptional sense of business, Azteca has transformed from a small, rebar-tying business to the multi-faceted business it is today. Construction by nature faces obstacles on a daily basis, but how Azteca handles these issues earned it the prestigious “CEO Award” at the 2005 Excellence in Diversity awards ceremony.

“We will continue to seek opportunities to expand our construction services. It is this ability to provide turn-key services along with how we treat the client that allows us to be successful,” Reindhart said.

Azteca’s advice to other Small & Emerging Businesses: establish relationships with decision-makers.

“This business is all about relationships and this is true at the Airport as well,” Reindhart said. “Differentiate yourself from competition, find a mentor and get involved in organizations that broaden client base. Execute contracts to the best of your company’s capabilities and make an everlasting impression. Get involved in the community and get involved where your client is involved. Make a difference in all you do.”
Morning Associates has had a continuous presence at DFW Airport, providing critical roles in engineering, technical and clerical staff assistance in the management and design of the Airport’s $2.5 billion Capital Development Program in 2005.

As a small, minority-owned engineering and project management firm, Morning Associates was created to fulfill a client need for comprehensive quality design and project management for one-stop engineering services. The company was founded by owners Anthony Morrow and Choyce Morrow – who together, have more than 50 years of engineering and management experience. Centrally located in Southlake, Texas, the company has seen much success since its establishment as a corporation in 1991.

Morning Associates received recognition from DFW as a 2005 Excellence in Diversity award recipient for Professional Services – Large Subconsultant.

“We believe this award reflects the hard work and talent of the staff that we have been blessed with,” Anthony said. “We have enjoyed a wonderful relationship with DFW Airport since our inception and are very proud of our contributions to making the Capital Development Program a success.”

Morrow added, “As DFW moves forward in growing with the Metroplex, we want to continue to play a role in the Airport’s success and contributing our part to maintaining DFW Airport as a world-class facility.”
Moye Consulting, founded in 2002 by Jan Moye, is a consulting services company dedicated to providing quality support to clients. Services include Communications Infrastructure/Security Design, Program Management, Network Design and Setup/Support services to architecture and engineering clients – governmental and commercial.

Located in Flower Mound, Texas, Moye employs eight individuals dedicated to their company’s core values of quality, integrity and customer service.

“We strive to do our part in making DFW’s network environments efficient and productive and the passengers’ travel experience safe and convenient,” Moye said.

Moye Consulting’s relationship with DFW began with the Airport’s Capital Development Program and has continued to grow. Moye now provides services to both the Airport Development and Energy and Asset Management Departments. In 2005, Moye was selected as an Excellence in Diversity award recipient by DFW for Professional Services, Small Subconsultant.

The Moye team has worked on a number of projects at DFW including Skylink, Terminal D Transition, TSA Security Checkpoint Renovations, Inline Baggage Screening, Terminal Building Gate Renovations and others.

“Our work and experience gained at DFW has permitted us to grow to offer services to clients throughout the Metroplex,” Moye said. “Firms who do quality work for DFW are rewarded in repeat business and gain advocates throughout the Airport organization. DFW’s Small & Emerging Business Department was there at our inception, offering guidance every step of the way. We are very grateful for that advocacy and for the opportunities afforded us.”
SUCCESS STORIES
Ponce Contractors

When Elizabeth Chavez of Ponce Contractors Inc., decided to start her own business in 2004 that focused on asbestos and lead abatement, mold remediation, demolition and plumbing services, she looked to her father for guidance.

“He had been in this line of work for 19 years, so rather than starting from scratch, why not start a business using his expertise?” she said.

Those skills helped her provide a steady hand of confident management and maintain a focus on quality and safety that can be measured by Ponce’s top safety ratings. She also focused on company development, and continues to collaborate with others, including DFW International Airport, in the growth and development of her company.

“Our first subcontracting opportunity with DFW occurred in 2004 through Argus Consulting. It was a small project,” she said. “After the success of that one, we began winning larger projects in 2006.”

Ponce Contractors is currently a subcontractor on the asbestos abatement on all job order contracts and at Terminals A, B, C, E and Satellite. The company is also a subcontractor for the plumbing on the ground transportation administration offices.

“We were drawn to working with DFW because of the building restoration opportunities, and the fact that they provide a lot of work for environmental contractors,” she said. “We’ve had a great experience working with DFW.”

Ponce was selected in 2006 as one of the top three Women-Owned Business Enterprise (WBE) businesses by the North Central Texas Regional Certification Agency (NCTRCA), which honors the success of women and minority-owned businesses in Texas.
SEBD Organizational Chart

Linda Valder Thompson
Executive Vice President

Don O’Bannon
Vice President

Jennie Aguilar
Administrative Assistant

Suzanne Cruz-Sewell
Assistant Vice President

William Johnson
Manager

Reginald Cleveland
M/WBE Liaison

Pam Ervin-Davis
M/WBE Liaison

Felix Galán
M/WBE Liaison

Tina Johnson
SEB Compliance Analyst

Gregory McKinney
Senior Liaison
The Small & Emerging Business Department is responsible for the implementation of the Airport’s D/M/WBE policies and programs. The SEBD develops programs and procedures to achieve the stated purpose of the M/WBE policies adopted by the Airport. The SEBD is also responsible for administering, monitoring and reporting on the implementation and accomplishments of the M/WBE program.

Don T. O’Bannon, vice president of SEBD, reports to the executive vice president of administration & diversity, Linda Valdez Thompson. SEBD operations are staffed with an assistant vice president, manager, four liaisons, a compliance analyst and administrative personnel that support the mission of the program.

DBE Policy Overview
DBE Part 23 states that ACDBEs have an equal opportunity to receive and participate in concession opportunities. It is also our policy:

1. To ensure nondiscrimination in the award and administration of opportunities for concessions by airports receiving DOT financial assistance;
2. To create a level playing field on which ACDBEs can compete fairly for opportunities for concessions;
3. To ensure that our ACDBE program is narrowly tailored in accordance with applicable law;
4. To ensure that only firms that fully meet this part’s eligibility standard are permitted to participate as ACDBEs at our airport;
5. To help remove barriers to the participation of ACDBEs in opportunities for concessions at our airport; and
6. To provide appropriate flexibility to our airport in establishing and providing opportunities for ACDBEs.

DBE Program Overview
The Airport has also established a Disadvantaged Business Enterprise (DBE) contracting program for Department of Transportation (DOT) assisted contracts. The DBE program is intended to ensure nondiscrimination in the award and administration of DOT-assisted contracts and to create a level playing field on which DBEs can compete for DOT-assisted contracts. Firms certified as a DBE are determined to be socially and economically disadvantaged and to meet certain personal net worth and size standards. The Airport participates in the Uniform Certification Process and recognizes the DBE certification of participating members. The DBE program utilizes race conscious and race neutral measures such as contract-specific goals, targeted outreach, advertising and technical assistance to increase the access of socially and economically disadvantaged businesses to DOT-assisted contracts. Don T. O’Bannon has been designated as the Airport Board’s Liaison Officer for the DBE Program.
“Becoming a new member of the SEBD team has afforded me another great perspective of DFW Airport and how it positively impacts our business community,” said Jennie Aguilar, SEBD administrative assistant.

The Airport annually sets a proposed DBE aspirational goal based upon a review of the fiscal year’s upcoming concessions’ opportunities, federally funded construction and professional services projects. The Airport establishes a DBE aspirational participation goal that is submitted to the Federal Aviation Administration (FAA) in the form of a detailed goal setting methodology for approval. The Airport’s two step goal setting process breaks out the participation to be achieved on projects using race conscious and race neutral measures.

The Airport is mandated by federal regulations to provide an opportunity for community input on the proposed annual aspirational goal. Other key elements of the DBE program include non-discrimination assurances, mandatory provisions requiring prompt payment, and return of retainage and aggressive outreach to potential DBE firms.

The Airport submits annual reports to the FAA detailing the Airport’s DBE participation on DOT-assisted contracts and concessions.

M/WBE Policy Overview
Dallas/Fort Worth International Airport Board has adopted a policy of non-discrimination in Airport contracting. The Airport’s policy is that the Airport, its contractors, subcontractors and concessionaires, shall not discriminate on the basis of race, color, religion, national origin or sex in the award and performance of contracts, subcontracts and concessions. DFW also requires a critical review of the Airport’s procurement policies and practices to remove barriers for M/WBEs to compete for contracts, subcontracts and concessions awarded by the Airport.

The Airport’s policy recognizes the importance of supporting the growth and development of minority and women-owned businesses that can successfully compete for prime and subcontracting opportunities. In the implementation of this policy, the priority of DFW is to foster the growth and development of local minority and women-owned businesses in the Owner Cities of Dallas and Fort Worth.

Finally, the Airport’s policy authorizes the use of race-conscious and race-neutral measures to enhance the participation of minority and women-owned businesses in Airport contracts, subcontracts and concessions. DFW has also adopted a policy authorizing the use of contract specific goal setting to ensure that opportunities are considered in light of the pool of available M/WBE firms in the DFW marketplace.

Detailed information on DFW Airport’s M/WBE policy can be found at www.dfwairport.com/seb.
Recognized nationally and regionally for its commitment to disadvantaged, minority and women-owned businesses, DFW International Airport has received many prestigious awards:

**Corporation of the Year (2005)**
American Indian Chamber of Commerce

**Pace Setter Award (2005)**
M Company – Minority Business News

**Corporate Citizen Award (2005)**
Greater Dallas Asian American Citizens Council

**Outstanding Diversity Executive of the Year (2005) – Don O’Bannon**
Greater Dallas Asian American Chamber of Commerce

**Public Sector Advocate of the Year (2005)**
Black Contractors Association

**Advocate of the Year (2005) – Reginald Cleveland**
Alliance Texas

**Million Dollar Roundtable (2005 and 2006)**
United States Department of Commerce

**Community Catalyst Momentum Award of Merit (2005 and 2006)**
Greater Dallas Chamber of Commerce

**Corporate Business of the Year (2006)**
Fort Worth Hispanic Chamber of Commerce

**Corporate Hispanic Advocate of the Year (2006) – Suzanne Cruz-Sewell**
Fort Worth Hispanic Chamber of Commerce

**AMAC Hall of Fame (2006)**
Airport Minority Advisory Council

**Signature Sponsor Award (2006)**
Minority Enterprise Development (MED) Week, Minority Business News and U.S. Department of Commerce’s Minority Business
Corporate and Coalition Partnerships
Let us help your business fly.

DFW Airport is committed to increasing the opportunities to involve disadvantaged, minority and women-owned businesses (D/M/WBE) in all Airport-related projects. If you are a D/M/WBE firm and need assistance in introducing your goods and/or services, contact DFW Airport’s Small & Emerging Business Department by phone at 972 973 5500 or by email at sebd@dfwairport.com.