



2024-2027

STRATEGIC PLAN AMAC FORWARD

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INTRODUCTION

BACKGROUND

For AMAC's 40th anniversary, the organization embarked on a strategic planning process to advance its vision of creating economic equity, access and wealth for minorities and women in the aviation and aerospace industries. In light of increasing legislative and social disruptors, AMAC's mission is more important than ever to preserve, defend and grow opportunities for its stakeholders.

PROCESS

AMAC engaged consultants in the Fall of 2022 to conduct comprehensive stakeholder interviews and a member survey in preparation for an AMAC Board of Directors (AMAC, AMAC Foundation and AMAC PAC) strategic planning retreat on January 31–February 1, 2023, in Baltimore, MD. With a wide variety of industry needs to address, the purpose of this retreat was to clarify the type of challenges AMAC is uniquely positioned to help solve for key constituents so that it can prioritize the efforts of its staff, volunteers and contractors. Comprehensive stakeholder interviews commenced with the Board Directors and select member cohorts. Finally, follow-up input from the Strategic Planning Committee and the National Office concluded the development of the final strategic plan with pillars, goals and strategies to be implemented over the next three years.

OUTCOME

The resulting 2024-2027 Strategic Plan aims to strengthen advocacy efforts, deploy AMAC's thought leadership, expand business contracting opportunities, diversify leadership and management in the industry, and build AMAC's organizational capacity through operational sustainability and enhanced member value.

PURPOSE

- Align the board, staff and other stakeholders on a shared vision for success
- Communicate an overarching strategy for the organization
- Guide AMAC's decision-making and resource management at all levels of the organization



Advocacy



Thought
Leadership



Wealth
Creation



Leadership
Diversification



Operational
Sustainability

LETTER FROM THE BOARD CHAIR

Greetings AMAC Family,

On behalf of the AMAC Board of Directors, I am elated to present this 2024–2027 strategic plan. After considerable coordination with Board members, committees, stakeholders and the National Office, this strategic plan establishes key focus areas that will drive the organization forward over the next three years.

Powered by engagement and momentum like never before, AMAC is exploring new levels of advocacy, networking, programming and thought leadership each year. Still, as we move forward, each level must be matched with focus, prioritization and purpose. To that end, this strategic plan provides the necessary foundation.

The AMAC Board is deliberate about guiding, supporting and empowering the National Office to lead the organization to successfully realize the 13 goals set out in this strategic plan. This success will include renewed collaboration with the AMAC Foundation, AMAC Political Action Committee and the AMAC Airport Leadership Collective. Furthermore, success will not happen without expanded engagement with and support from our sponsors, business partners, and — most importantly — our members. This strategic plan blueprints a plan of action.

These are exciting times for AMAC. Thank you for embracing this journey and supporting AMAC's mission.



A stylized, handwritten signature in black ink, appearing to read 'Ricky D. Smith'.

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

LETTER FROM THE PRESIDENT & CEO

Dear AMAC Family,

AMAC was born out of passion, enthusiasm and a shared commitment to creating opportunities for minorities and women. Since AMAC's inception four decades ago, the industry has made progress with policies that expand opportunities for women and minorities in contracting and leadership positions — with AMAC pushing at every step. Yet today, we face a political and legal attack on diversity, equity and inclusion (DEI) programs and initiatives in both the private and public sectors. The stakes are higher than ever before. AMAC's existence is more critical than ever as we relentlessly pursue our mission and vision of creating economic equity, access and wealth for the future of our members and the industry.

Our strategic plan lays a strong foundation and a blueprint for the future. It highlights our commitment to bold advocacy, purposeful leadership, unified strength and influence, and intentional focus. All to build a sustainable organization positioned to deliver substantial member value and operational excellence, while simultaneously growing AMAC's partners and membership deliberately through newly created Chapters.

I thank the Board of Directors and the National Office leadership team for their collaboration, and our members, corporate partners and sponsors for their support and commitment. I visualize looking back on this plan with pride for the accomplishments we will make through continued commitment, collaboration and hard work.

AMAC Forward!



A stylized, handwritten signature in black ink, appearing to read 'Eboni Wimbush'.

Eboni Wimbush
President & CEO, AMAC

EXECUTIVE SUMMARY

The Airport Minority Advisory Council (AMAC) is the only national, non-profit trade association dedicated to advancing the full participation of minorities and women in employment and contracting opportunities throughout the aviation and aerospace industries.

Since 1984, AMAC has been at the forefront of nearly every national policy initiative impacting the participation of disadvantaged businesses in airport contracting. AMAC works consistently with Congress, the federal government, aviation trade associations and strategic partners as resources for information, education and guidance on business and employment matters. AMAC represents a diverse membership of airports, corporations, minorities, women-owned and disadvantaged business enterprises and professionals within the aviation and aerospace industries.

Vision

To create economic equity, access and wealth for minorities and women in the aviation and aerospace industries.

Mission

To advance the full participation of minorities and women in employment and contracting opportunities throughout the aviation and aerospace industries.



As of 2024

40
Years in
Operation

8
Chapters

8
National
Regions

5
Membership
Levels

11
Membership
Committees

25+
Strategic
Partners

STRATEGIC GOALS

PILLARS	GOALS
Advocacy Influence policymakers and partner with advocates to preserve, protect and advance policies for minorities and women in the aviation industry.	<ul style="list-style-type: none">• Advocate for policies that result in positive workplace, supplier and business diversity and contracting outcomes
Thought Leadership Elevate AMAC's position as the Diversity, Equity, and Inclusion (DEI) authority among stakeholders in the aviation industry.	<ul style="list-style-type: none">• Deploy AMAC thought leaders around business and employment DEI topics to influence aviation industry leaders, policymakers and media• Curate and disseminate data on minority and women-owned businesses and employment in the aviation industry
Wealth Creation Enable economic empowerment for minorities and women in the aviation industry through education, networking and access to capital and business opportunities.	<ul style="list-style-type: none">• Catalyze business development relationships for minority and women-owned businesses• Mitigate barriers to the business contracting process for minority and women-owned businesses• Increase learning opportunities to facilitate capacity building for minority and women-owned businesses• Heighten awareness and enable access to funding opportunities for minority and women-owned businesses
Leadership Diversification Promote hiring and advancement of industry decision-makers who broadly reflect the diversity of the communities they serve.	<ul style="list-style-type: none">• Foster opportunities for minorities and women to advance into leadership positions within the aviation industry
Operational Sustainability Build AMAC's organizational capacity to position, sustain and grow the national organization and its Chapters to advance AMAC's mission.	<ul style="list-style-type: none">• Diversify and increase revenue by creating sustainable income streams• Grow under-represented membership segments• Establish and improve infrastructure to meet stakeholder needs and drive operational efficiency, business continuity and customer service excellence• Launch and grow AMAC chapters to advance AMAC's membership, advocacy and programming• Bolster AMAC's brand visibility and reputation



ADVOCACY

Definition: Influence policymakers and partner with advocates to preserve, protect and advance policies for minorities and women in the aviation industry.

Importance: The challenges to laws and regulations protecting minorities and women and eliminating barriers to ensure their full participation in business make it imperative that AMAC champion and defend programs that allow for equitable and expanded opportunities in the aviation industry.



ADVOCACY



GOAL 01

ADVOCATE FOR POLICIES THAT RESULT IN POSITIVE WORKPLACE, SUPPLIER AND BUSINESS DIVERSITY AND CONTRACTING OUTCOMES

Strategies

- 1.1** Advocate for the federal government, including the Federal Aviation Administration, state governments and airports, to enact more beneficial, sustainable and equitable policies — e.g., Disadvantaged Business Enterprise (DBE), Airport Concessions Disadvantaged Business Enterprise (ACDBE), Title VI, local programs and other affirmative action programs
- 1.2** Engage with AMAC Chapters, members and stakeholders in grassroots efforts to champion favorable economic policies in their communities
- 1.3** Develop a multi-prong approach to leverage and maximize the relationship between the AMAC PAC and AMAC Foundation
- 1.4** Participate with key advocacy coalitions to preserve and defend affirmative action and equitable policies, especially considering the June 2023 Supreme Court ruling.^[1]
- 1.5** Engage airport executives, governing bodies and other decision-makers in AMAC's legislative priorities

[1] Students for Fair Admissions, Inc. v. President & Fellows of Harvard Coll., 600 U.S. __, No. 20-1199 (June 29, 2023), rev'g 980 F.3d 157 (1st Cir. 2020); and Students for Fair Admissions, Inc. v. Univ. of N.C., 600 U.S. __, No. 21-707 (June 29, 2023), rev'g 567 F. Supp. 3d 580 (M.D.N.C. 2021), http://www.supremecourt.gov/opinions/22pdf/20-1199_hgdj.pdf (explanatory mat'l, if desired).

HOW WE TRACK OUR PROGRESS:

- Number of policymakers engaged by AMAC's National Office, Board of Directors, Government Affairs Committee and Chapters
- Number of comment letters sent to federal agencies, meetings with elected officials and testimonies before elected bodies
- Number of AMAC members engaged in grassroots activities by AMAC's National Office and Chapters
- Number of initiatives engaged with key advocacy coalitions
- Number of policy revisions that are beneficial and meaningful to our constituents over the long term
- Procurement and contracting barriers mitigated for minority and women-owned businesses due to AMAC's influence on decision-makers and policymakers



THOUGHT LEADERSHIP

Definition: Elevate AMAC's position as the Diversity, Equity, and Inclusion (DEI) authority among stakeholders in the aviation industry.

Importance: It is critical that AMAC is at the forefront of all DEI-related discussions in the aviation industry and is regarded as the go-to subject matter expert to influence policy and affect positive change for minorities and women.



THOUGHT LEADERSHIP



GOAL 02

DEPLOY AMAC THOUGHT LEADERS AROUND BUSINESS AND EMPLOYMENT DEI TOPICS TO INFLUENCE AVIATION INDUSTRY LEADERS, POLICYMAKERS AND MEDIA

Strategies

- 2.1 Mobilize AMAC thought leaders to educate stakeholders and catalyze innovative solutions
- 2.2 Leverage the AMAC Airport Leadership Collective's thought leadership, unified strength and influence
- 2.3 Publish and promote guidance, data, trends and best practices to key stakeholders

GOAL 03

CURATE AND DISSEMINATE DATA ON MINORITY AND WOMEN-OWNED BUSINESSES AND EMPLOYMENT IN THE AVIATION INDUSTRY

Strategies

- 3.1 Conduct and participate in industry DEI research studies
- 3.2 Collect, analyze and report on statistical data to educate stakeholders
- 3.3 Provide DEI advisory services

HOW WE TRACK OUR PROGRESS:

- Number of industry speaking engagements by AMAC's National Office, Board of Directors and members
- Transportation bodies (e.g., Transportation Research Board, U.S. Department of Transportation, Eno Center for Transportation, etc.) to which AMAC contributes subject matter expertise or perspective for improvements and innovation
- Thought leadership content which AMAC authors or contributes
- Studies in which AMAC initiates or participates



WEALTH CREATION

Definition: Enable economic empowerment for minorities and women in the aviation industry through education, networking and access to capital and business opportunities.

Importance: As minority and women-owned businesses contribute to the U.S. economy, AMAC must ensure these companies are sustainable and poised for long-term growth.



WEALTH CREATION



GOAL 04

CATALYZE BUSINESS DEVELOPMENT RELATIONSHIPS FOR MINORITY AND WOMEN-OWNED BUSINESSES

Strategies

- 4.1** Facilitate strategic connections between minority and women-owned businesses and with their prospective customers and business partners
- 4.2** Establish collaborative relationships that diversify the business opportunities available for membership

GOAL 05

MITIGATE BARRIERS TO THE BUSINESS CONTRACTING PROCESS FOR MINORITY AND WOMEN-OWNED BUSINESSES

Strategies

- 5.1** Offer consultation, resources and solutions to key decision-makers and policymakers to ease contracting barriers and increase utilization of our constituents
- 5.2** Enable and encourage primes and subcontractors to comply with contracting requirements

GOAL 06

INCREASE LEARNING OPPORTUNITIES TO FACILITATE CAPACITY BUILDING FOR MINORITY AND WOMEN-OWNED BUSINESSES

Strategies

- 6.1** Expand educational offerings
- 6.2** Promote and encourage business mentorship and protégée opportunities to increase contracting successes
- 6.3** Partner with industry and allied organizations that provide learning and other resources



GOAL 07

HEIGHTEN AWARENESS AND ENABLE ACCESS TO FUNDING OPPORTUNITIES FOR MINORITY AND WOMEN-OWNED BUSINESSES

Strategies

- 7.1 Launch capital development programs to develop and/or increase funding streams and bonding capacity
- 7.2 Create awareness around available financial and business resources from strategic partners

HOW WE TRACK OUR PROGRESS:

- > Number of AMAC member minority and women-owned businesses that have increased their revenue
- > Number of AMAC member minority and women-owned businesses that obtain prime contracts
- > Number of contracts/deals made from AMAC’s connections between potential customers and minority and women-owned businesses
- > Number of minority and women-owned businesses that access capital as a result of participation in AMAC’s capital development programs



LEADERSHIP DIVERSIFICATION

Definition: Promote hiring and advancement of industry decision-makers who broadly reflect the diversity of the communities they serve.

Importance: Aviation leaders with an understanding of its diverse stakeholders and the influence and power to affect change are crucial to establishing an inclusive culture and policies that level the playing field and benefit AMAC’s diverse membership.



GOAL 08

FOSTER OPPORTUNITIES FOR MINORITIES AND WOMEN TO ADVANCE INTO LEADERSHIP POSITIONS WITHIN THE AVIATION INDUSTRY

Strategies

- 8.1
- Expose professionals to leadership opportunities through executive search and the AMAC Opportunity Center
- 8.2
- Offer professional development opportunities to strengthen and refine industry and leadership competencies
- 8.3
- Advance workforce development initiatives to increase the talent pipeline

HOW WE TRACK OUR PROGRESS:

- >
- Number of minorities and women hired into leadership and management roles and positions of influence through AMAC’s programming and intervention — e.g., executive search
- >
- Number of minority and women members engaged in AMAC’s programs and services, especially professional development opportunities, who advance into leadership
- >
- Number of minority and women professionals participating in AMAC’s development offerings — e.g., AMAC University, AMAC Builds Careers, etc.

OPERATIONAL SUSTAINABILITY

Definition: Build AMAC’s organizational capacity to position, sustain and grow the national organization and its Chapters to advance AMAC’s mission.

Importance: Sustainable operations allow AMAC to continue to serve its members responsibly by ensuring its infrastructure can deliver and scale programs, products and services for AMAC members and the larger aviation community.





GOAL 09

DIVERSIFY AND INCREASE REVENUE BY CREATING SUSTAINABLE INCOME STREAMS

Strategies

- 9.1 Optimize revenue and heighten value for current programs and services
- 9.2 Bolster non-dues revenue by developing a plan to identify and structure an actionable execution of market opportunities

GOAL 10

GROW UNDER-REPRESENTED MEMBERSHIP SEGMENTS

Strategies

- 10.1 Intentionally engage airports, the Architecture, Engineering & Construction (AEC) sector, next-generation professionals and racially diverse businesses and individuals

GOAL 11

ESTABLISH AND IMPROVE INFRASTRUCTURE TO MEET STAKEHOLDER NEEDS AND DRIVE OPERATIONAL EFFICIENCY, BUSINESS CONTINUITY AND CUSTOMER SERVICE EXCELLENCE

Strategies

- 11.1 Codify consistent policies and processes that govern operations
- 11.2 Optimize technology and system integration
- 11.3 Clarify roles and responsibilities between AMAC’s Board, National Office, Committee and Chapter leaders



GOAL 12

LAUNCH AND GROW AMAC CHAPTERS TO ADVANCE AMAC’S MEMBERSHIP, ADVOCACY AND PROGRAMMING

Strategies

- 12.1 Guide AMAC Chapters to ensure alignment with the AMAC National Office strategic agenda
- 12.2 Create and implement effective policies and procedures that ensure operational sustainability for both AMAC’s National Office and Chapters

GOAL 13

BOLSTER AMAC’S BRAND VISIBILITY AND REPUTATION

Strategies

- 13.1 Communicate AMAC’s value proposition to diverse market segments
- 13.2 Amplify AMAC, its members and their dual impact on the aviation industry and the U.S. economy
- 13.3 Reinforce AMAC’s standing as an industry go-to resource to influence policy and affect positive change for minorities and women

HOW WE TRACK OUR PROGRESS:

- > Growth and diversification of revenues
- > Percentage of growth in all membership segments
- > Customer satisfaction, member engagement and brand perception based on survey results and net promoter score
- > Member retention rates
- > Participation rates in association events, including educational workshops and other programs
- > Alignment of AMAC Chapters with AMAC National Office operational guidelines

AMAC
STRATEGIC PLANNING COMMITTEE



Farad Ali
At-Large Director, AMAC Board of Directors / Chair, AMAC Government Affairs Committee / President & CEO, Asociar



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 by Avolta



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



Justina Mann
Southwest Regional Director, AMAC Board of Directors / Chair, AMAC Chapters Development Committee



Dwight H. Pullen, Jr.
At-Large Director, AMAC Board of Directors / Chair, AMAC Aviation Professional Development Committee / Senior Vice President, Global Aviation Americas Leader, AECOM



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

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
Vice President, Business Development, Hudson by Avolta



TREASURER
William "Bill" Swift
Owner & President, Business Traveler Services, Inc.



SECRETARY
Lauryn Mangum Reed
Executive Vice President, TMG Hospitality USA

REGIONAL DIRECTORS



SOUTHWEST REGION
Justina Mann
Chair, AMAC Chapters Development Committee



EASTERN REGION
Robin Gibson
Director, Quality Assurance, Fraport USA, Inc.



MIDWEST/GREAT LAKES REGION
Tonja Pastorelle
President, Pastorelle Marketing Group



CENTRAL REGION
Shelia Hudson
Principal & CEO, Hudson and Associates



SOUTHEAST REGION
Mori Russell
Business Development Director, Concessions International



NORTHEAST REGION
Indhira Figuereo Blaney
Senior Vice President, National Aviation Market Leader, WSP USA



WESTERN REGION
Jeannie Killebrew
President, Killebrew | Killebrew, Inc



WESTERN REGION
Michael E. Washington, MBA
CEO, CATO Hospitality Group / President & Co-Owner, Palazzo Concessions

AMAC
BOARD OF DIRECTORS

AT-LARGE DIRECTORS



Farad Ali
Chair, AMAC Government Affairs
Committee / President & CEO, Asociar



Marlene Coleman
Director, Strategic Alliances, Areas USA



Karen Ellis
Chair, AMAC Conference Planning
Committee / Chief Customer Experience
Officer, San Antonio Airport System



Nikki T. Harland
Chief Operating Officer, Paradies
Lagardère



Tosin Kasali
Chair, AMAC Membership Committee /
Vice President, Business Development,
HMSHost by Avolta



Lance Lyttle
Managing Director, Aviation Division,
Port of Seattle



Maria Martinez
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.
Chair, AMAC Aviation Professional
Development Committee / Senior Vice
President, Global Aviation Americas
Leader, AECOM



Michael Svagdis
CEO, SSP America



Kenneth Weeden
Vice Chair, AMAC Government Affairs
Committee / President & Principal,
Ken Weeden & Associates, Inc.

AMAC
NATIONAL OFFICE



Eboni Wimbush
President & CEO, AMAC



Jeanette Saunders
Vice President, Education & Advisory
Services



Ramon Lo
Director, Membership & Industry
Engagement



Andre Titus
Senior Manager, Programs &
Operations



Airport Minority Advisory Council (AMAC)
45 L Street SW
P.O. Box 71560
Washington, DC 20024

 www.amac-org.com  info@amac-org.com