



# ***ANNUAL REPORT 2014-2015***

*PREPARE. PROMOTE. ADVOCATE. ENGAGE.*



*FLIGHT PLAN FOR SUCCESS*

# EXECUTIVE SUMMARY

*"Our membership in AMAC has been extremely valuable in helping us build our business. AMAC's networking "Meet and Greet" helped us connect with customers, the training programs helped us understand the aviation industry procurement process and AMAC Foundation activities inspired us to plan an internship program for the future."*

*Ajay Ravulapalli  
Mama Organic Herbs  
Bethesda, MD*

As we near the close of 2014-2015, the AMAC team is pleased to report a year of steady growth and development for the organization, its visibility and its mission. Our accomplishments are marked by increased membership, new partnership development and effective legislative lobbying efforts, Regional Forums, and a well-attended and received 31st Annual Airport Business Diversity Conference in Fort Lauderdale, Florida.

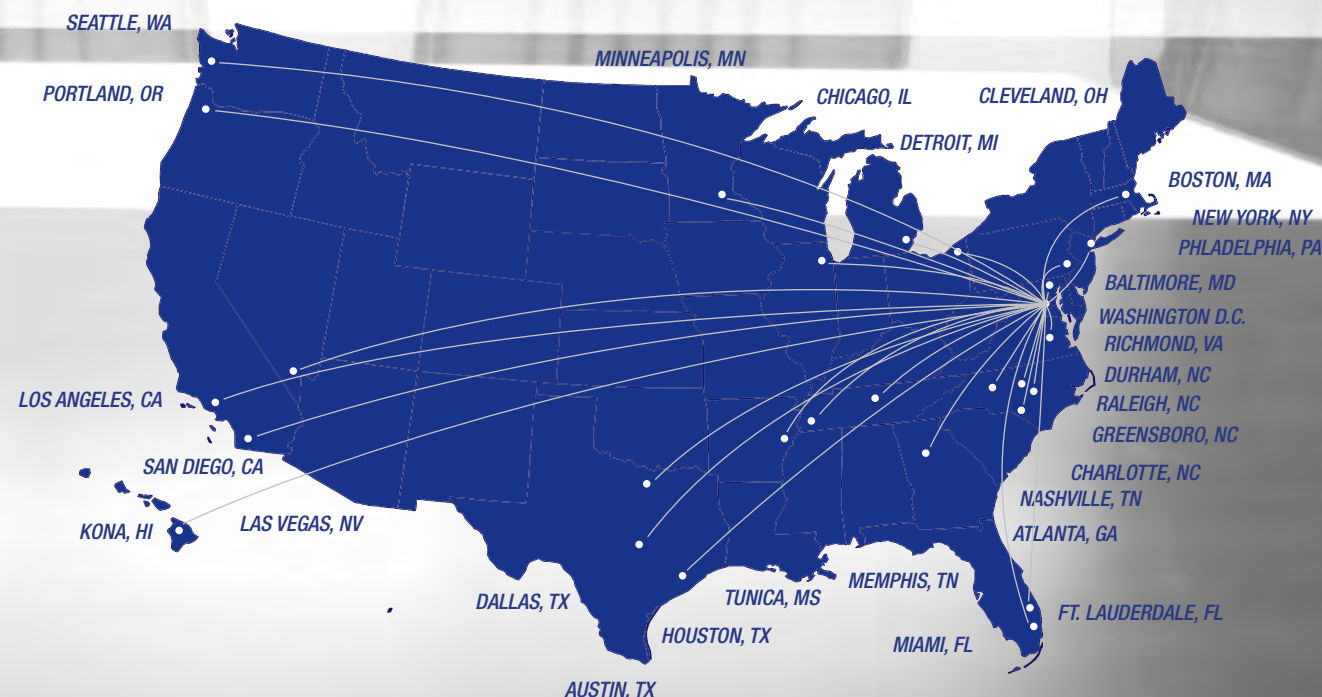
Our administration and management team, with the assistance of our standing volunteer committees, has worked throughout the year to shore up internal processes, administer a standard operating budget, and add new professionals to the staff to assist in moving the organization forward.

In 2014-2015, our President crisscrossed the United States, from Mississippi to Pennsylvania, from Hawaii to Maryland and from California to Tennessee, sharing the goals and mission of our organization. In the president's travels, she supported our members, while educating and updating them on national policies, legislation and business opportunities. She identified, and worked to provide solutions to industry challenges at seminars, conferences, training programs and community outreach activities.

AMAC staff, Board leaders and Regional Directors who join her at events across the country are tireless ambassadors for AMAC. They are catalysts for member action and participation, which ultimately leads to positive national impact and prominence for our mission.

In the following pages, we provide details of specific achievements in all areas of the organization.

## CEO ACTIVITY LOG



# MEMBERSHIP

*We are happy to announce that in 2014-2015 membership increased by 28 percent, adding 98 new members for a total of nearly 400.*

During the year, we introduced several new programs and initiatives to support and encourage members and provided additional membership benefits. These included:

- Member Referral Program offering discounted event fees to those referring members
- New membership categories: Associate -- to provide employees of member organizations with memberships and Emeritus--to provide an avenue for past AMAC board chairs to remain engaged
- Began to develop a Membership Directory which required updating the database and contact information
- Increased the difference of member versus non-member pricing for event registrations to encourage non-members to join in order to take advantage of valuable discounts
- Partnered with B2G (now under the guidance of Justin Talbot-Stern) to expand and upgrade our online Jobs and Bid Boards. Statistics show that on average 12 airports and 3 Primes consistently utilize our system

In addition, we developed programs to increase membership revenues. These included:

- Updated membership dues. We are phasing in increased membership dues to remain within industry standards and affirm the value of membership.
- Introduced advertising opportunities for members to promote their businesses, providing widespread visibility for these companies at a nominal cost, while generating revenue for AMAC

*Membership Increased*

**28%**

**98**

*New Members*

**12**  
*Airports*

**3**  
*Primes*

*Utilizing our Jobs and Bids Board System*



# PARTNERSHIP DEVELOPMENT



"SFAA is extremely pleased to partner with AMAC, an organization of strong leaders whose main objective is to ensure that qualified and sustainable minority contractors have access to tools, such as bonding, that not only protect but empower its membership to grow sustainable businesses."

- Joanne Brooks  
Vice President and Counsel  
The Surety & Fidelity Association of America

In 2015, we have added a number of new partnerships, while maintaining and enhancing our existing relationships.

We forged new relationships with the National Association of Minority Contractors, The Hudson Group travel retail specialists and the Surety & Fidelity Association of America. We also developed media resources, including Airport Revenue News (ARN), American DBE Magazine, Minority Business Entrepreneur (MBE), and LC Studios.

These, and our many other long-term partnerships with agencies, corporations, and community organizations strengthen our ability to ensure that our member businesses and individuals have the necessary resources to compete for industry jobs and projects.

## CORPORATE PARTNERS



## ASSOCIATION PARTNERS



## MEDIA PARTNERS



# PAST EVENTS



AMAC Annual Airport Business Diversity Conference  
Business Beyond the Beach: ELEVATING Global Opportunity  
Fort Lauderdale, FL



30th Anniversary Forum & Gala: Memphis-Shelby County  
Airport Authority  
Memphis, Tennessee



30th Anniversary Regional Forum & Gala: Hartsfield-Jackson  
Atlanta International Airport



2015 Industry Day on Capitol Hill  
AMAC Leadership Summit and Industry Day on Capitol Hill  
An open dialogue between AMAC members and lawmakers.

# EVENT STATISTICS

EVENT	DESCRIPTION/FOCUS	DATE/ LOCATION	ATTENDEES
CONFERENCE			
AMAC 2015 Annual Business Diversity Conference	Business Beyond the Beach: Elevating Global Opportunity	June 12-16, 2015 Ft. Lauderdale, Florida	900
AMAC 30th Annual Airport Business Diversity Conference: Together We Soar	Together We Soar	June 8-10, 2014 Denver, Colorado	950
REGIONALS			
30th Anniversary Regional Forum & Gala: Hartsfield-Jackson Atlanta International Airport	1. Procurement Process for Airports 2. Maynard Jackson's approach to policy 3. Honoring Mayor Maynard Jackson AMAC Trailblazer	October 3, 2014 Atlanta, Georgia	362
30th Anniversary Forum & Gala: Memphis-Shelby County Airport Authority	1. Office of the Inspector General & Commissioners Roundtable 2. Recognizing Trailblazers for Diversity Inclusion 3. Highlighting Larry Cox, Former CEO and AMAC Trailblazer	April 4, 2014 Memphis, Tennessee	213
INDUSTRY DAY			
2015 Industry Day on Capitol Hill	An open dialogue between AMAC members and lawmakers on important issues affecting the Airport DBE and the ACDBE Programs	March 24 & 25, 2015 Washington, DC	105
AMAC Leadership Summit: Industry Day on Capitol Hil		March 31- April 1, 2014 Washington, DC	93



# UPCOMING EVENTS

Over the course of the year, AMAC provides numerous opportunities for members and stakeholders to receive training, industry information and support at workshops, panel discussions and seminars offered at a variety of events and various venues.

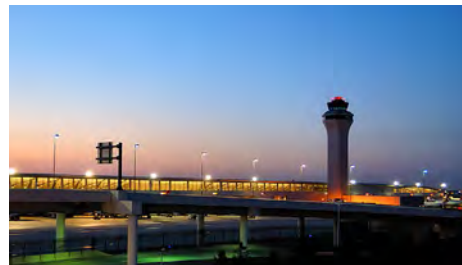
- Southeast Regional Forum—October 15, hosted by Jackson, MS Municipal Airport Authority
- AMAC's 22nd Annual Airports Economic Opportunity and Policy Forum — December 2-3, 2015 in Los Angeles, CA
- White House Summit on Capitol Hill —March 23, 2016 in Washington D.C.
- Federal Agency Outreach—March 24, 2016 in Washington D.C.
- Great Lakes Regional Forum—April 22, 2016 held in Detroit, MI
- Airport Business Diversity Conference - August 18-23, 2016 in Cleveland, OH



**Southeast Regional Forum**  
October 15, 2015  
hosted by Jackson, MS Municipal Airport Authority



**AMAC's 22nd Annual Airports Economic Opportunity and Policy Forum**  
December 2-3, 2015  
in Los Angeles, CA



**Airport Business Diversity Conference**  
August 18-23, 2016  
in Cleveland, OH

# COMMUNICATIONS

Strengthening communications both internally, (with existing members and partners), and externally, (with potential members and partners), continues to be a priority for AMAC. Our objectives are to build positive visibility for the organization, its mission, activities, resources and membership benefits; to drive traffic to a compelling website to inspire support from members and partners; and to enhance the organization's reputation.

**With those goals in mind, we have begun a major effort to improve communications.**

- We enhanced our Connections eNewsletter. The biweekly newsletter is distributed to individuals, small businesses, airport professionals, aviation industry corporations, private sector and governmental organizations.
- We added Member Spotlight and Foundation Focus features to Connections offering original feature-style profiles and stories of interest in those areas.
- We redesigned our website with a sleek professional portal and user friendly links to valuable information for our visitors.

In 2016, our goal is to craft a strategic marketing plan for AMAC. This plan will provide a dynamic road map to increase our visibility, solidify our brand, drive traffic to our events and activities and communicate membership benefits to our target audiences.



**+17K**  
*Contact Distribution List*



**+4,000**  
*Website Hits Monthly*





# TRAINING PROGRAMS

***PREPARE. PROMOTE. ADVOCATE. ENGAGE.***



The AMAC administration was tasked to develop an educational curriculum to assist members to operate in the airport industry. Working through the Education and Professional Development Committee, under the leadership of Co-Chairs Levert Hood and Peter Garguilo and Acting Programs Director, Amber Gooding, several key goals were accomplished.

A member training needs survey was conducted, a training institute proposal was submitted, and two educational webinars were held for members. The webinars offered FAA DBE Programs Training and Understanding Advocacy Engagement.

Our most impactful efforts in delivering educational opportunities were offered during the annual conference. We had excellent attendance and received glowing feedback for our various forums.

As part of our ongoing efforts to offer training opportunities to our members, we are establishing and issued a call to sign up for the AMAC Speakers Bureau. We are encouraging involvement by speakers who can offer insights on Business Marketing, Access to Capital, Financing Your Business, Legislative Updates, Project Bidding and Estimating, Writing Effective Proposals, and Human Resources and Workforce Development, among others.



***SIGN UP FOR AMAC SPEAKERS BUREAU TODAY!***



# FOUNDATION ACTIVITIES



It has been an exciting year for the rebranded AMAC Foundation. With an active Board of Directors, a Program Manager, and a continuous evolution of programs supporting professional development, scholarship, and mentorship, the AMAC Foundation is beginning to make a significant impact. The Foundation is currently focused on engagement with members at all career levels, creating a community of support to further diversity in the airport and aviation industries.

*"We're going to have a shortage of diversity in the industry, and my goal is to help create solutions to address that issue... Giving back to our youth, that is part of our job, to give back."*

*Andrella Kenner  
AMAC Foundation Board Member  
Founder/CEO of CI2 (squared) Aviation*

## Specifically, our program has achieved the following in 2015:

- Created a member survey for **internships** and posted eight internship openings on the job board. Three were at airports, three were at aviation industry businesses and two were from trade associations. We are currently soliciting postings for the fall and winter.
- We will award at least \$20,000 in **scholarships** this year, including scholarships in memoriam of PJ Benton, Dietra Benton, and Bernie Johnson through the Charlotte DBE Trade Foundation, Aviation and Professional Development scholarships which are open to anyone interested in the airport/aviation industries, and AMAC scholarships for members/members' family.
- Hosted a successful **Project LIFT** program in Fort Lauderdale (FLL) as part of the 31st Annual Airport Business Diversity Conference with more than 35 students in attendance. The FLL Airport Tour included a peek at the Miami Dolphins Team Plane; a motivational keynote speech by Jamail Larkins, CEO of Ascension Air, and speakers covering entrepreneurial careers, non-traditional aviation jobs, maintenance and electrician jobs, and architecture and government jobs -- spanning both college and non-college track opportunities .
- Highlighted six local aviation educational institutions and nine businessmen and women as **mentors** for our growing mentorship program.



## Our goals for 2016 are ambitious. They include the following elements:

- Grow **Project LIFT** across the country with multiple airports partnering as hosts
- Expand the number of **scholarships**
- Continue to engage alumni of **Project LIFT, scholarship, and internship programs**
- Host and continuously improve events like the Bill Walker Memorial Golf Tournament and Celebrating Women in Aviation
- Grow the **internship** and **mentorship programs**



# GOVERNMENT AFFAIRS



Joann Hill  
Chief, Office of Business  
Development  
Minority Business  
Development Agency  
(MBDA)

Darryl Daniels  
AMAC Chairman

Alejandra Y. Castillo  
National Director  
Minority Business  
Development Agency  
(MBDA)

Shelby M. Scales  
AMAC President/CEO

Albert K. Shen  
National Deputy Director  
Minority Business  
Development Agency  
(MBDA)

In 2015, AMAC and the U.S. Department of Commerce's Minority Business Development Agency (MBDA) signed a Memorandum of Understanding that solidified our ongoing partnership.

This important document outlines MBDA's commitment to:

- Provide minority-owned firms with professional management and technical assistance through the MBDA and its nationwide network of Business Centers.
- Promote, as appropriate, AMAC's efforts in fostering the growth and expansion of small and minority businesses through this Strategic Partnership Agreement.
- Provide MBEs with information regarding state, local and federal certification processes.
- Post a link on the MBDA website to the Airport Minority Advisory Council's Website.
- Disseminate contract opportunities to minority-owned companies in the aviation and concessions industry.
- Attend and collaborate on the Council's outreach events and activities, as appropriate.
- Facilitate webinars and business matchmaking events on airport construction, concession programs, professional services and procurement.

AMAC continues to work with the US Department of Transportation to support the Transportation Jobs creation initiative. We recently shared the "Jobs Demand Report" developed by the Departments of Transportation, Labor and Education with the AMAC network. We are currently working with the Federal Aviation Administration (FAA) on a variety of initiatives.

AMAC also fostered relationships with SBA, MBDA, local government bodies, Chambers of Commerce, and other associations which support our mission. In partnership with these groups, we form a strong collective voice to further our agenda. AMAC will continue to attend and speak at their events and request they participate in AMAC events as attendees, speakers, panelists and exhibitors.





# LEGISLATIVE ACTION

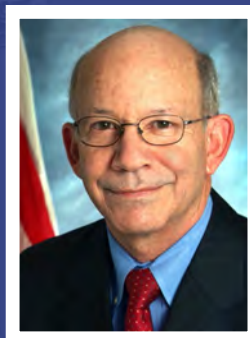
- **INCORPORATE DBE GOAL-SETTING AND GOOD FAITH EFFORTS IN THE PFC PROGRAM**
- **SUPPORT FOR IMPROVEMENTS TO USDOT DBE/ACDBE PROGRAM**
- **USDOT PILOT PROGRAM FOR CAR RENTAL FIRMS TO INCREASE DBE SUPPLIERS**



## AMAC LEGISLATIVE AWARD WINNERS



**BILL SCHUSTER**  
House Transportation  
and Infrastructure  
Committee Chairman



**PETER DEFAZIO**  
House Transportation  
and Infrastructure  
Committee



AMAC engaged Washington, DC lobbyist firm K&L Gates, under the leadership of William A. Kirk, Jr. to further advocate and promote the Legislative Affairs agenda. Additionally, the AMAC Government Affairs Committee effectively implemented a grassroots campaign that included members and staff to work with federal, state, and local diversity programs to maximize full minority and women participation in contracting and employment. Several Government Affairs Committee members (Farad Ali, Susan Wendt, Nancy West and the AMAC CEO) all actively participated in bringing to our membership legislative updates, webinars, outreach to members of the Transportation and Infrastructure Committee, Tri-Caucus membership, airport directors and other national organizations.

One significant example of the power of member lobbying was the Industry Day on Capitol Hill. More than 100 AMAC members attended and, divided into small groups, were able to meet with all 26 members of the U.S. House of Representatives Transportation and Infrastructure Committee to advocate on behalf of the AMAC Membership and it's 2015 legislative agenda.

Additionally, this year AMAC held their first Annual Legislative Awards program. The awards were given to recognize leaders in the United States Congress who believe in the spirit of diversity and inclusion with emphasis on economic empowerment. The Asian Pacific Caucus, The Hispanic Caucus and the Congressional Black Caucus are organizations whose members believe in the mission of AMAC, which is to promote the inclusion of minorities and women in employment and contracting opportunities throughout the aviation industry.

Awards were given to Transportation Chairman, Bill Schuster and Ranking Member Peter DeFazio of the House Transportation and Infrastructure Committee.

As Congress continues its work on a new FAA reauthorization bill, AMAC will continue to focus on these three priorities:

- Incorporating DBE goal-setting and good faith efforts as part of the Passenger Facility Charge (PFC) program ;
- Support for regulatory improvements to the U.S. Department of Transportation's (USDOT) DBE/ACDBE program in areas such as certification and reciprocity, size standards, and PNW adjustments; and,
- USDOT pilot program for car rental firms to increase DBE supplier opportunities based on AMAC's "White Paper" on this issue.



### JOIN THE AMAC PAC

AMAC is exploring establishing a Political Action Committee (PAC) to support its legislative efforts.

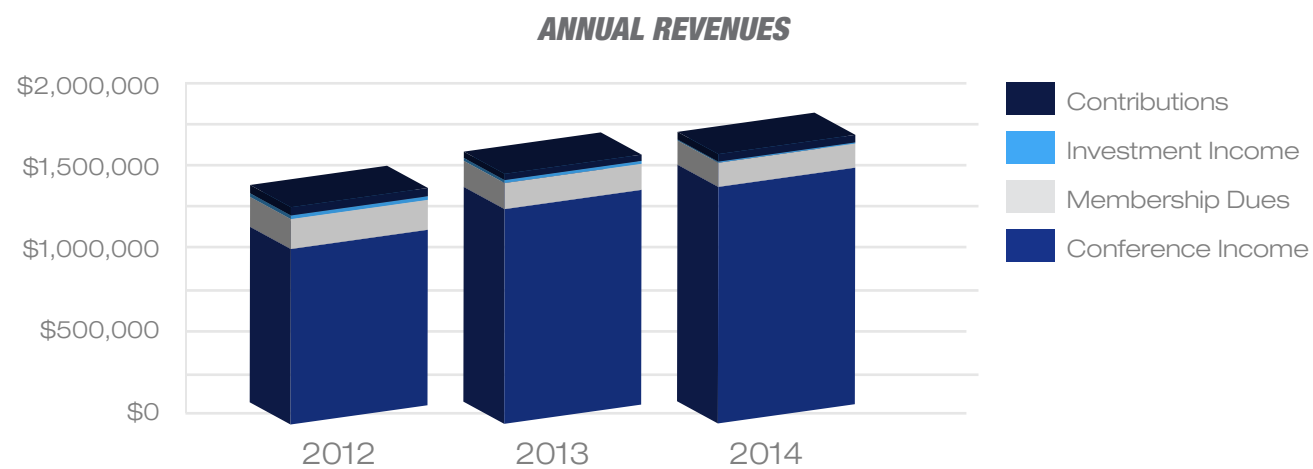


# FINANCIAL STATUS

AMAC, as a tax exempt membership organization recognizes the importance of stewardship over financial resources. In 2012, under the leadership of Chairman Darryl Daniels, the Finance Committee and Board of Directors, AMAC commissioned a financial operational risk assessment, which critically reviewed and identified areas for improvement for the organization. Since 2012 and leading up to 2015, substantial financial operational changes have been made to the organization to respond to this risk assessment, including but not limited to :

- Implemented internal financial controls to improve financial reporting, invoicing, and budgeting
- Establishing financial reporting and budgeting protocols
- Implementing a new accounting system
- Updating and establishment of policies and procedures
- Addition of CFO position
- Updating financial investment strategy to maximize resources
- Electronic record keeping and online banking
- Revamp the AMAC Educational Scholarship Program to the AMAC Foundation and instituted separate board of directors and financial controls.\*

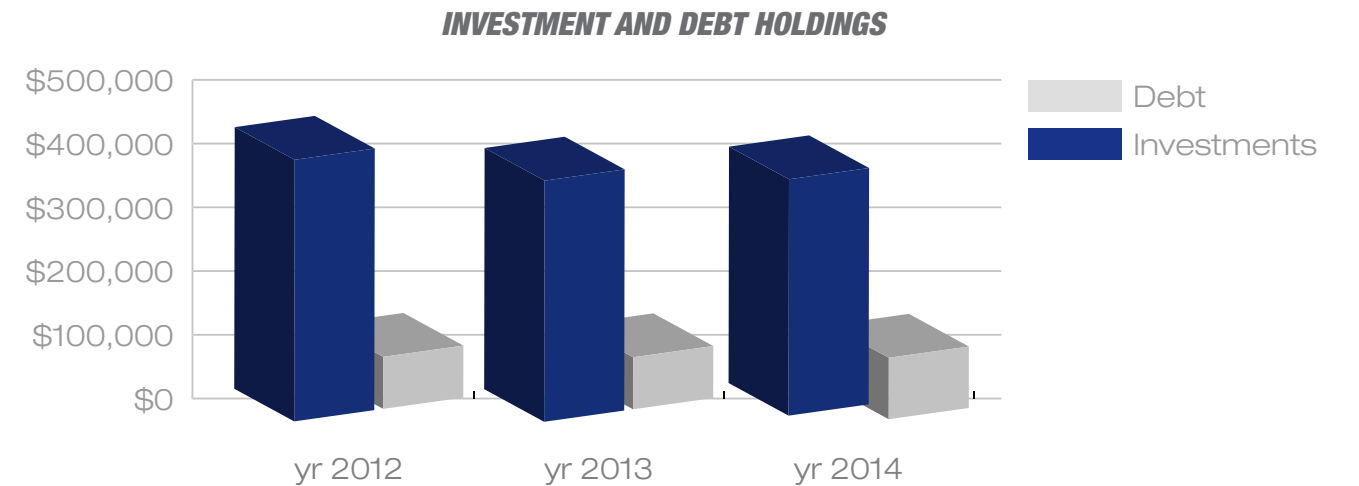
AMAC has experienced steady revenue growth from \$1.1m (2012) to \$1.5m (2014), which represents a 35% overall growth during the three year- period due to successful conferences, regional forums, and ultimately your support.



\* The segregation of AMAC and the Foundation was effective January 1, 2015. Accordingly, the financial results shown above reflects both entities on a consolidated basis.

AMAC management of investments holdings has remained steady during the three year period 2012-2014 with investments being \$427K (2012) and \$386K (2014). Returns on investments during this period were below expectations, and accordingly, in 2015 the new investment strategy was adopted and implemented.

Debt, which represents a line of credit was \$85K(2012) and \$69K as of (2015). AMAC is continuously evaluating the efficient management of outstanding debt obligations.



Scholarship awards issued by AMAC Foundation are based on contributions and successful fundraising efforts. As illustrated by the chart below, we were able to award a total of \$76K in scholarships during the three year period 2012-2014.

