

PROMOTE. PREPARE. ADVOCATE. ENGAGE.

20  
22

# ANNUAL REPORT

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## MESSAGE FROM THE BOARD CHAIR

The Airport Minority Advisory Council (AMAC) is leading change and creating opportunities for our members. I am pleased to provide this 2022 AMAC Annual Report that details our continuing work to build an inclusive culture in the aviation industry, strengthen diversity in our talent pipeline and build deep relationships to support our community.

AMAC utilizes advocacy, education, professional development and networking to help ensure a level playing field and maximum participation for minority individuals and businesses across our industry. Through programs and national policy development, we have a positive impact. Thanks to our leadership and membership, there is more representation and access to career and contract opportunities within the aviation and airport space than ever before.

In 2022, we launched our most ambitious initiative yet, the creation of eight AMAC Chapters across the United States. AMAC Chapters will help ensure that diversity, equity and inclusion are key factors in national and state policymaking within aviation. This significant extension will help broaden AMAC's influence and grow our agenda. I look forward to engaging with new members in the AMAC Chapters.

On behalf of the entire AMAC Board of Directors, thank you for your continued support. Our ongoing commitment is clear and has never been stronger. This work puts us on a path to continued success in the years to come.



Ricky D. Smith  
Chair, AMAC Board of Directors  
CEO, Baltimore/Washington International Thurgood Marshall Airport



## MESSAGE FROM THE PRESIDENT & CEO

Dear AMAC Members and Stakeholders:

Looking back at 2022, I want to thank you for a profound first year as AMAC's President & CEO. I am thankful for AMAC members, corporate partners and Board leadership. Collectively, we are driving AMAC's vision of creating economic equity, access and wealth for minorities and women in the aviation and aerospace industries.

Member engagement – driven by an interest in local chapters – is at an all-time high. Highlights from 2022 include the AMAC Economic Opportunity & Policy Forum in March, the AMAC Airport Business Diversity Conference in June, Expanding DBE Participation in Aviation with ACRP and AMAC Panel and Networking Reception in September and crowd-drawing regional events in Seattle, Atlanta and Baltimore.

We continue to flourish from the deep roots anchored by AMAC's strong foundation and legacy to ensure our great organization continues to thrive in these unprecedented times and discover new ways to impact the industry. Our National Office Team expanded and now includes Jeanette Saunders as the Vice President of Education and Advisory Services. Jeanette, along with our esteemed research leadership team, has had great success with our ACRP grant award, which involves AMAC providing guidelines and tools for effective practices to help airports increase and maintain meaningful ACDBE/DBE participation in their business opportunities.

As we see our goals for 2022 being realized, we are excited about what's in store in 2023. We will prioritize robust educational programming and content plus new advisory services through our soon-to-be-announced Business Capacity Accelerator Program and DEI Center for Excellence. Furthermore, we continue to see a growing interest in the AMAC Airport Business Diversity Conference and anticipate record-breaking numbers. Please mark your calendars for our 38th Annual AMAC Airport Business Diversity Conference hosted by San Antonio International Airport this upcoming June in San Antonio, TX.

I am honored to serve and lead AMAC, working with our Board of Directors and National Office to be the voice at the table, creating opportunities and economic mobility for our valued members.



Eboni Wimbush  
President & CEO, AMAC



# WHY AMAC?

## WHY WE EXIST

- ✈ To advance the full participation of minorities and women in employment and contracting opportunities throughout the aviation and aerospace industries
- ✈ To help strengthen local economies, close the racial wealth gap and create business and employment opportunities
- ✈ To address inequalities with a clear vision of the vital role and economic contributions of minorities and women who aid in maintaining a thriving aviation industry as business owners and employees
- ✈ To provide a voice in shaping policies and regulations that can help minority and women-owned businesses and reduce barriers to their participation
- ✈ To advance and strengthen understanding of the importance of diversity and inclusion through high-quality training and educational programs
- ✈ To collaborate with federal, state, local and private organizations with similar missions and goals as AMAC
- ✈ To create or expand mutually beneficial relationships between women and minority-owned businesses and other businesses, which are critical to ALL businesses' success
- ✈ To develop educational programs, scholarships, mentorship and internship opportunities to support current and future aviation and airport industry professionals
- ✈ To help advance economic development and entrepreneurship
- ✈ To connect diverse businesses to airport contracting opportunities nationwide
- ✈ To provide recommendations that enhance the participation of minority and women-owned businesses in airport contracting opportunities and concessions operations

## Get Connected!



 @AirportMinorityAdvisoryCouncil

 @AirportMinorityAdvisoryCouncil

 @AMAC\_ORG

 @AMAC\_ORG

 @AirportMinorityAdvisoryCouncil

 www.amac-org.com

 info@amac-org.com

# MEMBER SPOTLIGHTS



AMAC has proven to be an ideal platform to learn all the many facets of our industry, from the inner workings of airports to the legislative process on Capitol Hill. The organization's commitment to supporting and educating its members makes us stronger as a group and better as entrepreneurs and leaders in aviation.

**Karnardo Garnett**  
CEO, Legacy Concessions



Aviation is such a small industry, and it always amazes me the faces you run into over and over again. AMAC has provided a context and a community where you can continue those relationships rather than just hoping fate intervenes and you meet again. Having worked in concession design for 25 years, establishing those relationships has become one of the most rewarding parts of my business.

**Jennifer Reynolds**  
Principal, Ideation Design Group



As a project manager and architect, AMAC provides an amazing conduit to meet and network with aviation-focused professionals of all disciplines, not just architecture. It's diverse by profession and representation!

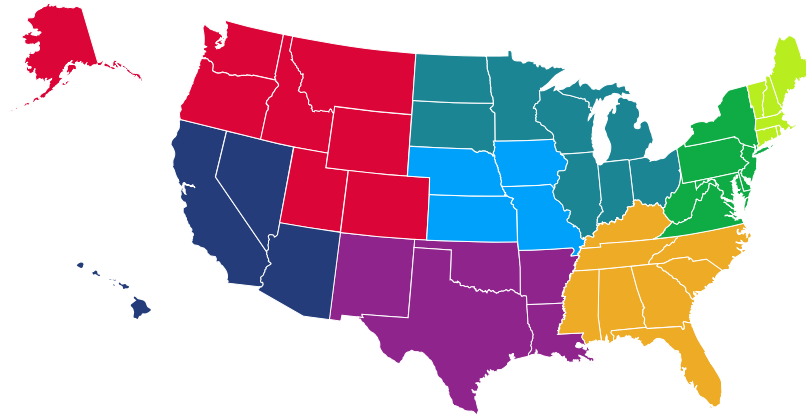
**Joe Cruz, AIA, NCARB, NOMA**  
Project Manager, Architecture & Building Engineering, Mead & Hunt



# MEMBERSHIP

## CHAPTERS & REGIONS

- CENTRAL
- EASTERN
- GREAT LAKES
- NORTHEAST
- NORTHWEST
- SOUTHEAST
- SOUTHWEST
- WESTERN



OPEN **38** Years in Operation
 8 National Regions
 8 Chapters
 5 Membership Levels
 11 Membership Committees
 25+ Strategic Partners

- ✈ **AIRPORT**  
**34**
- 💰 **BUSINESS**  
**179**
- 💼 **CORPORATE**  
**30**
- 👤 **INDIVIDUAL**  
**64**
- 📖 **STUDENT**  
**32**

**JULY 14, 2022**  
**AMAC LAUNCHES**  
**8 CHAPTERS**

Atlanta, GA  
 Baltimore, MD/  
 Washington, DC  
 Chicago, IL  
 Denver, CO  
 Detroit, MI  
 Houston, TX  
 Los Angeles, CA  
 Portland, OR



# 2022 ACHIEVEMENTS

## Bold Action, Bright Future



AMAC increased **membership** by 46% through new members and renewals.



Over 7,300 participants attended **AMAC's events** (eight virtual, nine in-person and one hybrid) throughout the year.



managers in the aviation industry.

The **AMAC Build Careers** Fellowship Program selected seven aviation executives to lead the program's Fellows as the next generation of executives and senior



AMAC hosted the first in-person **AMAC Economic Opportunity and Policy Forum** since 2019—nearly 200 participants gathered from March 21–22, 2022 in Washington, DC.



AMAC hosted the first in-person **AMAC Airport Business Diversity Conference** since 2019—over 1,000 participants gathered from June 20–23, 2022 in Chicago, IL.



MD/Washington, DC; Chicago, IL; Denver, CO; Detroit, MI; Houston, TX; Los Angeles, CA; and Portland, OR.

AMAC launched **eight chapters** to expand the organization's local reach to women and minorities in the aviation industry. First-Ever AMAC Chapters: Atlanta, GA; Baltimore,

## 2022 ACHIEVEMENTS

### Bold Action, Bright Future



The AMAC Foundation awarded \$60,250 **scholarships** to 43 students pursuing aviation careers.



AMAC was awarded nearly \$400,000 and selected by the Airport Cooperative Research Program (ACRP) of the Transportation Research Board (TRB) as the **research**

contractor to provide guidelines and tools for effective practices to help airports increase and maintain meaningful DBE/ACDBE participation in their business opportunities.



AMAC leaders met with **Mr. Donald "Don" R. Cravins, Jr.**, the first Under Secretary of Commerce for the U.S. Department of Commerce Minority

Business Development Agency (MBDA), as one of his first acts in his new role.



Eboni Wimbush, AMAC President & CEO, was selected to serve on the Advisory Council for **The Equity in Infrastructure Project**.



AMAC and the **National Association of Black Women in Construction, Inc.** signed a collaborative agreement to improve the business environment for their minority-owned business members.



AMAC submitted **comments** to the U.S. Department of Transportation and Federal Aviation Administration (FAA) in response to a Notice of Proposed Rulemaking (NPRM) to modernize the DBE/ACDBE program regulations.

## 2022 ACHIEVEMENTS

### Bold Action, Bright Future



and cooperation to empower the minority and women's aviation business communities.

AMAC and **TRB** formalized a partnership through a letter of intent to foster and facilitate greater synergies for information sharing



effective practices to help airports increase and maintain meaningful ACDBE/DBE participation in their business opportunities.

AMAC received a grant to lead research project **ACRP 01-51: Improving Airport Organizational Practices to Enhance ACDBE/DBE Participation** to provide guidelines and tools for

## INDUSTRY ENGAGEMENT



### AAAE/ACC Airport Planning, Design and Construction Symposium

YP Committee Hosted Session: *The Future of the Workforce: Talent Recruitment and Retention*  
**March 1, 2022 | Nashville, TN**



**NEC AAAE DEI Virtual Summit: You Can't Be What You Can't See: Women in Aviation Revealed**  
**March 23, 2022 | Virtual**



### 13th Annual FAA National Civil Rights Training Conference for Airports

Session: *Diversity, Equity, Inclusion and Accessibility (DEIA) in Airport Sponsor Programs*  
**July 26, 2022 | Virtual**



**ACC 44th Annual Conference & Exposition**  
Keynote: *Driving Equity in Infrastructure and the Industry*  
**November 8, 2022 | Fort Lauderdale, FL**



## 2022 LEGISLATIVE & REGULATORY PRIORITIES

Throughout 2022, AMAC engaged federal lawmakers, federal agencies and other stakeholders on key legislative policies and regulatory priorities to protect and enhance the ACDBE/DBE programs that affect AMAC members and ACDBE/DBE participation in airport contracts and concessions. AMAC:

- ✈ Sought an increase in the Personal Net Worth (PNW) Cap
- ✈ Sought additional exclusions in the calculation of PNW
- ✈ Requested DOT/FAA guidance on the Business Size Standard calculation
- ✈ Sought guidance and consistency in the application of the certification process
- ✈ Sought changes in the decertification appeal process
- ✈ Advocated for a firm to be able to retain its certification status until DOT has rendered its appeal decision.
- ✈ Advocated for the 2008 FAA Joint Venture Guidance to be revised and updated with the recommended changes AMAC submitted in October 2021
- ✈ Advocated for the FAA via grant recipients (airports) to fund certain concession buildouts specifically designed to increase ACDBE prime operators in airports
- ✈ Submitted comments on the anticipated Notice of Proposed Rulemaking on changes to the federal DBE and ACDBE program regulations
- ✈ Created new/remain active with industry allies and community partners to engage in closing the gap on diversity in airport leadership
- ✈ Forged strategic alliances and partnerships that can help further advance AMAC's legislative and regulatory priorities

## STATE OF THE INDUSTRY

Source: U.S. Department of Transportation Equity Action Plan, January 2022

### WEALTH CREATION

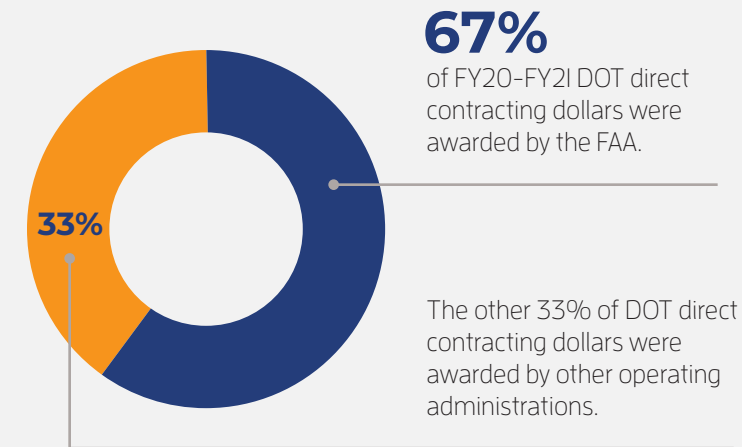
#### Outcome

Building capital, expanding business networks, and attaining new skills and experience through increased DOT contracts.

#### Key Performance Indicators

Increase DOT direct contract dollars to small disadvantaged businesses to an aspirational goal of 20% by FY25.

#### Critical Gaps<sup>1</sup>



DOT will focus equity efforts on programs that will have the greatest impact on small disadvantaged business opportunities, including the many FAA contracting opportunities.

#### The Opportunity at Stake

Addressing systemic barriers and achieving the **20%** goal for small disadvantaged businesses could result in **+1.6B** of DOT direct contract dollars annually to these businesses.<sup>1</sup>

These top 4 industries accounted for **\$2.8B** out of **\$7.8B** total FY20 DOT direct contract dollars:



**Engineering Services**



**Highway, Street, and Bridge Construction**



**Computer System Design Services**



**Other Computer Related Services**

Black and Hispanic-owned businesses were underrepresented, receiving only **1.7%** and **2.4%** of FY20 DOT direct contract dollars in these 4 industries, respectively.

## MEMBER SPOTLIGHTS



AMAC is a community whose members understand me and my journey. Better still, it provides me with opportunities to share my experience and expertise within its community and to learn from other members so that we grow together. AMAC is an invaluable and exceptional resource for entrepreneurs and innovators to bring their ideas to a world-class retail environment.

**Sharon Loeff**  
President, Shopworks, Inc.



AMAC provides an environment where a person or entity can bring their whole self. This fosters a path that supports and mentors great leaders and entrepreneurs.

**Tyrone William Nabbie**  
President and CEO, Superior Hospitality Group LLC



AMAC is the nexus of business, community and culture. Not only does AMAC demand a seat at the table, but they also reinforce the importance of unapologetic cultural representation and the value that it brings.

**Demetria Wideman**  
Executive Vice President – Growth, ReachTV

## 2023 LEGISLATIVE & REGULATORY PRIORITIES

### Support Reauthorization of Federal Aviation Administration (FAA) Programs

- ✈ AMAC is in strong support of a timely reauthorization of FAA Programs, including Airport Improvement Program (AIP) funding, and continuation of the DBE/ACDBE programs. Without congressional action, the authority for these programs will expire on September 30, 2023. The reauthorization of the DBE/ACDBE programs is a critical AMAC priority and we urge AMAC members to fully support their renewal.
- ✈ A key feature of the DBE/ACDBE programs is the AIP grant assurance by an airport receiving AIP funding that it will use "good faith efforts" to provide business opportunities to DBE/ACDBEs. AMAC will continue to urge Congress to retain this feature of the Airport Improvement Program.

### Continue to Seek an Increase in the Personal Net Worth Cap

- ✈ An increase in the Personal Net Worth (PNW) cap much higher than the current \$1.32 million threshold is warranted. The substantial capital investment and higher operating costs associated with airport concessions, as well as bonding and insurance costs for capital projects affect the ability of both ACDBEs and DBEs to obtain loans and satisfy financial requirements and commitments established by airports.

### Continue to Seek Additional Exclusions in the Personal Net Worth Calculation

- ✈ Retirement assets should be excluded from the PNW calculation.
- ✈ Reinstate the previously allowed exclusion of up to \$3 million of pledged assets necessary to obtain financing or a franchise agreement for initiating or expanding an ACDBE firm.
- ✈ The ownership interest in all ACDBEs owned by the same applicant should be excluded from the PNW calculation because the common principal for all affiliates is the disadvantaged individual. The disadvantaged individual should not be penalized for segmenting risks by setting up separate companies for each business venture.

### Continue to Request DOT/FAA Guidance on the Business Size Standard Calculation

- ✈ DOT/FAA should issue guidance and clarity on the calculation for an ACDBE's business size to ensure that only revenue attributable to an ACDBE's portion/percentage of its ownership interest is counted in that calculation, particularly as this relates to joint ventures.



## 2023 LEGISLATIVE & REGULATORY PRIORITIES

### Seek Guidance on and Consistency in the DBE/ACDBE Certification Process

- ✈ DOT/FAA guidance on and consistency of the application of the DBE/ACDBE certification process amongst certifying agencies is needed. The interpretation and understanding of the DBE/ACDBE regulations' certification requirements varies widely among jurisdictions, and continues to cause inconsistent application of regulatory requirements, jurisdictional disparities and prejudicial outcomes for disadvantaged businesses.
- ✈ The interstate certification process must be streamlined because the wide differences in application of that process by certifiers continues to cause burdens for ACDBEs/DBEs seeking certification in multiple states.

### Seek Changes in the Decertification Appeal Process

- ✈ A firm decertified as an DBE or ACDBE by a certifying entity can appeal the decision with DOT and must wait until DOT renders its decision, which can often take 12 months. In addition, if DOT upholds the decertification decision, there is a 12-month waiting period before the firm can re-apply for certification. AMAC believes that this process is unfair.
- ✈ AMAC will advocate for a firm to be able to retain its certification status until DOT has rendered its appeal decision.

### Amend Passenger Facility Charge Statute to Include M/W/DBE Goals

- ✈ AMAC strongly supports the Passenger Facility Charge (PFC) program as an important additional funding mechanism to expand needed airport infrastructure. However, many millions of dollars of PFC funds have been spent on airport improvements without the inclusion of goals required to open up opportunities for participation by Minority, Women or Disadvantaged Business Enterprises. Therefore, AMAC strongly supports an Amendment to the PFC statute to include a requirement for participatory goals by these heretofore excluded group of business owners.

### Sustainable Advocacy

- ✈ AMAC will continue its advocacy role, both independently and in active partnership with existing and new organizational allies and community partners. Together we will seek to:
  - Close the gap on diversity in airport leadership.
  - Forge additional strategic alliances and partnerships with organizations of mutual benefit and advancement of AMAC's legislative agenda. Likewise, we strongly urge you to direct the FAA Office of Civil Rights to coordinate with other federal agencies such as the SBA or MBDA to strengthen the focus on small business growth and development.
  - AMAC is always supportive of congressional efforts to provide additional funding to airports for capital and other improvement projects. We are here to work with both the Congress and the Airport community in finding ways to help ensure equity in participation opportunities for small, women, and minority-owned firms.

## EVENTS & PROGRAMS

### AMAC Legends & Leapers

January 26, 2022 | Virtual

This month featured Steve Johnson, President & CEO, HMSHost, and Shawnta Young, Commercial Operations Manager, Midway Partnership/Chicago Midway International Airport.



**Steve Johnson**  
President & CEO, HMSHost



**Shawnta Young**  
Commercial Operations Manager, Midway Partnership/  
Chicago Midway International Airport

### AMAC Legends & Leapers

February 23, 2022 | Virtual

This month featured Simeon Terry, MBA, MCA, Second Vice Chair, AMAC Board of Directors; Vice President of Diversity Affairs, Austin Commercial and Toyin Ogunfolaju, Infrastructure and Social-Economic Inclusion Leader, Jacobs.



**Simeon Terry MBA, MCA**  
Second Vice Chair, AMAC Board of Directors;  
Vice President of Diversity Affairs, Austin Commercial



**Toyin Ogunfolaju**  
Infrastructure and Social-Economic Inclusion Leader,  
Jacobs

## EVENTS & PROGRAMS

### LAX Business Inclusivity Concessions Networking Event

February 24, 2022 | Los Angeles, CA

AMAC, Unibail-Rodamco-Westfield and Los Angeles World Airports hosted the Advance Network LAX Business Inclusivity Networking Event to connect experienced minority airport business owners, concessions operators and contractors to navigate Los Angeles International Airport (LAX) contracting opportunities to advance their business journeys in the airport and across the industry.



### AMAC & MBDA Manhattan Present: Airport Opportunities for Diverse Companies

March 10, 2022 | Virtual

The MBDA Manhattan Center and AMAC partnered to teach construction and concession industry operators and airport administrators how to connect to the FAA's \$2.89 billion made available to 3,075 national airports through the Bipartisan Infrastructure Law.



## EVENTS & PROGRAMS

### AMAC Economic Opportunity and Policy Forum

March 21-22, 2022 | Washington, DC

AMAC and Baltimore/Washington International Thurgood Marshall Airport welcomed aviation industry leaders, government officials and business representatives to Washington, DC to exchange ideas, share entrepreneurship best practices and seek innovation in diversity and inclusion initiatives throughout the aviation and aerospace industries.



### AMAC Legends & Leapers

March 30, 2022 | Virtual

This month featured an all-women panel in honor of Women's History Month—Andrella Kenner, Director, AMAC Foundation Board of Directors; Founder & President, CI2 Aviation and Tonja Pastorelle, Midwest/Great Lakes Regional Director; AMAC Board of Directors President, Pastorelle Marketing Group.



**Andrella Kenner**

Director, AMAC Foundation Board of Directors; Founder & President, CI2 Aviation



**Tonja Pastorelle**

Midwest/Great Lakes Regional Director; AMAC Board of Directors; President, Pastorelle Marketing Group



## EVENTS & PROGRAMS

### AMAC ALC Fireside Chat: Bridging the Cultural Divide

March 31, 2022 | Virtual

On March 31, 2022, the AMAC Airport Leadership Collective (ALC) launched a series of conversations to create engagement between current and former airport leaders and individuals navigating their careers, including discussion topics on leadership to problem-solving. This program featured Thella Bowens, Former CEO, San Diego County Regional Airport Authority, Gladys D. Brown, Director, Yuma International Airport, Angela Gittens, Former Director General, Airports Council International – ACI World and Cynthia Guidry, Director, Long Beach Airport.



**Thella Bowens**  
Former CEO, San Diego County  
Regional Airport Authority



**Gladys D. Brown**  
Director, Yuma International  
Airport



**Angela Gittens**  
Former Director General, Airports  
Council International – ACI World



**Cynthia Guidry**  
Director, Long Beach Airport

### ACRP Insight Event — Systemic Inequality in the Aviation Industry: Exploring the Racial Divide

March 10, 2022 | Virtual

This two-day event expanded participants' understanding of the challenges posed by systemic racism in the airport industry, why it matters, actions that have been undertaken to create solutions and future research needs. The event incorporated panel discussions and audience breakout sessions to maximize thought-provoking conversations.



## EVENTS & PROGRAMS

### AMAC Airport Rental Car Supplier Diversity Outreach Day

April 26, 2022 | Hybrid

AMAC hosted the annual Airport Rental Car Supplier Diversity Outreach Day. Participants learned about contracting opportunities at over 72 airports, the ACDBE certification, other Supplier Diversity certifications and how they benefit small businesses.

avis budget group

enterprise

National

Alamo

FOX  
RENT A CAR

Hertz

Thrifty  
CAR RENTAL

dollar.  
CAR RENTAL

### AMAC Legends & Leapers

April 27, 2022 | Virtual

This month featured Wilbur Barham, President, BarCon Enterprises, LLC and Nick Ryan, Aviation Market Leader, RS&H.



**Wilbur Barham**  
President, BarCon Enterprises, LLC



**Nick Ryan**  
Aviation Market Leader, RS&H

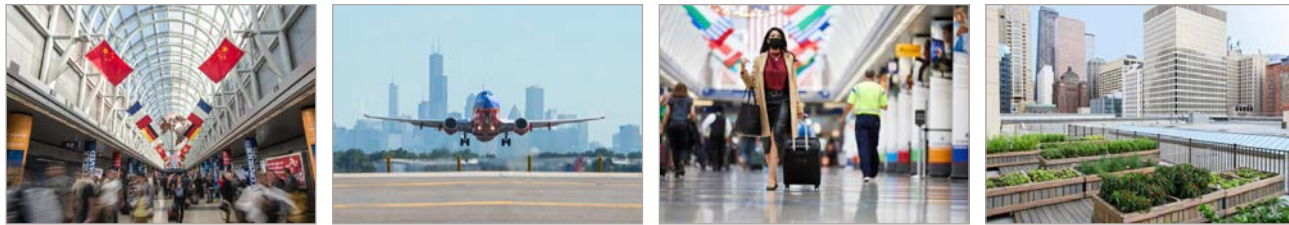


## EVENTS & PROGRAMS

### Tips to Maximize Your #AMAC2022 Experience Webinar

May 20, 2022 | Virtual

AMAC hosted a webinar on tips to maximize your experience at the 37th Annual AMAC Airport Business Diversity Conference: Redefining Aviation Opportunities Together hosted by the Chicago Department of Aviation from June 20–23, 2022 in Chicago, IL



### 37th AMAC Annual Airport Business Diversity Conference: Redefining Aviation Opportunities Together

June 20–23, 2022 | Chicago, IL

In partnership with the Chicago Department of Aviation, AMAC hosted the 37th Annual AMAC Airport Business Diversity Conference: Redefining Aviation Opportunities Together from June 20–23, 2022 in Chicago, IL.



## EVENTS & PROGRAMS

### AMAC ALC Fireside Chat: Bridging the Cultural Divide

June 22, 2022 | Chicago, IL

This session continued the March 2022 kickoff virtual event. The discussion focused on navigating careers and problem-solving, plus advice for those pursuing senior-level opportunities. This program featured Cynthia Guidry, Vice Chair, AMAC Airport Leadership Collective; Director, Long Beach Airport, Jan Lennon, Deputy General Manager, Operations, Hartsfield-Jackson Atlanta International Airport and Charlene Reynolds, Airport Director, John Wayne Airport.



### AMAC Legends & Leapers

June 22, 2022 | Chicago, IL

This program (typically held virtually) was held in person for the first time and featured Ricky Smith, Chair, AMAC Board of Directors; CEO, Baltimore/Washington International Thurgood Marshall Airport and Mack Wilbourn, Owner & President, Mack II, Inc.



**Ricky D. Smith**  
CEO, Baltimore/Washington International Thurgood Marshall Airport



**Mack Wilbourn**  
Owner & President, Mack II, Inc.

## EVENTS & PROGRAMS

### AMAC S.O.A.R.S Northwest Region

August 2–3, 2022 | Seattle, WA

AMAC, Port of Seattle, Port of Portland and regional airports and corporations in the Northwest region partnered to provide an overview of current and upcoming airport projects, contract considerations and best practices for competing for and securing new business.



### AMAC NPRM Stakeholder Session 1

August 22, 2022 | Virtual

AMAC hosted its first installment of a three-part series in preparation for submitting comments to DOT/FAA in response to an NPRM to modernize the DBE/ACDBE program regulations.



## EVENTS & PROGRAMS

### AMAC NPRM Stakeholder Session 2

August 30, 2022 | Virtual

AMAC hosted the second installment of its NPRM Stakeholder Sessions in preparation to submit comments to DOT/FAA in response to a NPRM to modernize the DBE/ACDBE program regulations.



### AMAC Legends & Leapers

August 31, 2022 | Virtual

This month featured Michael Svagdis, CEO, SSP America, and Chelsie Tamms, Founder, Lettering Works.



**Michael Svagdis**  
CEO, SSP America



**Chelsie Tamms**  
Founder, Lettering Works



## EVENTS & PROGRAMS

### Meet & Mix with AMAC: Southeast Region

**September 26, 2022 | Atlanta, GA**

*Hosted by the AMAC Atlanta Chapter*

The AMAC Atlanta Chapter hosted minority business owners and leaders from the southeast region to a networking mixer where attendees heard remarks from AMAC President & CEO Eboni Wimbush, met AMAC Southeast Regional Director Mori Russell and learned about the developing AMAC Atlanta Chapter.



### AMAC NPRM Stakeholder Session 3

**September 28, 2022 | Virtual**

AMAC hosted its final installment of a three-part series in preparation for submitting comments to DOT/FAA in response to an NPRM to modernize the DBE/ACDBE program regulations.



## EVENTS & PROGRAMS

### AMAC Legends & Leapers

**September 28, 2022 | Virtual**

This month featured Jesus H. Saenz Jr., Director of Airports, City of San Antonio, and Liz Gonzalez Tetenbaum, Director of Partner Relations & Business Diversity, Hudson.



**Jesus H. Saenz Jr.**  
Director of Airports, City of San Antonio



**Liz Gonzalez Tetenbaum**  
Director of Partner Relations & Business Diversity, Hudson

### Expanding DBE Participation in Aviation with ACRP and AMAC

**September 29, 2022 | Washington, DC**

ACRP partnered with AMAC to forge new partnerships between prime firms and sub-consultants seeking work on upcoming research projects that address challenges impacting airport operators. Through this event, ACRP also previewed the selected projects for the Fiscal Year 2023 project, discussed goals for inclusive teaming relationships and best practices for submitting a proposal.





## EVENTS & PROGRAMS

### Meet & Mix with AMAC: Eastern Region

October 6, 2022 | Baltimore, MD

Hosted by the AMAC Baltimore/DC Chapter

The AMAC Baltimore/DC Chapter hosted a Meet & Greet networking mixer to connect new and seasoned AMAC members and to spark interest in the chapter's development, including involvement in the planning committee.



### AMAC ALC Fireside Chat: Bridging the Cultural Divide

October 20, 2022 | Virtual

This program featured Henrietta Brown, Deputy Director, Finance & Administration, Louis Armstrong New Orleans International Airport, Renee Dutia, Founder, Regali Inc., Inez Lampley, CEO & Founder, Fresher LLC and Justina Mann, Southwest Regional Director, AMAC Board of Directors; Chair, AMAC Chapters Development Committee; Director, Infrastructure Controls Terminal Development, Houston Airport System.



**Henrietta Brown**  
Deputy Director, Finance  
& Administration, Louis  
Armstrong New Orleans  
International Airport



**Renee Dutia**  
Founder, Regali Inc.



**Inez Lampley**  
CEO & Founder, Fresher LLC



**Justina Mann**  
Southwest Regional Director,  
AMAC Board of Directors; Chair,  
AMAC Chapters Development  
Committee; Director, Infrastructure  
Controls Terminal Development,  
Houston Airport System

## EVENTS & PROGRAMS

### AMAC Emerging Leaders Cocktails & Conversations

November 10, 2022 | Virtual

AMAC's Emerging Leaders discussed different perspectives and careers within the aviation industry through the Airport, Architecture, Concessions, Construction, Product and Technology focus areas.



**Jose Cuevas**  
Senior Manager,  
Commercial, JFK  
International Air Terminal



**Julius Cousin III**  
Detroit Office Lead/Project  
Manager, Infra-Eng.Inc



**Mori Russell**  
Business Development,  
Concessions International



**Victor Harris**  
Business Development  
Manager, CMTS



**Chris & Fay Breedlove**  
Founders, TERMINAL B



**Lauryn Mangum Reed**  
Executive Vice President, TMG  
Hospitality USA

### Stakeholders Reception—38th AMAC Airport Business Diversity Conference

December 6, 2022 | San Antonio, TX

The Stakeholders Reception explored opportunities for individuals to network and engage with AMAC during the upcoming 38th Annual AMAC Airport Business Diversity Conference and throughout the year.



## MEMBER SPOTLIGHTS



AMAC brings together a diverse group of professionals within the aviation industry and serves as a pillar to its members. In addition, the organization continues to be instrumental in supporting equity and inclusion in our industry.

**Liz Gonzalez Tetenbaum**

Director, Partner Relations & Business Diversity, Hudson



AMAC does a great deal to level the playing field in our industry. There is no organization in the aviation industry that does a better job of prioritizing the development of minority and women-owned businesses. AMAC has been invaluable to me since becoming a member in 2018.

**Andre Titus**

Northeast Regional Director, AMAC Board of Directors  
Vice Chair, AMAC Government Affairs Committee  
Compliance Manager, Marketplace Development



As a minority/woman-owned business, I am happy to have an advocate in AMAC who fights for both representation and opportunity in the airport industry. AMAC also offers the chance to network with a diverse group of people who are genuinely willing to help others succeed.

**Desiree Nazario-Bucobo**

President, Sweet Mango Hospitality Corp.

## AMAC NATIONAL OFFICE



**Eboni Wimbush**  
President & CEO, AMAC



**Anthony W. Barnes**  
Chief Operating Officer, AMAC



**Chermaina Roundtree**  
Programs & Corporate Development  
Director, AMAC

# AMAC BOARD OF DIRECTORS

## OFFICERS



### CHAIR

**Ricky D. Smith**

CEO, Baltimore/Washington International  
Thurgood Marshall Airport



### FIRST VICE CHAIR

**Simeon Terry**

Vice President of Diversity Affairs,  
Austin Commercial



### SECOND VICE CHAIR

**Bridget Biagas**

Chair, AMAC Communications Committee  
/ Vice President, Partner Relations &  
Business Diversity, Hudson



### TREASURER

**William "Bill" Swift**

Chair, AMAC Finance Committee /  
Owner, Business Traveler Services, Inc. and  
Swift Services, Inc.



### SECRETARY

**Lauryn Mangum Reed**

Chair, AMAC Emerging Leaders Committee /  
Executive Vice President, TMG Hospitality USA

## REGIONAL DIRECTORS



### SOUTHWEST

**Justina Mann**

Chair, AMAC Chapters Development  
Committee / Director, Infrastructure  
Controls, Houston Airport System



### EASTERN

**Robin Gibson**

Chair, AMAC Governance and Performance  
Management Committee / Director, Quality  
Assurance (DQA), Fraport USA, Inc.



### MIDWEST/GREAT LAKES

**Tonja Pastorelle**

President, Pastorelle Marketing Group

# AMAC BOARD OF DIRECTORS



### CENTRAL

**Milan Patel**

Vice Chair, AMAC Governance and  
Performance Management Committee /  
President, OHM Concession Group



### SOUTHEAST

**Mori Russell**

Southeast Regional Director, AMAC Board of  
Directors / Vice Chair, AMAC Emerging Leaders  
Committee / Business Development Manager,  
Concessions International



### NORTHEAST

**Andre Titus**

Vice Chair, AMAC Government Affairs  
Committee / Compliance Manager,  
Marketplace Development



### NORTHWEST

**Kimberly Sutton**

Vice Chair, AMAC Chapters Development  
Committee / Small Business Development  
Program Manager, Port of Portland



### WESTERN

**Michael E. Washington, MBA**

Vice Chair, AMAC Chapters Development  
Committee / President & Co-Owner,  
Palazzo Concessions

## AT-LARGE DIRECTORS



### Karen Ellis

At-Large Director, AMAC Board of Directors  
/ Chair, Conference Planning Committee  
/ Chief Customer Experience Officer, San  
Antonio Airport System



### Nikki T. Harland

At-Large Director, AMAC Board of Directors  
/ Chief Operating Officer, Paradies Lagardère



### Tosin Kasali

At-Large Director, AMAC Board of Directors  
/ Chair, AMAC Membership Committee  
/ Vice President, Business Development,  
HMSHost



## AMAC BOARD OF DIRECTORS



**Lance Lyttle**

At-Large Director, AMAC Board of Directors  
/ Managing Director, Aviation Division, Port  
of Seattle



**Maria Martinez**

At-Large Director, AMAC Board of Directors /  
Vice Chair, AMAC Governance and Performance  
Management Committee / Senior Director of  
Brands and Concepts, SSP America



**Gonzalo de la Melena, Jr.**

Vice Chair, AMAC Government Affairs  
Committee / Founder & CEO,  
Emerging Airport Ventures



**Dwight H. Pullen, Jr.**

At-Large Director, AMAC Board of Directors  
/ Chair, AMAC Aviation Professional  
Development Committee / National Core  
Market Leader,  
DPR Construction



**Michael Svagdis**

At-Large Director, AMAC Board of Directors  
/ CEO, SSP America



**Kenneth Weeden**

At-Large Director, AMAC Board of Directors  
/ Chair, AMAC Government Affairs  
Committee / President/Principal, Ken  
Weeden & Associates, Inc.

## AMAC COMMITTEES



### AVIATION PROFESSIONAL DEVELOPMENT



**CHAIR**

**Dwight H. Pullen, Jr.**  
AECOM



**VICE CHAIR**

**Jeanette Saunders**  
Jacobsen|Daniels



**VICE CHAIR**

**Kelli Kelly**  
Kiewit



**VICE CHAIR**

**Ebony Gaynor**  
Ever-Evolving Consulting



### CHAPTERS DEVELOPMENT



**CHAIR**

**Justina Mann**  
Houston Airport System



**VICE CHAIR**

**Michael Washington**  
Palazzo Concessions



**VICE CHAIR**

**Kimberly Sutton**  
Port of Portland



### COMMUNICATIONS



**CHAIR**

**Sunshine White**  
Delaware North



**VICE CHAIR**

**Annette Fisher**  
Baltimore/Washington  
International Thurgood  
Marshall Airport



**VICE CHAIR**

**Sioban Higgins**  
Ten Thirty Media



**VICE CHAIR**

**Carla Nelson Chambers**  
The Nelson Ideation Group

## AMAC COMMITTEES



### CONFERENCE PLANNING



#### CHAIR

**Karen W. Ellis**

San Antonio International Airport



#### VICE CHAIR

**Matt Evans**

San Antonio International Airport



#### VICE CHAIR

**Davita Taylor**

Nashville International Airport



### CORPORATE DEVELOPMENT



#### CHAIR

**Tonja Pastorelle**

Pastorelle Marketing Group



#### VICE CHAIR

**Jen Juul**

SSP America



#### VICE CHAIR

**Manik Aurora**

Arora Engineers



### ELECTIONS AND NOMINATIONS



#### CHAIR

**Nick Ryan**

Arora Engineers



#### VICE CHAIR

**Raven Berry**

Baltimore/Washington International  
Thurgood Marshall Airport

## AMAC COMMITTEES



### EMERGING LEADERS



#### CHAIR

**Lauryn Mangum Reed**

TMG Hospitality USA



#### VICE CHAIR

**Mori Russell**

Concessions International



#### VICE CHAIR

**Jose Cuevas**

JFK International Air Terminal



### FINANCE



#### CHAIR

**William Swift**

Business Traveler Services, Inc. and Swift  
Services, Inc.



#### VICE CHAIR

**Simeon Terry**

Austin Commercial



### GOVERNANCE AND PERFORMANCE MANAGEMENT



#### CHAIR

**Goodwille Pierre**

Goodwille Pierre, LLC / The  
Pierre Firm, PLLC



#### VICE CHAIR

**Maria Martinez**

SSP America



#### VICE CHAIR

**Iris Messina**

Hudson



#### VICE CHAIR

**Hezekiah Harris**

CMTS LLC

## AMAC COMMITTEES



### GOVERNMENT AFFAIRS



**CHAIR**  
**Ken Weeden**

Ken Weeden & Associates, Inc.



**VICE CHAIR**  
**Farad Ali**

Asociar



**VICE CHAIR**  
**Robin Gibson**

Fraport USA



**VICE CHAIR**  
**Gonzalo de la Melena**

Emerging Airport Ventures



**VICE CHAIR**  
**Andre Titus**

Marketplace Development



### MEMBERSHIP



**CHAIR**  
**Tosin Kasali**

HMSHost



**VICE CHAIR**  
**Victoria Johnson**

HDR Inc.



**VICE CHAIR**  
**Rachel Goodman**

Baltimore/Washington  
International Thurgood  
Marshall Airport



**VICE CHAIR**  
**Cynthia Rumph**

Fashion Spa House

## INDUSTRY PARTNERS

### CORPORATE PARTNERS

avis budget group



Paradies Lagardère  
TRAVEL RETAIL



### STRATEGIC PARTNERS



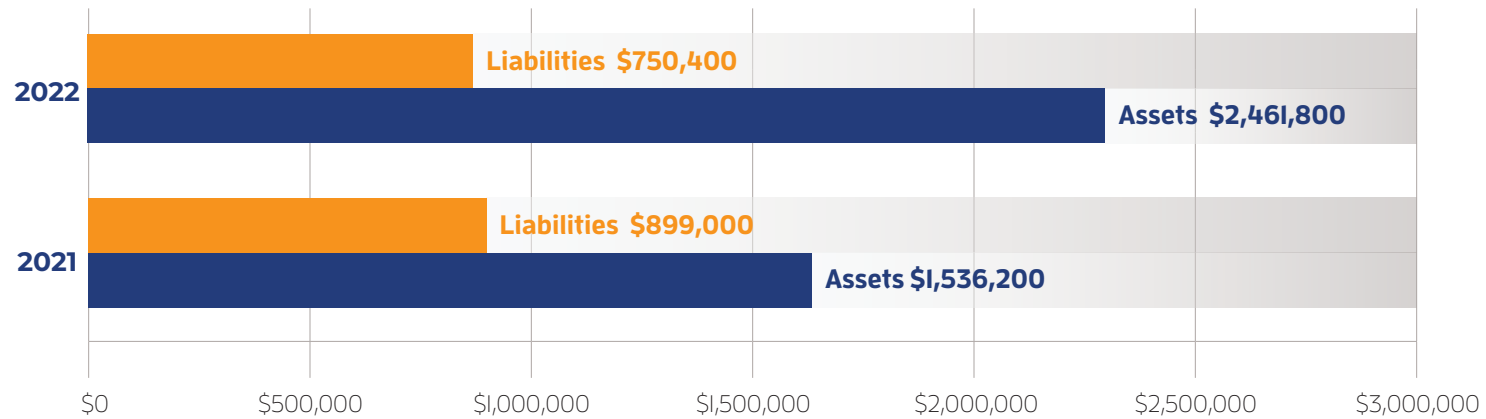
### STRATEGIC PARTNERS





# FINANCIAL SNAPSHOT

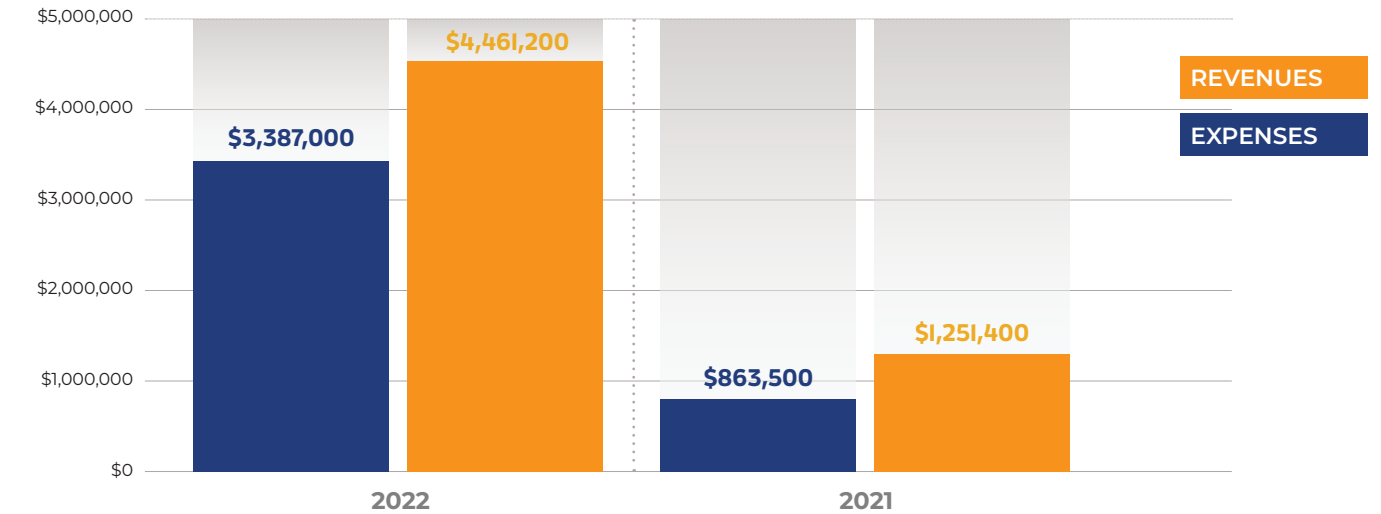
## FINANCIAL POSITION



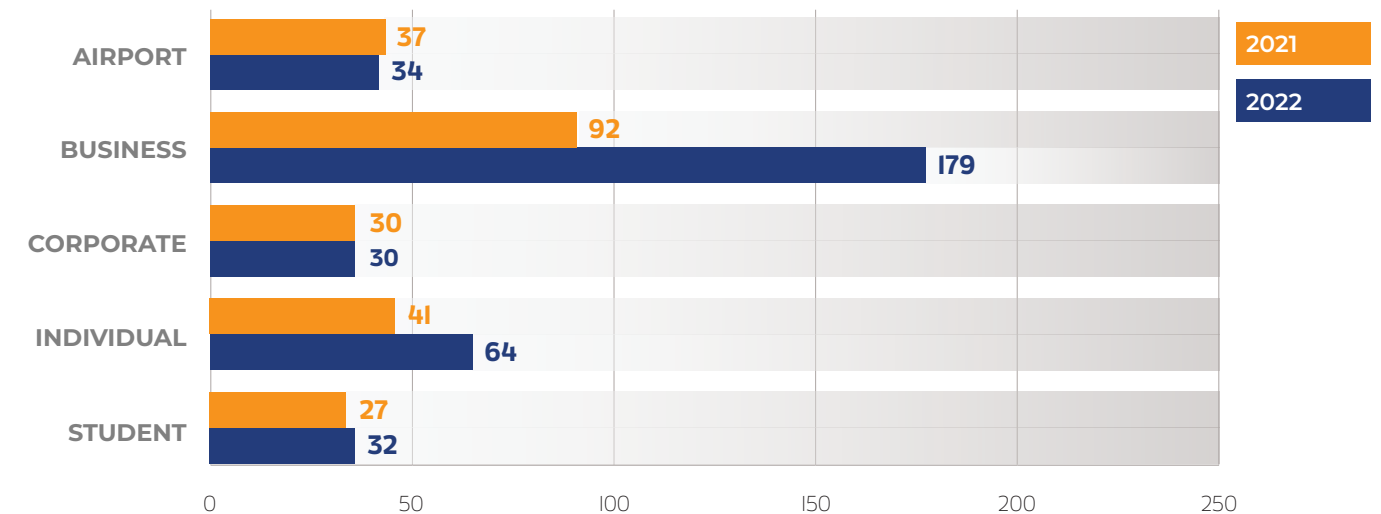
|                  | Audited<br>2022    | 2021             | Change   |
|------------------|--------------------|------------------|----------|
| Assets           | \$2,461,800        | \$1,536,200      | ↑ 60%    |
| Less Liabilities | 750,400            | 899,000          | ↓ 17%    |
| Net Assets       | <b>\$1,711,400</b> | <b>\$637,200</b> | ↑ \$169% |

# FINANCIAL SNAPSHOT

## ACTIVITIES STATEMENT



## MEMBERSHIP



## MESSAGE FROM THE FOUNDATION BOARD CHAIR



Airports worldwide are seeing a solid return of passengers eager to fly. Recovery from COVID-19, as well as both national and international activities, has had dynamic economic impacts on many industries across the globe. Some of the most significant economic factors impacting the current business state include the supply chain disruption and the great resignation or an overall lack of desire to return to work in certain professions.

The aviation industry is a dynamic and resilient one. The past two years have proven the need for strong, competent professionals who understand the ever-changing environment and can excel in adversity. The mission of the AMAC Foundation is to provide economic assistance in the form of scholarships to deserving women and minority students seeking careers in aviation or aerospace.

In 2022, the AMAC Foundation awarded nearly 40 scholarships to deserving students, and our goal is to continue to do more. I want to thank the AMAC Foundation Board for your continued commitment to fundraising and supporting the AMAC mission. Your dedication to educating the next generation of aviation and aerospace professionals is remarkable. I am proud to serve with you as the AMAC Foundation Board Chair to continue providing access and opportunity for future generations.

I look forward to serving with you in the New Year and renewing my commitment to leading the AMAC Foundation.

A handwritten signature in black ink, appearing to read 'D Hunter', written in a cursive style.

Dawn Hunter  
Chair, AMAC Foundation Board of Directors  
Vice President, Development, SSP America



## AMAC FOUNDATION SCHOLARS

### MISSION

To attract, support and develop minorities and women students in the aviation and aerospace industries.

### SCHOLARS



**Jennifer Asmussen**  
Baylor University



**Jayla Cornelius**  
Princeton University



**Devani Dominguez-Bolanos**  
University of Colorado, Denver



**Bryce Biagas**  
Hampton University



**Jordan Davis-Wiley**  
University of Southern California



**Coby Duhon**  
Prairie View A&M University



**Jordan Burkett**  
Utah State University



**Albert DeFrance Edney, II**  
North Carolina Agricultural and  
Technical State University



**Bayla Felton**  
Elizabeth City State University



**Caylin Cannady**  
University of Oklahoma



**Ellie De Groote**  
Utah State University



**Sunnie Fisher**  
Hampton University



**Mayceo Flores**  
Cal Poly Pomona



**Nehmiah Harris**  
University of Oklahoma



**Eraldo Llukaj**  
Embry Riddle Aeronautical  
University



**Farida Moalim**  
Miami Dade College



**Kayla Gibson**  
Howard University



**Bryce Highgate**  
North Carolina Agricultural and  
Technical State University



**Joel Mink**  
Cincinnati State Technical and  
Community College



**Praises Orji**  
University of Washington



**Franklin Gilbert III**  
University of Memphis



**Percell Jackson**  
Hampton University



**Alicia Narcisse**  
Lewis University



**Brynn Rechsteiner**  
LeTourneau University



**Julien Guillory**  
Jacksonville University



**Caitlin Jellen**  
Jacksonville University



**Malia Mitchell**  
Howard University



**Reese Rivera**  
Baylor University

## AMAC FOUNDATION SCHOLARS



## AMAC FOUNDATION SCHOLARS



**Parker Rollins**  
Utah State University



**Cameron Salisbury**  
North Carolina A&T State  
University



**Chris Sanchez**  
Embry Riddle Aeronautical  
University (Prescott Campus)



**Kross Talamantes**  
Utah State University



**Patrick Thompson**  
Purdue University



**Minh Ton**  
University of Maryland



**Elizabeth Vale**  
Bowling Green State University



**Jordan Williams**  
Undeclared



**Makyia Wykle**  
North Carolina A&T State  
University



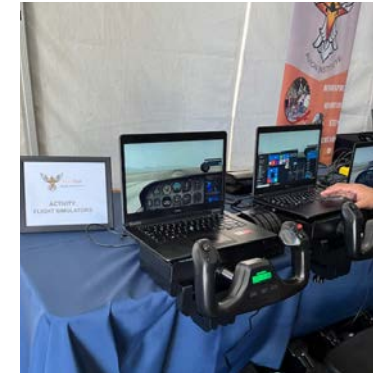
**Warda Yakub**  
Embry Riddle Aeronautical  
College

## AMAC FOUNDATION EVENTS & PROGRAMS

### AMAC Foundation Project LIFT (Leaders Inspiring Future Talent)

June 20, 2022 | Chicago, IL

The AMAC Foundation and Chicago Department of Aviation presented Project LIFT 2022, "Motivate, Educate & Elevate (M.E.E.)," which exposed 100 students to potential aviation/aerospace-related industry careers, educational paths, networking and scholarship opportunities with professional mentors well versed in aviation industry career paths to further students' academic development and future involvement.





## AMAC FOUNDATION EVENTS & PROGRAMS

### AMAC Foundation Bill Walker Memorial Topgolf

June 21, 2022 | Chicago, IL

Honoring one of AMAC's tireless servants, Bill Walker. This event continues to be a perennial favorite and a way for attendees to provide scholarships to students who are rising aviation professionals. Mr. Walker's affiliation with the AMAC Airport Business Diversity Conference began in Los Angeles, CA, in 1988 while he was Vice President at Pacific State Airlines.



## AMAC FOUNDATION EVENTS & PROGRAMS

### AMAC Foundation Celebrating Women in Aviation Breakfast

June 22, 2022 | Chicago, IL

Dr. Mae C. Jemison, Physician, Engineer, Former NASA Astronaut, Leader of 100-Year Starship Non-profit for Space Exploration and Miracle Izuchukwu, Youngest Black Female Pilot for Commercial Airlines, shared their personal and professional experiences during this year's highly-anticipated event! This event continues to foster, promote and applaud the career achievements of women in aviation and aerospace-related businesses. Plus, as a bonus, Russell Wilson and Ciara surprised guests with a virtual appearance and in-person fashion show, debuting their new clothing line, The House of LR&C. Founded in 2020, The House of LR&C was built to democratize retail and redefine the way the fashion industry works, to make it inclusive, community-led and, above all, to create large-scale positive change.



AMAC FOUNDATION  
CELEBRATING WOMEN IN AVIATION BREAKFAST

20%  
OFF

THE LOOKS  
WITH CODE AMAC20



THE HOUSE OF  
LR&C®

WE MAKE SUSTAINABLE FASHION  
THE EFFORTLESS CHOICE

## AMAC FOUNDATION BOARD OF DIRECTORS



**CHAIR**  
**Dawn Hunter**

Vice President, Development,  
SSP America



**DIRECTOR**  
**Heather Barry**

Vice President, Strategic  
Partnerships, SSP America



**DIRECTOR**  
**Regina Brown**

Founder, KRB Consultants Pro



**DIRECTOR**  
**Cleve Dunn, Jr.**

President & CEO, Dunn  
Enterprises



**DIRECTOR**  
**Sean Fitzgerald**

Vice President, Property,  
Enterprise Holdings



**DIRECTOR**  
**Andres Garcia**

Vice President/Program  
Manager, AECOM



**DIRECTOR**  
**Andrella Kenner**

Founder & President,  
CI2 Aviation



**SECRETARY-  
TREASURER**  
**Folasade (Sade)**

**Olanipekun-Lewis**  
Vice President, Operating &  
Community Partnerships,  
Vantage Airport



**DIRECTOR**  
**Greg Plummer**

CEO, Enjoy Repeat, Inc.



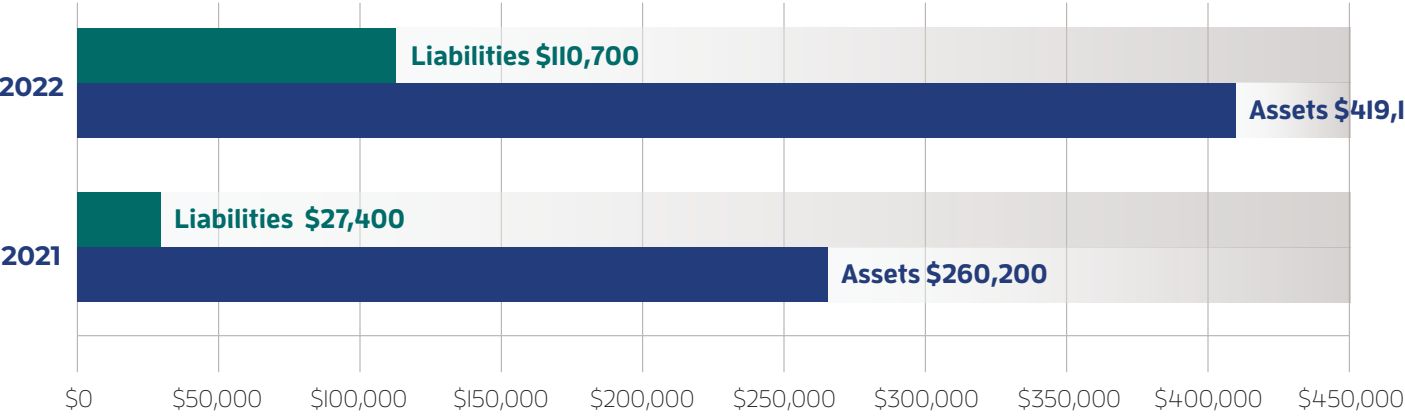
**DIRECTOR**  
**Shonda Scott**

CEO, 360 Total Concept



# FINANCIAL SNAPSHOT

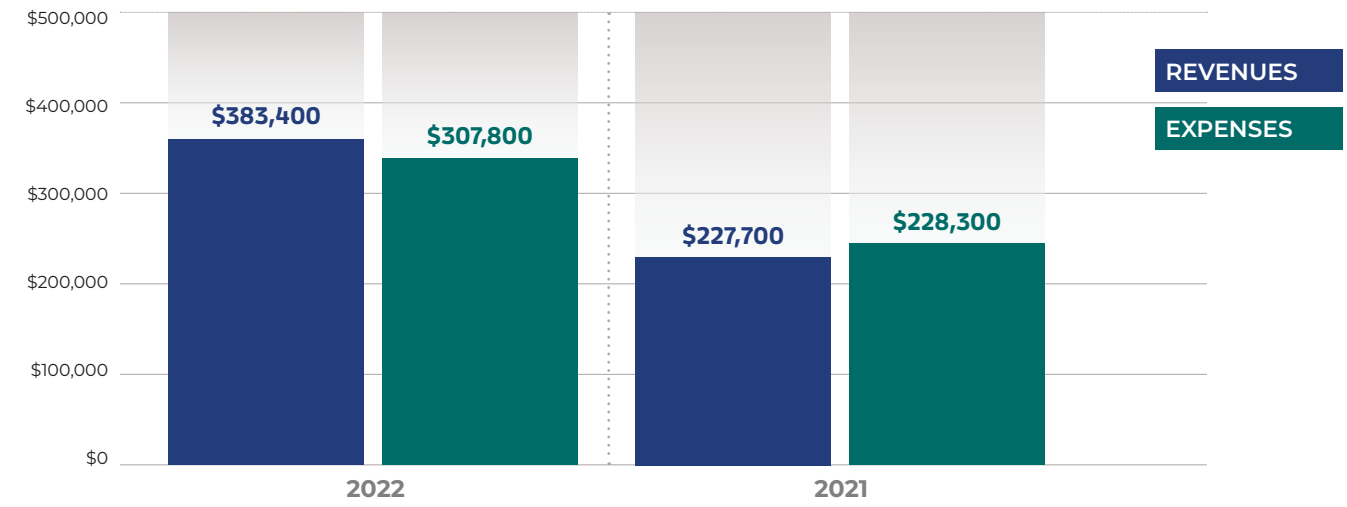
## FINANCIAL POSITION



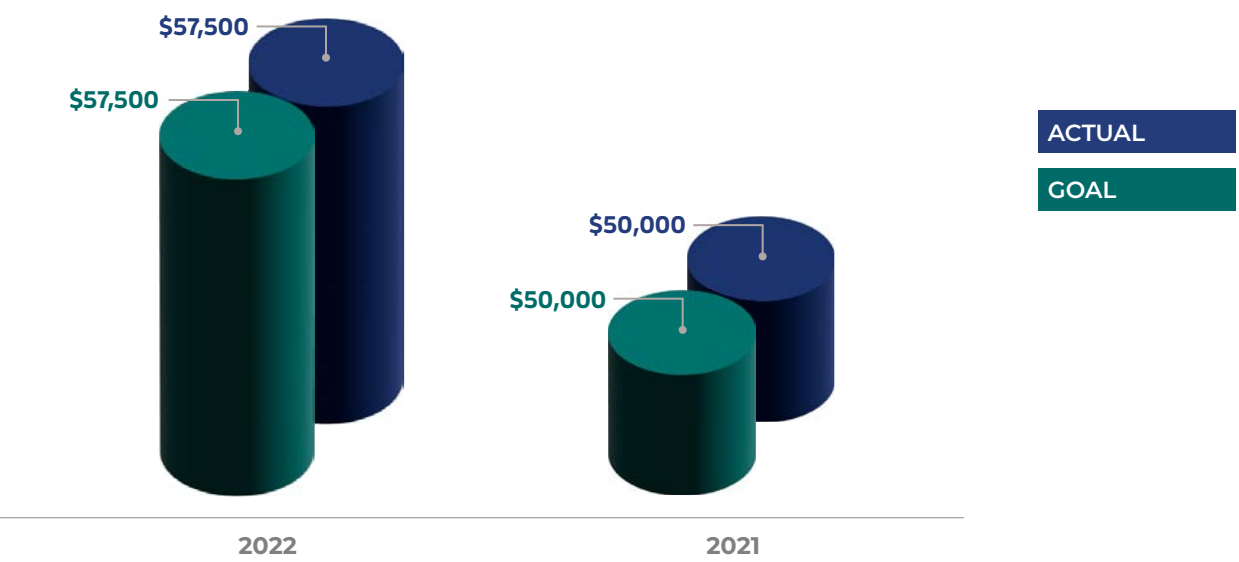
|                  | Audited 2022 | 2021      | Change |
|------------------|--------------|-----------|--------|
| Assets           | \$419,100    | \$260,200 | ↑ 61%  |
| Less Liabilities | 110,700      | 27,400    | ↑ 304% |
| Net Assets       | \$308,400    | \$232,800 | ↑ 32%  |

# FINANCIAL SNAPSHOT

## ACTIVITIES STATEMENT



## SCHOLARSHIPS



# AMAC PAC

## WHAT WE DO:

The AMAC Political Action Committee (AMAC PAC) works to further AMAC's direct advocacy and educational initiatives on Capitol Hill by making monetary contributions to federal candidates and political action committees and caucuses that understand and support equity in airport contracting and employment. The AMAC PAC is non-partisan and provides our members with the means for concerted political action.

## Fly Right & Build Back Together Fundraising Breakfast June 23, 2022 | Chicago, IL

The AMAC PAC Fly Right & Build Back Together event featured Bakari Sellers, CNN Political Analyst & Former South Carolina Representative, who shared insights on how we move forward with AMAC's priorities in support of minority and women-owned businesses, and the importance of personal engagement to impact shaping the future of aviation funding and contracts. Honoring Congresswoman Eddie Bernice Johnson, a tireless advocate and supporter of AMAC's goals and mission, was an event highlight.



**SPECIAL HONOREE**  
Congresswoman  
**Eddie Bernice Johnson**  
30th Congressional District of Texas



**KEYNOTE SPEAKER**  
**Bakari Sellers**  
CNN Political Analyst  
Former Representative from South Carolina



## AMAC PAC BOARD OF DIRECTORS



**CHAIR**  
**Nancy West**

Founder & Managing Member,  
Exstare Federal Services Group, LLC



**VICE CHAIR**  
**Darryl Daniels**

Managing Partner,  
Jacobsen|Daniels



**TREASURER**  
**Yovette Drake**

President,  
Unison Consulting



**SECRETARY**  
**Leslie Bensen**

Founder & CEO,  
Departure Media Airport Advertising



**DIRECTOR**  
**Renee Dutia**

Founder & President  
Regali Inc.



**DIRECTOR**  
**Andrew Jenkins**

Founder and President,  
AJA Management & Technical  
Services, Inc.



**DIRECTOR**  
**Sandra Long**

Founder & CEO,  
SLA Worldwide



**DIRECTOR**  
**Major Riddick**

Founder & CEO,  
Great Foods, LLC



**DIRECTOR**  
**Ricky D. Smith**

CEO, Baltimore/Washington  
International Thurgood Marshall  
Airport



**DIRECTOR**  
**Corliss Stone-Littles**

Managing Director,  
Corliss Stone-Littles, LLC



**DIRECTOR**  
**Mario Trevino**

President,  
Innovative Strategies



**DIRECTOR**  
**Walter Vinson**

Director of Governmental Affairs,  
Hartsfield-Jackson Atlanta  
International Airport  
(PAC Board Term Expired June 23, 2022)

## FINANCIAL SNAPSHOT

### Activity Statement

|                              |                 |
|------------------------------|-----------------|
| Donor Contributions          | \$42,422        |
| <b>Total Revenue</b>         | <b>42,422</b>   |
| Event expenses               | 11,500          |
| Insurance                    | 2,546           |
| Bank and Merchant Fees       | 2,251           |
| Consulting Services          | (750)           |
| Personnel Costs              | (1,855)         |
| U.S. House Candidates        | 1,000           |
| Taxes Paid                   | 250             |
| <b>Total Expenditures</b>    | <b>14,942</b>   |
| <b>Net Operating Revenue</b> | <b>\$27,480</b> |



## FINANCIAL SNAPSHOT

### Assets

|                     |                 |
|---------------------|-----------------|
| Bank Accounts       | \$45,883        |
| Accounts Receivable | 1,000           |
| <b>Total Assets</b> | <b>\$46,883</b> |

### Liabilities and Equity

|                                     |                 |
|-------------------------------------|-----------------|
| Accounts Payable                    | 4,012           |
| Equity                              | 42,871          |
| <b>Total Liabilities and Equity</b> | <b>\$46,883</b> |

38TH ANNUAL AMAC

## AIRPORT BUSINESS DIVERSITY CONFERENCE



Hosted by the San Antonio Airport System

JUNE  
10-14, 2023

JW Marriott San Antonio  
Hill Country Resort & Spa

[amac-org.com/annualconference](http://amac-org.com/annualconference)



SCAN FOR INFO

CULTIVATE.  
INNOVATE.  
ELEVATE.

