



BOARD OF DIRECTORS MEETING MINUTES
Tampa International Airport Board Room
3rd Floor of Main Terminal
April 25, 2019
1:00 pm – 3:00 pm EDT

I. Call to Order

John Clark called the meeting to order at 1:04. (EDT)

II. Roll Call by Simeon Terry, Secretary

| NAME | TITLE | ATTENDANCE | PROXY DESIGNEE |
|-------------------------|------------------------------|------------|----------------|
| Bill Swift | Second Vice Chair | X | |
| John Clark | Chair | X | |
| Lynn Boccio | First Vice Chair | X | |
| Randy Hazelton | Treasurer | X | |
| Simeon Terry | Secretary | X | |
| Ricky Smith | At Large Director | X | |
| Marques Warren | Director- Northwest Region | X | |
| Monir Saji | Director-Northeast Region | | John Clark |
| Deven Judd | Director- East Region | X | |
| Ebon Glenn | Director- West Region | X | |
| Tonja Pastorelle | Director- Great Lakes Region | X | |
| Mori Russell | Director- Southeast Region | X | |
| Roger Spearman | Director- Central Region | X | |
| Deborah Flint | At Large Director | X | |
| Gonzalo A. de la Melena | At Large Director | X | |
| Chellie Cameron | At Large Director | X | |
| Farad Ali | At Large Director | | John Clark |
| Heather Barry | At Large Director | X | |
| Tamika Dickerson | Southwest Region | X | |
| Iris Messina | At Large Director | X | |
| Jamie Rhee | At Large Director | X | |
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| Krystal Brumfield | President & CEO | X | |
| Jovan Goldstein | CFO | X | |
| Mareco Edwards | General Counsel | X | |
| Bill Kirk | Lobbyist | X | |
| Corliss Stone-Littles | GA Committee Co-chair | X | |
| Susan Wendt | Member | X | |
| Rhonda Arnold | Member | X | |



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| Joe Lopano | Member | X | |
| Elita McMillon | Member | X | |
| Cheryl Hawkins | Member | X | |

III. Approval of February 13, 2019 Board Meeting Minutes

Ebon Glenn moved to approve the minutes and Randy Hazelton second the motion. The motion was unanimously approved by voice vote.

IV. Chairman’s Overview

John Clark thanked the Tampa International Airport, Joe Lopano, Elita McMillon and Cheryl Hawkins for their support of AMAC and for hosting the Business by the Bay Summit. John referenced an email he sent regarding his appointment of Rhonda Arnold to the AMAC Board of Directors and asked for the Board’s support to add Rhonda as an At Large Board member.

John then reminded the Board of their commitment especially on committee work and active participation at conferences and events. John asked Secretary Terry to manage timing of meeting.

V. Committee Reports

A. Government Affairs Committee Report Presented by Corliss Stone-Littles, Co-Chair

Committee Co-chair Corliss Stone-Littles informed the Board of the committee’s meeting on April 24, 2019 to set a Government Affairs Federal policy agenda and asked the Board to accept recommendations outlined in the report.

John Clark asked Bill Kirk to provide a summary of the Committee report.

Bill Kirk provided the following report along with five recommendations.

The AMAC Government Affairs Committee is tasked with developing recommendations regarding the federal policy agenda for the organization for the 116th Congress. As further outlined below, the Committee (with assistance of DC counsel) has formulated certain policy goals and objectives for the Board’s review and consideration.

The Committee’s policy recommendations are anchored in AMAC’s fundamental mission to advocate for the full participation of minorities and women in employment and contracting opportunities throughout the airport/aviation industries. They are also being presented in the context of divided government in Washington and, with particular respect to the US House of Representatives (“House”), the election of many new Members of Congress who may not be aware of AMAC and its historic role in promoting diversity and inclusion within the airport/aviation industry.

The Committee has also taken note of key changes occurring within the airport industry. Among them, for example, the new ways in which airport capital projects are being financed (e.g.; passenger facility



charge -only financed projects; private capital and public-private partnerships; etc.) or new contracting models being employed by airports and DBEs/ACDBE's (e.g.; prevalence of master developer concessionaires; prevalence of joint ventures; etc.). In the Committee's view, these circumstances present potential opportunities as well as challenges.

Recommendations

1. AMAC "Branding" with new Members of Congress. Given the many new faces recently elected to Congress (many of whom serve on congressional panels of importance to AMAC), we recommend that the organization communicate in writing with these new Members of Congress as to AMAC's mission and history.
2. Infrastructure Debate. Both the House and the US Senate ("Senate") have begun to consider infrastructure proposals. The proposals include provisions regarding airports--in particular in the House, an increase in the passenger facility charge ("PFC").
 - We recommend that AMAC actively engage in the infrastructure debate by advocating to Congressional leaders and the committees of jurisdiction that (1) diversity and inclusion be incorporated into the legislative proposals and (2) all proposals ensure opportunities for firms owned by minorities and women. In this regard, the Committee recommends that AMAC seek opportunities to testify and/or submit written testimony to congressional panels considering infrastructure plans. In addition, the Committee believes that it is important to work with other organizations who share our inclusion mission.
 - With regard to PFC proposals, the Committee recommends that AMAC support an increase in the PFC. However, because DBE/ACDBE inclusion goals are not currently part of the PFC statute, we also recommend that AMAC work with PFC-stakeholders to encourage support for doing so. We recognize that incorporating inclusion goals into the PFC program is controversial if not opposed by some AMAC stakeholders (e.g.; by certain AMAC airport members). Given this, we think it is critical that AMAC take the lead in assessing the range of possible options on which a consensus could be developed (e.g.; a statutory provision versus strong Congressional committee report language; public pledges of support for inclusion in PFC-only financed projects by airports; etc.).
 - The infrastructure congressional debate will likely yield opportunities to advocate for other provisions of benefit to AMAC members (e.g.; additional prompt payment standards for DBE contractors). The Committee proposes to identify such opportunities based on feedback from AMAC members.



3. US DOT/FAA; Regulatory Initiatives. The Committee recommends that AMAC engage US DOT and FAA officials on improvements to regulations and or guidance regarding (1) certification and reciprocity, (2) joint venture guidance and (3) due process requirements accorded DBEs/ACDBEs. AMAC members continue to express concerns regarding each of these three issues.
4. Leadership Summit. The AMAC Leadership Summit, originally scheduled to be held in March, was postponed. The Committee believes that the Summit is a key advocacy tool for the organization and for AMAC members who participate. We recommend that the Summit be rescheduled and held on June 11th. The Committee will work with the AMAC staff and our DC counsel on the content.
5. AMAC PAC. The Committee believes that the PAC is a key tool with regard to the AMAC policy agenda. Subject to available funds, we recommend that the PAC begin to implement its targeted bi-partisan contributions strategy (e.g., to key committee chairs, to long-time AMAC supporters; etc.).

The Board held a robust discussion. Below is a summary of individual comments.

Bill Swift – Position is to support language to include DBE participation.

Lynn Boccio – has been a member of AMAC for long time since 1990s and suggests AMAC follows Bill Kirk’s recommendation.

Randy Hazelton – conversation has been interesting around this issue, but what stands out is that D&I is at the core of what AMAC is supposed to do and supports that we strongly advocate to include DBE participation in PFC funding. Historically, changed has required standing firm on one’s position.

Ricky Smith – This has been a healthy discussion. Recalls same passion around rental car issue. No one is suggesting that DBE is not important. The issue is whether it is a local or federal issue. Recommendations in Bill’s report are very reasonable. It is an approach to max participation especially those airports without minority programs. Supports Bill’s hybrid approach.

Marques Warren – lives in one of the states where there is a prohibition of race as a factor and there is little appetite for DBE goals. The concern is lack of conformity between states and want to make sure that there is a minimum standard established.

Deven Judd – This is a local program and support Bill’s hybrid approach. This is an issue important not only from historical standpoint, but this comes from a practical one. Bill recommended approach has merits.

Ebon Glenn – AMAC should support inclusion on this topic.



Deborah Flint – mentioned the power of the airline lobbyist. AMAC diverting will be the reason why increase will not get done. We have to get behind PFC increase otherwise it will be devastating. Bill's proposal is perhaps one solution.

Chellie Cameron – aligns with Deborah's comments and reminded everyone that the details are important and that we must understand that airports are leveraging payments 30 years into the future. Future collections will go to the banks. If airports don't get increase, they are not going to be able to continue to make improvements.

Mori Russell – struggle with finding middle ground. Supports finding a middle ground and pushing for increase while supporting DBE participation.

Heather Barry – has been on both sides. PFCs are critical to airports for growth. AMAC needs to figure out how we move closer but not lose other stakeholders. We have work to do as an organization and this determines our future as an organization. We have had this conversation for over a decade. We must join hands. Focus must be on all size airports. We need more time to establish a path forward. We all want success and growth for minority businesses. No position. Need more tough conversations.

Gonzalo – But for the FAA mandate then people of color would not have opportunities in states like AZ and WA. Research will assist with approach. National organization with national members must have national approach.

Iris Messina - Airports have pain points. AMAC should be in partnership with airports.

Tamika Dickerson – Agrees with hybrid approach but needs more research. Supports PFC increase.

Tonja Pastorelle- As an ACDBE, we are nothing without airports and PFC is essential. As an organization, AMAC will run the risk of losing support of airports. Don't want to lose AMAC because we oppose and hinder PFC increase. Pause hard line approach.

Jamie Rhee – Spent 10 years at City as Chief Procurement Officer. We must drill down on hybrid approach and hesitant to give control to federal. Offers other incentives to increase participation: lift size standards and look at NAISC codes to improve program.

Roger Spearman – Supports Bill Kirk's recommendation.

Corliss Stone-Littles– When we make exceptions to rules, we should make position clean. Without Federal program we muddy things.

Bill Kirk– AMAC has not be opposed to PFC. AMAC has always supported PFC. Inclusion is not the reason why PFC increase has not been enacted. The Members of Congress are also passionate about inclusion and are not inclined to vote for increase without DBE participation.



Susan Wendt – We want to know what it looks like. 1. Economic – 2. Feasibility 3. Operational – Make sure that this is a change that will last.

Bill Kirk suggested AMAC Board defers taking position and engage with AAAE and ACI and address issue with five states and craft position to committee of jurisdiction. AMAC must continue the dialogue and work with ACI and AAAE to craft language.

Tamika Dickerson asked what is the timing.

John Clark responded prior to the Annual Meeting in August.

Bill Kirk– No indication of when legislation will be taken up. Agree we work with AAAE and ACI as soon as possible.

John Clark suggested AMAC forms a working group of Board and offered to reach out to Todd (AAAE) and Kevin (ACI). Are there any members inclined to spend time on workgroup?

Jamie Rhee (Chair), Marques Warren and Deven Judd volunteered to participate in the working group.

B. *Membership Committee Report Presented by Bill Swift*

The Membership Committee will focus on increasing airport and construction members. Deborah Flint, Ricky Smith and Chellie Cameron have agreed to reach out to airport leadership from list provided by Committee. Committee members have done the same with major contractors. Membership renewals are moving at a faster rate than 2018.

C. *Chapter Model Report Presented by Ricky Smith*

AMAC, as a national trade organization representing the interest of women and minorities in the airport industry, is supported by a national office. AMAC has limited representation at most major airports across the country. Other trade organizations with similar missions and larger memberships (i.e., COMTO, AAAE, WTS, NAACP, NUL, etc.) have extended its national reach through local functions.

Over the last several years, AMAC has been challenged with expanding its membership base, particularly with airports; increasing revenues; and rallying support for important campaigns and/or initiatives. Although AMAC enjoys a loyal membership base, most minority professionals are not aware of the organization or do not appreciate the organization's value proposition.

The idea of establishing local chapters is intended to connect AMAC directly with airports, airport professionals, airport contractors, and airport concessionaires in a manner that meets their local needs within the mission and priorities of the national office. In addition, as AMAC establishes local relationships, the National Office can better offer programs and services that are of interest to the airport community. The benefit to members is more value-added services. The benefit to AMAC is more revenue and advocacy through a larger and more active membership base.



Objectives:

- Grow and expand membership base.
- Increase revenues (i.e., membership dues, sponsorships, etc.).
- Enhance advocacy capacity.
- Strengthen organizational brand identity and organization visibility.
- Improve understanding of local needs/interests.

Structural Options:

Generally, the concept contemplates chapters associated with an airport(s), region, or some restricted geographical area. Each chapter would have a governing body and local members. The chapters will have a formal reporting and coordinating relationship, at least, with the National office where policy and national priorities would be established. Each chapter would have local responsibility for membership development, fundraising, programming, and advocacy. Based on Board approval, the chapter system would be based on one of the following structures or, perhaps, a hybrid:

- **Fully Integrated:**
 - o Chapters have no separate legal existence.
- **Parent/Subsidiary:**
 - o Separate legal entities.
 - o National Office controls chapters through governance structure and operating agreement.
- **Contractual Affiliation:**
 - o Relationship governed by agreement.
 - o Chapters may or may not be separately incorporated.

Next Steps:

There are a number of complicated issues that must be vetted. These issues include:

- National/local control
- Brand management
- Financial management
- Revenue/cost-sharing
- Liability
- State and/or local regulations
- Management infrastructure

With board permission, we examine the **Feasibility** of addressing the issues. (Next board meeting)

Establish **Recommended Structure** for Board consideration. (Next board meeting)

Present **Initial Implementation Plan** (Third meeting)

Obtain board approval to initiate **Approved Implementation Plan**. (National conference)



Ricky Smith recognized that COMTO will pose a serious threat to AMAC and moved for permission to do more vetting. Tamika Dickerson second the motion. Deborah Flint thanked Ricky for the work and takes to heart his comment regarding COMTO and look to partner with COMTO as well.

Ebon Glenn shared that he views it as his job to build awareness of AMAC but as a business owner a chapter model will give consistency and more reach and support.

Motion passed by voice vote.

D. Elections and Nominations Committee Report Presented by Simeon Terry

The Elections process has been a hot topic over last several years. The committee has worked to streamline the process. This year four regional positions are open for nomination and two officer positions. Laid out timeline.

Simeon Terry outlined the schedule below as required in the Bylaws which provides as much opportunity as possible for renewed and new AMAC members to participate in the voting of AMAC Board representation.

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| Candidates' AMAC membership must be current as of | June 5, 2019 |
| Nominations period | May 22, 2019 through June 5, 2019 |
| Board Approval of Slate of Candidates | June 12, 2019 |
| The 2019 Campaign dates | June 21, 2019 – July 31, 2019 |
| Candidates Campaign period closes | July 31, 2019 |
| Electronic voting period | August 1 through August 16, 2019 |
| On-site Voting (only if needed to reach quorum) | August 21, 2019 |
| Auditor Ratify 2018 Elections | August 22, 2019 |
| Membership Ratify 2018 Board of Directors during Annual Meeting | August 23, 2019 |

Heather Barry asked whether there was a communication plan so that everything is clear.

Simeon responded that electronic communication will be distributed real time, same time. The Committee is proactive on getting information out and ask that board members spread word. Frequent, early and often communication is the goal. However, there will be no direct calls. Cheryl Hawkins is Committee Co-Chair.

E. Rental Car Workgroup Report Presented by Lynn Boccio

The Uniform Reporting and Goal Setting Workgroup has continued to meet via conference call to identify potential recommendations to address the administrative burdens of the reporting process and develop standardized forms to achieve a level of consistency in the data collected.

In reviewing the reporting requirements and discussing potential recommendations, the committee identified a key factor that impacts the reporting process. Most car rental companies already have



automated forms programmed into their system that provide the same information in a slightly different format.

The committee supported the use of these automated forms, as long as they contain the level of detail required by FAA for reporting. A sample form developed by the committee includes the information required and incorporates a count of the number of vendors rather than number of contracts as approved by FAA. The committee discussed the fact that the reporting form developed can be used as a template and implemented over time by airports. The form was distributed to a number of airports and the participating car rental agencies for their use and feedback.

The committee then focused on the goal setting requirements and potential recommendations to assist in the collection of the data required. In developing the goal setting form a number of challenges were identified which require additional research and discussion:

1. FAA requires that the goal should reflect the availability of firms who are ready, willing and able to perform the work. In order to even start this process, an airport must know what the work is and the geographical region from which the purchases are made. Therefore, it is important to collect data from the car rental companies regarding the types of goods/services purchased and if the purchases are local, regional or national. The data does not need to be collected annually but should be collected for a 2 – 3 year period prior to setting a new car rental goal.
2. It is more accurate to use a weighting of purchases by category (or NAICS) code, but this is not required. However, such a weighting will provide a more accurate goal.
3. A list of the types of goods/services purchased by car rental companies was collected. There may be additional types of purchases in certain markets, but this is the basic list. An airport could potentially take this list, find the availability in their market and develop a goal. The problem with that methodology is that the geographic region for certain purchases may be local, regional or national. At this point, we can make an assumption regarding which categories are most likely local purchases and which may be regional or national, but there may not be a high degree of accuracy here as each car rental company may be somewhat different.
4. The accounting systems of the car rental companies who participated on our task force stated that their system does not identify categories of products and services provided by non-diverse vendors.
5. In addition, it is possible for a car rental firm located in one area to pay for services performed in a totally different area. For example, if a car leaving from Seattle requires service when it arrives in Los Angeles, the service may be performed in Los Angeles but billed to Seattle. This makes it difficult to obtain accurate information for some of the categories.
6. For some products that are purchased with national contracts, such as tires and gas, determining ACDBE availability will be futile as it is unlikely that an ACDBE could perform at this level.



7. The vast majority of purchase dollars (90% - 95%) are for vehicle purchases. As we know, there are few ACDBE certified car dealers. If we could add to this pool, we could increase opportunities for those companies.

A sample form was developed and distributed to several airports for their feedback and use goalsetting. As well as a set of questions based on the committee's discussions were developed to provide to the FAA to provide additional guidance.

On September 27, following his presentation at AMAC's Annual Business Diversity Conference in Seattle, Raymond Christie conducted an online presentation to members of NAMAD. The focus of the presentation was to present ACDBE certification and for those interested in fleet sales, provide a point of contact at the car rental companies.

Finally, Raymond Christie and Lynn Boccio along with several other AMAC members have also worked together on an initiative that has engaged airports around the country in producing a national car rental supplier diversity outreach day. On April 30th, approximately 40 airports and their local car rental partners will host events to engage current and potentially new DBE firms in their areas. AMAC has aided with overall event planning; promotion of the events via inclusion on the AMAC website and in the Connections newsletter; and obtaining media coverage. An article with quotes from AMAC President & CEO Krystal Brumfield, Raymond Christie and others will be featured in the July/August issue of Airport Improvement Magazine.

Break 3:00 pm – 3:12 pm



F. Finance Committee Report Presented by Randy Hazelton

1. Investment Portfolio Update Presented by Jason Snip, Odyssey Capital Advisors (via phone)

Reported earnings have been better than expected and forecasted. Unemployment remains low at 3.8%. Suggested a 60/40 split. Looking at 6% return.

Randy Hazelton supports a conservative approach. Chellie Cameron was concerned that we were too aggressive given market volatility.

Ebon Glenn inquired how often the funds are moved.

Jason responded that they are rebalance semi-annually.

Bill Swift supports taking a look every three months.

Jason shared that we are already valuing the assets quarterly and presented the following three options:

- I. Conservative 50 equity /50 fixed income
- II. Aggressive 80/20
- III. Moderate 60/40 (recommended)

We are currently 70/30. John Clark motioned to shift to moderate position 60/40. Deven Judd second the motion. Randy Hazelton opposed. Motion passed by voice vote.

Deborah Flint amended the motion to look at adjusting to more conservative after quarterly review and delegate authority to Finance Committee.

Bill Swift moved to delegate authority to Finance Committee. Mori Russell second the motion. Passed by voice vote.

2. Operating reserve (Guardrail) Policy

Committee discussed new operating guardrail policy for AMAC's reserve.

The Finance Committee recommends 3 months or \$225,000 and formally adopt policy as draft. AMAC will work towards a 6-month target.

Jovan Goldstein added that the policy has requirement to review annually.

Chellie Cameron added that the expenses must be considered.

Ebon Glenn moved to adopt policy. Marques Warren second the motion. Motion passed by voice vote.



3. Precision Analytics 360 Presentation by Marc Ellis

See presentation.

PA 360 is offered to airports in a month to month subscription. The subscription model is the only way to access without going through procurement.

4. Board Stipend

Discussion tabled until AMAC continues to grow.

Heather Barry asked about events and noted that it was worth discussion to consider because there is a give or get component to being a Board member and it encourages participation.

The Finance Committee will take it under advisement.

VI. President's Report presented by Krystal Brumfield

BUSINESS OPPORTUNITY SUMMIT: BUSINESS BY THE BAY

The AMAC Business Opportunity Summit: Business by the Bay provides airports, corporations, business owners, government employees and entities the opportunity to cultivate new relationships and expand hyper-locally through their region. As a leading airport in the Southeast region, Tampa International Airport is one of Florida's most significant economic engines, with a total economic output of more than \$7 billion.

Gerry Fernandez, Founder & President of Multicultural Foodservice & Hospitality Alliance (MFHA) and Troy Taylor, Chairman & CEO of Coca-Cola Beverages Florida will serve as our keynote speakers.

Summit Sponsorship Goal - \$162,500
Total Commitments to Date - \$147,500
Remaining to Goal - \$15,000

EMERGING LEADERS

The Emerging Leaders will be hosting a workshop entitled "Level Up! Emerging Leaders Creating Opportunity for Success" on Friday, April 26, 2019. The workshop includes a panel discussion on navigating the runway to become an aviation industry leader. Attendees will learn how to capitalize on professional opportunities, overcome everyday challenges and position yourself for leadership roles. Program speakers include:

- Pdraig Drennan, CEO – Stellar Partners, Inc.
- Randy Hazelton, CEO – H & H Hospitality
- Mindy Price, CEO – Direct Effects Solutions
- Ricky Smith, Executive Director – Maryland Aviation Administration
- Simone Gans Barefield, CEO – Gans, Gans & Associates



- Simeon Terry, Vice President of Diversity Affairs – Austin Commercial
- Eric Mercado, Managing Director – Aviation Career Services

NATIONAL RENTAL CAR SUPPLIER DIVERSITY OUTREACH DAY – April 30, 2019

Airports and airport car rental concessionaires will be holding a simultaneous, single-day outreach event to provide contracting opportunities to small businesses. Avis Budget Group, Enterprise Holdings, and Hertz are looking for small businesses that can provide the following types of goods and services:

Asset Recovery, Auto Body Repair, Auto Parts, Auto Repair, Automobile related cleaning supplies, Electrical (low voltage), Fire Safety, Fire Suppression, First Aid, Motor Oil, Snowplow, Janitorial Services, Automobile Keys, Legal Services, Office Supplies, Pest Control, Plumbing, Printing, Security, Signage, Tires, Towing, Auto Transport, Uniform Cleaning, Uniforms, Windshield Rock Chip Repair.

Participating cities include:

- Atlanta, GA
- Austin, TX
- Birmingham, AL
- Boston, MA
- Charlotte, NC
- Charlottesville, VA
- Chicago, IL
- Cleveland, OH
- Columbia, SC
- Columbus, OH
- Denver, CO
- Detroit, MI
- Fr. Lauderdale-Hollywood, FL
- Hartford, CT
- Houston, TX
- Huntsville, AL
- Indianapolis, IN
- Los Angeles, CA
- New Orleans, LA
- Minneapolis-St. Paul, MN
- Norfolk, VA
- Oklahoma City, OK
- Oakland, CA
- Orlando, FL
- Phoenix, AZ
- Pittsburgh, PA
- Portland, OR
- Raleigh-Durham, NC
- Richmond, VA



- Salt Lake City, UT
- San Antonio, TX
- San Francisco, CA
- Sea-Tac, WA
- Tampa, FL
- Tucson, AZ
- Tulsa, OK
- Wadley, CT
- Washington, DC
- Wichita, KS

SFO MIXER

The San Francisco International Airport (SFO) will host an AMAC Mixer on Friday, June 21, 2019 from 3pm-7pm at the Aviation Museum and Library in the International Terminal. Attendees will learn about projects taking place at SFO, the certification process and AMAC.

35TH ANNUAL AIRPORT BUSINESS DIVERSITY CONFERENCE: TRANSFORMING THE FUTURE OF AIRPORTS - August 20-23, 2019

Key Events

Bill Walker Memorial Golf Tournament – August 21, 2019

This annual event benefits the AMAC Foundation's Scholarship Program. The Tournament honors AMAC's tireless servant, Bill Walker who began planning the golf tournament shortly after he became Vice President of Pacific State Airlines.

Catalyst Awards Luncheon – August 22, 2019

The AMAC Catalyst Awards honors members who have made outstanding contributions to further the goals of AMAC. All AMAC members are invited to nominate individuals or organizations. Winners will be honored during the luncheon.

Airport Director's 20/20 Vision Forum- August 22, 2019

The Airport Director 20/20 Vision Forum has become a conference highlight. This forum is designed to provide conference attendees an opportunity to hear about the future of airports and the aviation industry from Airport Directors who lead some of our nation's key airports. Airport Directors invited to participate will include:

- Chellie Cameron
- Ginger Evans
- Deborah Flint
- Jamie Rhee



- Ricky Smith

Celebrating Women in Aviation & Scholarship Breakfast – August 23, 2019

The Celebrating Women in Aviation event is designed to foster, promote and applaud the success of women in aviation-related enterprises. This unique breakfast event offers business owners, airports, government and corporations the opportunity to network and hear about the personal and professional experiences of women in the business, how they got there and what it takes to excel in the industry. This year we are also highlighting our Foundation scholarship recipients.

Mayor’s Forum – August 23, 2019

This year, for the first time, our program will highlight Mayors from across the country. As America’s economy continues to strengthen from a significant downturn, minority and women-owned businesses will remain a critical engine for economic growth and job creation. These top Executives will discuss their commitment to minority and women-owned businesses in creating opportunity in communities across the country for prosperity, economic opportunity and inclusivity. Cities invited to participate will include:

- Los Angeles
- Denver
- Houston
- Atlanta
- New Orleans

Project LIFT – August 24, 2019

Students are invited to join AMAC and LAWA for a day of learning about careers and pathways in the aviation industry. Project LIFT exposes students to potential careers, educational paths to success and provides networking opportunities with professional mentors to further students’ academic development.

Conference Sponsorship Goal - \$850,000

Total Commitments to Date - \$496,000

Remaining to Goal - \$354,000

CONFERENCE WORKSHOP TRACK OVERVIEW

Current Workshop Tracks

- Track 1: Planning for Growth & Profitability – Concession
- Track 2: Building Opportunities – AEC Workshop
- Track 3: The Future of Airports – Innovation & Technology

| TRACK | WORKSHOP TITLE | DESCRIPTION | FORMAT | PANELISTS RECOMMENDATIONS |
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| <p>Building Opportunities – AEC Track</p> | <p>The Panorama of Partnerships or A Partnership Perspective</p> | <p>What are primes looking for in partnerships? This session will feature a number of prime firms sharing what they are looking for in establishing and developing productive partnerships.</p> | <p>Panel w/Q&A</p> | <p>Airports, URW, Peer subs, Jacobs, WSP, AECOM, Gensler, Hensel Phelps</p> |
| | <p>I Got the Contract – Now What?</p> | <p>Before you sign the contract, there are certain boxes that need to be checked. This Panel of successful subs will share their insight on what subs need to be mindful of before they sign the contract</p> | <p>Panel w/Q&A</p> | <p>RECOMMENDATIONS FROM AMAC PLANNING COMMITTEE</p> |
| | <p>High Road Infrastructure</p> | <p>Guide to integrate Social Values into Infrastructure projects: Structured approach to integrate social-economic values into all infrastructure projects and secure the funding and financing to implement</p> | <p>Panel w/Q&A</p> | |
| | <p>Raising the Bar – Race to the Top</p> | <p>This session will illustrate how various airports are positioning themselves to be the best. This panel of Airport Executives will share what they are doing at their airports to deliver projects that raise</p> | <p>Presentation/Panel</p> | |



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| | | the bar in terms of efficiency, sustainability, and overall guest experience. | | |
| | Come Fly with Me | Airports aren't the only ones looking for partners. This session will feature a panel of airline Corporate Real Estate Executives discussing what they are planning to update their facilities and elevate the passenger experience. This panel will share current and upcoming opportunities for inclusivity based partnerships across their network of stations. | Presentation/Panel | American, United, Delta, Southwest , Alaska |
| The Future of Airports – Innovation & Technology Track | Is Everything Okay for Opening Day? | New Innovative technologies contributing to the best operational and passenger experience on opening day. The power and purpose of ORAT will be highlighted in this session. | Panel w/Q&A | LAX (recommendations welcome) Jacobs, SEA, MSY, Skanska, Bob Gilbert |
| | Realities & Revelations of Resiliency | Aging infrastructure and eventualities are the reality for many airports across the nation. This session will take a look at what airports are doing to ensure a resiliency | Presentation/Panel | LAX, ATL, LGA |

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| | | of operations and a swift recovery action plan in the event that something goes sideways. | | |
| | How Data is Driving the Future | <p>Reducing costs and generating non-aeronautical revenues by using a converged multiservice network to support communications requirements of airlines, airport operator, agencies, advertisers etc.</p> <p>b. Leveraging block chain and biometric technologies to facilitate passenger processing reducing queue lengths while improving security and PAX experience.</p> <p>c. Using tracking technologies to measure queue lengths and dwell times before construction starts, during construction, and at completion. Seeing impacts in real time enables operator, airline, TSA, CBP, retailers to make adjustments to improve PAX experience and maximize revenues.</p> <p>Biometrics/Data Analytics/Digital Marketplace</p> | Presentation/Panel | Justin Erbacchi (LAX), HOK, Fauth Group, etc. |

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| | <p>Building with Sustainability in Mind</p> | <p>How contractors strategize for saving time and materials can lead to higher profitability and an opportunity to avoid waste all in the spirit of sustainability. This panel will discuss how proactive partnering can lead to a streamlined and focused approach of achieving LEED certification, satisfying other sustainability goals and objectives, as well as positioning for Net Zero. Additionally, this session will also look at how sustainability is built in to operation and maintenance once construction has been completed.</p> | <p>TBD</p> | <p>SEA, LAX, ORD (other recommendation welcome) BWI Jacobs</p> |
| <p>Planning for Growth and Profitability – Concessions</p> | <p>Airport Concessions 101</p> | <p>This broad-based session is meant for those who are either new to the industry or have had a narrow focus in their career. Participants will learn all aspects of airport concessions to understand the environment, navigate the landscape, and set and plan their own road map to success. This</p> | | |



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| | | <p>session is a great place to create a foundation to better understand the more focused sessions later in the conference and pairs well to create a well-rounded curriculum.</p> | | |
| | <p>Ask the Experts</p> | <p>Ask an Attorney/ Ask the FAA/ Joint Ventures Best Practices (may be divided into more micro topics)/ Tax Implications of Joint Ventures/ Regulatory issues related to taking on investors in your ACDBE certified business/ Keeping your financial house in order/ Analyzing an opportunity Know your P&L – How you Make money/ Proposal Fundamentals/ Sustainability??</p> | | |
| | <p>My Favorite Mistake</p> | <p>Successful ACDBE operators share some of their favorite mistakes, how they learned from them and are now ready to help you avoid some of these common pitfalls in the airport concessions world. This interactive discussion will give audience members a chance to ask questions and share</p> | | |



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| | | some of their own challenges in a positive and accepting session that will benefit everyone. Come early as this session will fill up | | |
| | Beyond Concessions- The Airport Ecosystem | Concessions are only one avenue for ACDBE certified businesses to engage at the airport. This session will feature ACDBEs who have successfully navigated beyond concessions or companies who have opportunities to consider. Examples include goods and services, passenger services, airport lounges, concierge service, rental cars and more. | | |
| | Preparing for Financing | | | |
| FAA Mini-Track | Prompt Payment Requirements for Airports | This session will present an overview of the Prompt Payment provisions as defined by 49 CFR Part 26 and related guidance and the new complaint reporting requirements resulting from the 2018 FAA Reauthorization | | |
| | FAA Civil Rights Connect DBE Goal | FAA will provide an overview of the new | | |



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| | <p>Setting Tool</p> | <p>DBE Program Goal Setting Tool within the FAA Civil Rights Connect system. The session will include a demonstration of the tool including features that assist with calculating the triennial goal and writing the goal methodology.</p> <p>Please note: the DBE Goal Setting Tool is geared toward small and medium-size airports.</p> | | |
| | <p>Best Practices and Obligations for Ensuring Nondiscrimination in Airport Programs</p> | <p>This session will offer an overview and discussion of best practices in achieving compliance with Americans with Disabilities Act, Sec. 504 of the Rehabilitation Act, Title VI of the Civil Rights Act of 1964, and related civil rights requirements, as they apply to airport programs. Taken together, the requirements prohibit discrimination on the basis of disability, race, color, gender, religion, or national origin, including limited English proficiency, and ensure</p> | | |



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| | | environmental justice. | | |
| Roundtable Discussions – additional workshop ideas may be slotted into roundtable discussions | Urban Mobility | <ul style="list-style-type: none"> o Turo o APM /CONRAC o Rail Systems o New Mobility | Ground Transportation Roundtable | |

I. The Board went into Executive Session at 4:27pm.