



Business Diversity Development (BDD) *Annual Report Fiscal Year 2018*

Accelerating growth by increasing inclusion and diversifying our suppliers and partners



MESSAGE FROM THE PRESIDENT & CEO

Memphis International Airport (MEM) is one of the most widely recognized economic engines in the Mid-South. As such, the Memphis-Shelby County Airport Authority's (MSCAA's) core values and the path to its future are critical, which is why we are so proud to share the milestones of our Business Diversity Development Programs with you in this report.

Because diversity and inclusion are so critical, MEM seeks to actively support and engage in a variety of associations, programs, coalitions and initiatives to support and accommodate diversity and inclusion in all aspects of our contracting culture. Minority, women-owned, and disadvantaged businesses are a strength to our community, and we take great care in investing in and valuing them as such.

This report identifies major areas of success in our efforts to level the playing field for minority, women-owned, and disadvantaged businesses. Such accomplishments can be seen in our award of the prime contractor and their intentionality in securing minority, women-owned, and disadvantaged businesses to collaborate on the Concourse B Modernization project. This project is one that will reinvent the travel experience at MEM. At the same time, it sends a significant message to potential contractors, that MEM is intentional about creating business to business partnerships at all levels.

The employees of the Memphis-Shelby County Airport Authority are proud of our accomplishments in leading the charge for minority participation at MEM. We will continue our quest to raise the bar as we strive to provide a "positively MEMorable" experience for all who do business with us.

Scott A. Brockman, A.A.E.

President & CEO

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SUMMARY

The Business Diversity Development (BDD) Department assists minority, women-owned, and small businesses by providing certification, education, training and outreach services. BDD also establishes goals for minority participation in contracting opportunities for the Memphis Shelby County Airport Authority (MSCAA). This Annual Report celebrates the milestones of Fiscal Year 2018. For FY 2018, we chose “**A New MEM Coming**” as our theme because we are excited about the future of Memphis International Airport (MEM).

Disadvantaged/Minority/Women Business Enterprises (D/M/WBEs) were awarded 30% of the \$55 million total spend by MSCAA in the areas of construction, professional services and goods and services contracts. Of these contracts, 67% was awarded to local businesses.

In FY2017, we launched B2GNow, a new online portal, to help streamline reporting

requirements. The system empowers contractors and vendors to effectively manage their own records and efficiently submit contract payment details online. In February 2018, we added the module for online certification capabilities. Therefore, the process for DBE certification and annual updates can now be done entirely online. During FY2018, we have continued to see a substantial increase in the number of companies applying for DBE certification. The online certification process has allowed us to decrease certification times.

This report will highlight some of the successes of minority and women-owned companies doing business with MSCAA and reveal some of the new initiatives we have implemented to improve our programs.

The high point of the year was the award of a contract for our Concourse B Modernization Project. After an extensive competitive bid process, a contract was awarded to

Flintco LLC. The contract amount is more than \$120 million and the project will take approximately three years to complete. The Concourse B Modernization Project is an enormous milestone for us. In the next three years, our airport will be transformed into a new state-of-the-art facility that will be more efficient for the travelling public and will serve as a modern front door to our community. The multi-phase modernization plan will include the addition of wider corridors, moving walkways, larger boarding areas, higher ceilings and increased natural lighting. Additional amenities and concessions options will be added, and much needed seismic upgrades will be made to the facility. Several other contracts related to the Concourse B Modernization Project were also awarded. The dollar value of the Concourse B Modernization Project and related projects is approximately \$500 million.

BDD was instrumental in reorganizing the

Memphis-Shelby County Intergovernmental Consortium, in coordination with the City of Memphis, the Greater Memphis Chamber, the Medical District Collaborative, Memphis Area Transit Authority (MATA), Memphis Light Gas & Water (MLGW), Shelby County Government, and The University of Memphis (U of M) for the purpose of linking public and private sector collaboration efforts associated with business diversity development. MSCAA realizes we all play a significant role in developing the business capacity for the many minority, women-owned, and small businesses in our community by helping them to grow.

BDD continues to expand its network of community partners who support our efforts to level the playing field for minority, women-owned and small businesses. As we move forward, MSCAA is committed to continual growth in its business diversity efforts, as well as ongoing improvement of its diversity programs.

THE TEAM



SCOTT BROCKMAN
PRESIDENT & CEO



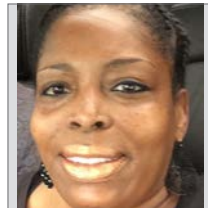
CHRISTY KINARD
GENERAL COUNSEL



JOE CLAIBORNE
SENIOR MANAGER OF BDD



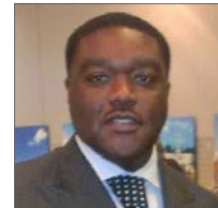
REGINA ARMSTRONG
DBE PROGRAM
ADMINISTRATOR



STEPHANIE JEFFRIES
DBE PROGRAM
ADMINISTRATOR



ANTHONY WHITLOW
CERTIFICATION
SPECIALIST



PATRICK WOODS
CONTRACT
COMPLIANCE
COORDINATOR



BDD GOALS

1. To provide an environment that promotes equal access and maximized business opportunities to D/M/WBE firms seeking to provide goods and services to MSCAA.
2. To provide technical and developmental assistance to D/M/WBE firms in order to promote their stability and growth.
3. To serve the entire community through the process of inclusion, and create and implement initiatives that promote the enhanced economic, business and educational concerns of the community.
4. To increase the visibility of the Business Diversity Development (BDD) Department among small and diverse businesses and other agency stakeholders.
5. To increase the efficiency of the administrative functions of the BDD Department and improve monitoring and tracking of all airport projects.

WHAT WE DO

Goal Setting

- Calculate the overall FAA participation goals for MSCAA for a 3-year period
- Calculate individual project goals to determine the appropriate percentage of D/M/WBE participation

Monitoring & Enforcement

- Monitor whether DBE/ACDBE/SBE firms listed on a project are performing the work specified in the contract
- Monitor DBE projects and contract payments
- Assist with non-contractual issues between primes and subs

Certification

Certify companies as DBEs, ACDBEs and SBES

Administration

- Perform outreach with community stakeholders and current and potential DBE/ACDBE/SBE firms
- Provide information for financial management resources to DBE/ACDBE/SBE firms

FEDERAL PROGRAMS

Disadvantaged Business Enterprise (DBE) Program

MSCAA currently operates a Disadvantaged Business Enterprise Program that is regulated and administered by the Federal Aviation Administration (FAA), as authorized by 49 CFR, Part 26. Under this program, there are two separate plans: a construction plan, required by 49 CFR, Part 26; and a concession plan, required by 49 CFR, Part 23, Subpart F.

Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program

MSCAA has established an Airport Concession Disadvantaged Business Enterprise Program in accordance with the regulations of the U.S. Department of Transportation (DOT), 49 CFR Part 23. Memphis International Airport is a primary airport that receives federal funds authorized for airport development and has signed grant assurances that it will comply with 49 CFR Part 23.

It is the policy of MSCAA to ensure that ACDBEs, as defined in 49 CFR Section 23.3, have an equal opportunity to receive and participate in concessions opportunities at MSCAA's airports.

NON-FEDERAL PROGRAMS

Business Diversity Development (BDD) Program

The Business Diversity Development Program is designed to encourage disadvantaged, minority and women-owned businesses to participate in requests for bids issued by MSCAA. This program was created in response to a disparity study, which was commissioned by the Memphis-Shelby County Intergovernmental Consortium. The Consortium consisted of eight other governmental agencies and the Greater Memphis Chamber. The disparity study was completed in October 1994 and it was determined that disparity existed between majority firms and D/M/WBEs in the Memphis Area Statistical Area (MASA).

Small Business Participation (SBP) Program

Small Business Participation Program is designed to encourage small businesses, without regard to race or gender of the business owner, to participate in requests for bids from MSCAA. Following are qualifications for the small business designation:

- The business must meet the size standards in accordance with 13 CFR Pt. 121 for their industry.
- Business management and daily business operations must be controlled by one or more U.S. citizens.
- They must have a personal net worth (PNW) not exceeding \$1,320,000.
- Any additional groups found to be socially and economically disadvantaged by the SBA under section 8(a) of the Small Business Act.



GOAL SETTING

MSCAA is a recipient of federal and state grant funds that contribute primarily to capital improvement projects. As a recipient of federal funds for Airport Improvement Projects (AIP), we are required by the Federal Aviation Administration (FAA) to set overall goals for DBE and ACDBE participation which includes separate goals for car rental and non-car rental concessions. These two goals are determined primarily by MSCAA's historical spend data, future project lists, or disparity study.

Current Goals

MSCAA's overall DBE goal for FY 2017 – FY 2019 is 26.81%. During this three-year goal period, MSCAA expects approximately \$219,930,700 in federally funded contracts. Therefore, at least \$58,963,421 will be spent with DBEs during this goal period.

- | | | |
|--------------------------|----------------|--------|
| • DBE | FY 2017 – 2019 | 26.81% |
| • ACDBE (Non Car Rental) | FY 2018 – 2020 | 21.00% |
| • ACDBE (Car Rental) | FY 2018 – 2020 | 3.00% |



MONITORING & ENFORCEMENT

After setting a DBE goal on a project, BDD is responsible for monitoring and enforcement activities such as attending pre-bid meetings; performing good faith effort (GFE) reviews including reviewing of DBE participation; conducting Commercial Useful Function (CUF) reviews; attending pre-construction meetings; verifying payments to DBEs and conducting site visits throughout project duration.

- **Ensure that work committed to DBEs are performed by DBEs.**

BDD monitors the work on-site to verify that work awarded is actually performed by the DBEs and ACDBEs. We review records of all contracts, leases, joint venture agreements, or other related agreements to ensure inclusion of all required contract provisions and the firm's commitment to the DBEs/ACDBE's participation level.

- **Provide a running tally of DBE attainments (actual payments to DBEs).**

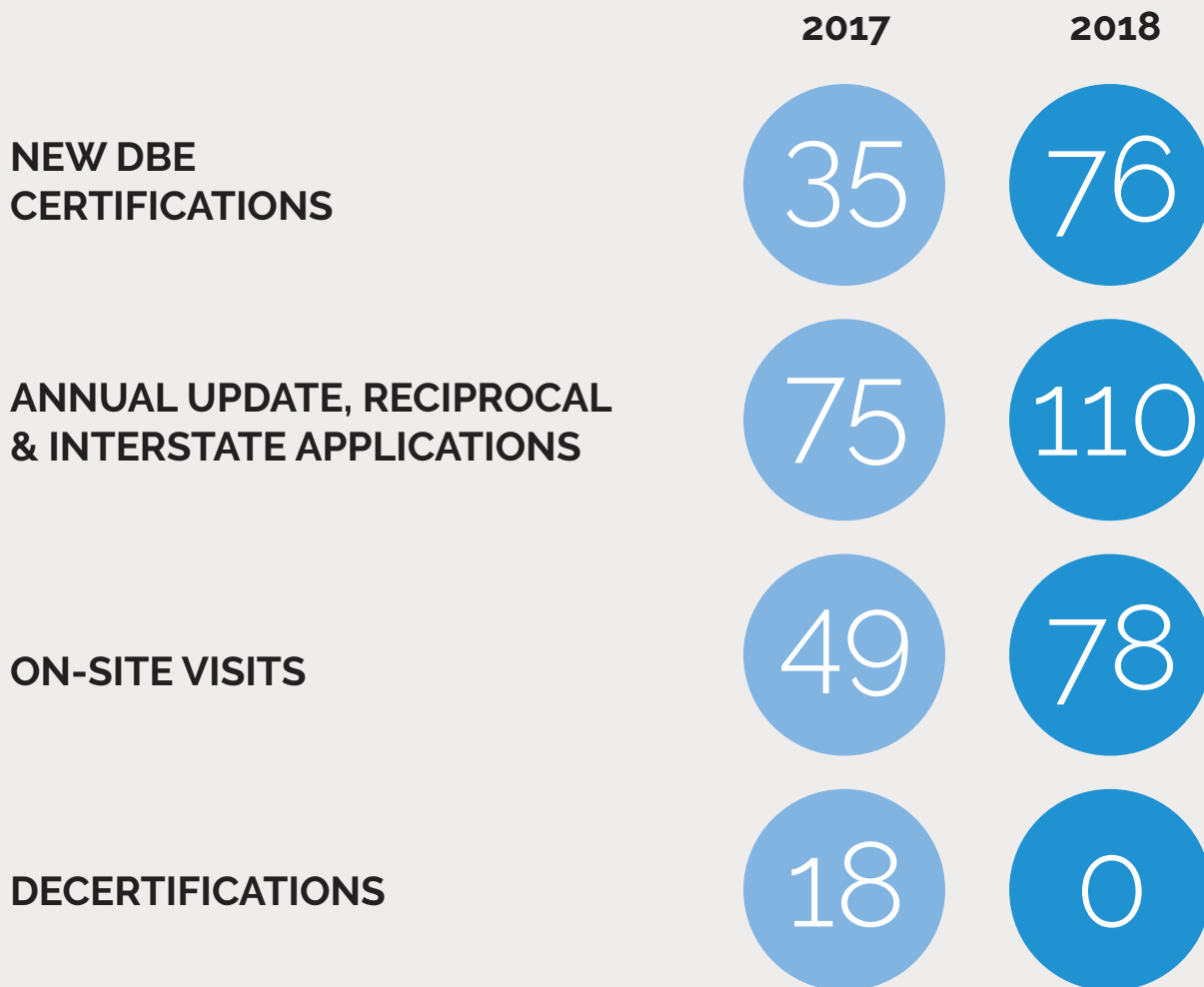
The Federal PROMPT PAYMENT MECHANISM requires prime contractors to pay their subcontractors within 30 days after receiving payments from MSCAA. BDD utilizes a web-based software system designed to streamline and automate DBE participation reporting. The system is accessible by all firms doing business with MSCAA and includes capabilities for automated communication with contractors via email regarding compliance issues and concerns, submission of DBE utilization reports, tracking of contract goals and verification of subcontractor payments.

- **Assist with non-contractual issues between primes and subs**

If it is determined that a problem exists, BDD, in conjunction with the appropriate MSCAA Division representative, will work with the contractor or vendor to resolve the issue.

CERTIFICATIONS

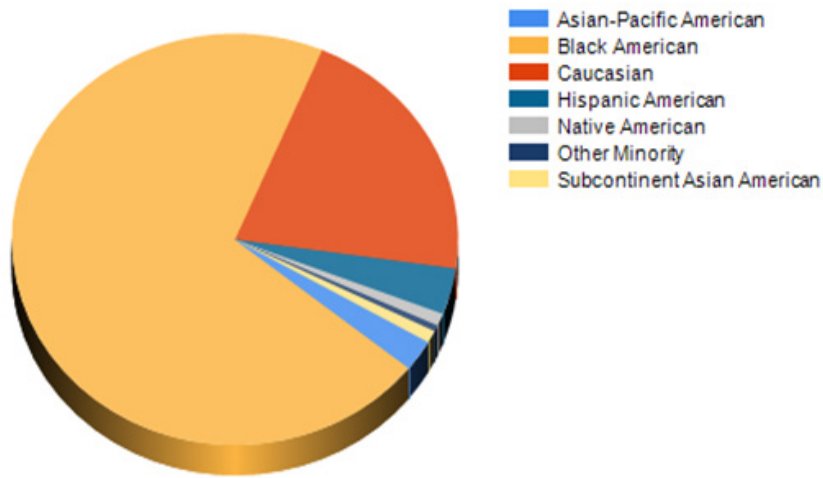
MSCAA uses the certification standards of 49 CFR Part 26 to determine the eligibility of firms to participate as Disadvantage Business Enterprises (DBEs) in U.S. Department of Transportation-assisted contracts. To be certified as a DBE, a firm must meet all certification eligibility standards. The goal of the DBE certification program is to increase participation among minority groups in terms of federal projects. For a list of qualification criteria for DBE certification, visit www.flymemphis.com/disadvantaged-business-enterprise-program.



DATABASE REPORTS

BDD's current database consists of 366 DBE, ACDBE, and SBE files. As a member of the Tennessee Uniform Certification Program (TNUCP), MSCAA has access to more than 1100 certified companies with national ties.

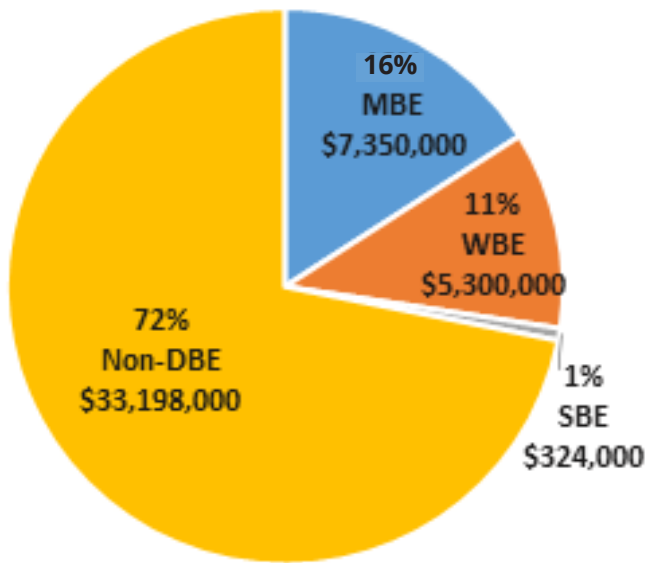
Count of Firms by Ethnicity



Ethnicity	Count of Businesses	Percentage
Asian-Pacific American	10	2.4%
Black American	291	70.6%
Caucasian	86	20.9%
Hispanic American	15	3.6%
Native American	4	1.0%
Other Minority	2	.5%
Subcontinent Asian American	4	1.0%

OUR SPEND

FISCAL YEAR 2017

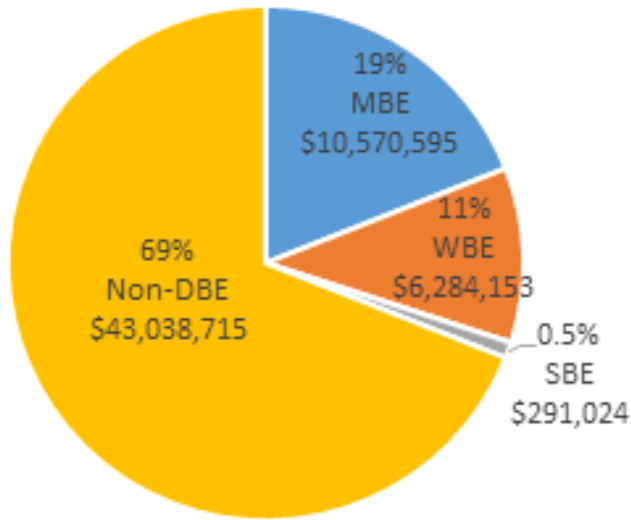


MBE	16%
SBE	1%
WBE	11%
NON-DBE	72%

Program Achievements

- Of the \$33,198,000 in Non DBE spend, 55% (\$18,206,000) was spent in the local community.
- 60% (\$30,485,000.00) of the total dollars reported was spent in the local community.

FISCAL YEAR 2018



MBE	19%
SBE	0.5%
WBE	11%
NON-DBE	69%

Program Achievements

- Of the \$43,038,715 in Non DBE spend, 49% (\$21,257,271) was spent in the local community.
- 67% (\$37,073,911.00) of the total dollars reported was spent in the local community.

FISCAL YEAR 2018

	1st Qtr		2nd Qtr	
	Jul 2017 - Sep 2017		Oct 2017 - Dec 2017	
Total Eligible Dollars Expensed	\$11,210,438		\$15,953,123	
	Amount Paid	%	Amount Paid	%
Disadvantage Business Enterprise (DBE)	\$3,254,050	29%	\$5,582,028	35%
<i>Minority Business Enterprise (MBE)</i>	<i>\$2,368,111</i>	<i>21%</i>	<i>\$3,191,630</i>	<i>20%</i>
<i>Women Business Enterprise (WBE)</i>	<i>\$899,847</i>	<i>8%</i>	<i>\$2,570,313</i>	<i>16%</i>
<i>Small Business Enterprise (SBE)</i>	<i>\$114,892</i>	<i>1.0%</i>	<i>\$113,541</i>	<i>0.7%</i>
Local Spend	\$7,807,024	70%	\$10,854,475	68%
Local D/M/W/SBE Spend	\$3,093,909	40%	\$5,318,273	49%
Number of D/M/W/SBE Firms	64		58	
Number of New D/M/W/SBE Firms	7		3	

D/M/W/SBE SPEND

3rd Qtr Jan 2018 - Mar 2018		4th Qtr Apr 2018 - Jun 2018		Total FY 2018	
\$10,800,190		\$17,138,600		\$55,102,351	
Amount Paid	%	Amount Paid	%	Amount Paid	%
\$2,726,688	25%	\$4,905,683	29%	\$16,468,450	30%
<i>\$1,555,476</i>	<i>14%</i>	<i>\$3,455,378</i>	<i>20%</i>	<i>\$10,570,595</i>	<i>19%</i>
<i>\$1,336,542</i>	<i>12%</i>	<i>\$1,477,450</i>	<i>9%</i>	<i>\$6,284,153</i>	<i>11%</i>
<i>\$47,001</i>	<i>0.4%</i>	<i>\$15,590</i>	<i>0.1%</i>	<i>\$291,024</i>	<i>0.5%</i>
\$5,586,746	52%	\$12,825,665	75%	\$37,073,911	69%
\$2,630,684	47%	\$4,773,774	37%	\$15,816,640	43%
53		58			
1		0			

OUTREACH HIGHLIGHTS

Contractors and Builders Forum

On July 10, 2017 BDD spoke with a group of contractors with the Associated Builders and Contractors (ABC) to inform them of the benefits of DBE certification. As a result of this meeting, several subcontractors were certified as DBEs.



ABC is a national association with 74 chapters representing 22,000 merit shop construction and construction-related firms. ABC's membership represents all specialties within the U.S. construction industry and is comprised primarily of firms that perform work in the industrial and commercial sectors of the industry.

NASA Contracting Outreach Forum

A government contracting conference was hosted by Southwest Tennessee Community College on Tuesday, July 18, 2017. This forum was sponsored by Small Business Development Council of TN and the U.S. Small Business Administration.



Commercial Pest Control Services Open House

MSCAA held this informational session to prepare potential bidding pest control companies to do business with MSCAA, with a focus on minority and women-owned businesses, on Tuesday, July 25, 2017.



Strategies for Growing a Successful Woman-Owned Business (MLGW)

BDD participated in a forum held on October 12, 2017, aimed at women-owned businesses.



Memphis Light, Gas and Water Division
Supplier Diversity Program
 Leading the Way to Economic Prosperity

DBE Forms Class

BDD offers a DBE Forms class to assist bidders with completing DBE forms correctly. This class was accessible online via GoToMeeting. The following DBE forms classes were held in FY2018:



On-Call Roofing Repair – 09/12/2017

Ground Maintenance – 01/11/2018

Concourse Modernization – 04/03/2018

Business Diversity Development and Properties Department Taxi Service Luncheon

In keeping with two guiding principles of MSCAA to “maintain a culture of integrity and collaboration” and



“maintain our position as a leader in diversity and inclusion,” we hosted a meet and greet luncheon for taxi cab owners on September 26, 2017.

This meeting gave taxi cab owners and their representatives an opportunity to meet with our Director of Properties, the Sr. Manager of Business Diversity Development and the DBE Program Administrators. Taxi owners were able to share ideas and voice concerns about airport ground transportation. This event gave BDD an opportunity

to discuss the advantages of being ACDBE-certified and explain the Federal requirements for the certification process.

Procurement Equal Business Opportunity Workshop

Held in January 2018, this workshop was designed for women, minority, disadvantaged, and service-disabled veteran-owned businesses interested in learning strategies for growing their business and improving their competitiveness.



MMBC CONTINUUM Economic Development Forum: Beyond Parity

This forum was held June 19-21, 2018, at The Guesthouse at Graceland. The MMBC Continuum convenes one of the largest economic development conferences in the Mid-South. Annually MMBC's EDF connects Fortune 500 CEOs, senior executives, diverse suppliers, corporate purchasing managers, renowned speakers, national thought leaders, regional and local community leaders and youth to focus on the economic impact of growing scalable diverse suppliers.



Memphis Area Minority Contractors Association

In June 2018, MAMCA held its annual membership drive. Their mission is to empower minority contractors in the Memphis and Tri-state area.



We Mean Business Symposium: Formal Invitation to do Business with the City of Memphis

At this year's Symposium, held in June 2018, the vendors had a networking opportunity in a matchmaking forum with procurement officials for each Division with the City of Memphis, QuasiGovernment Agencies and City partners. There were plenty of opportunities to ask detailed questions about specific upcoming opportunities.



SUCCESS STORIES

Jacobsen|Daniels

In 2017 the Memphis-Shelby County Airport Authority (MSCAA) awarded Jacobsen|Daniels (J|D), a minority-owned airport consulting firm, a \$4.6-million contract to prepare new master plans for its airports.



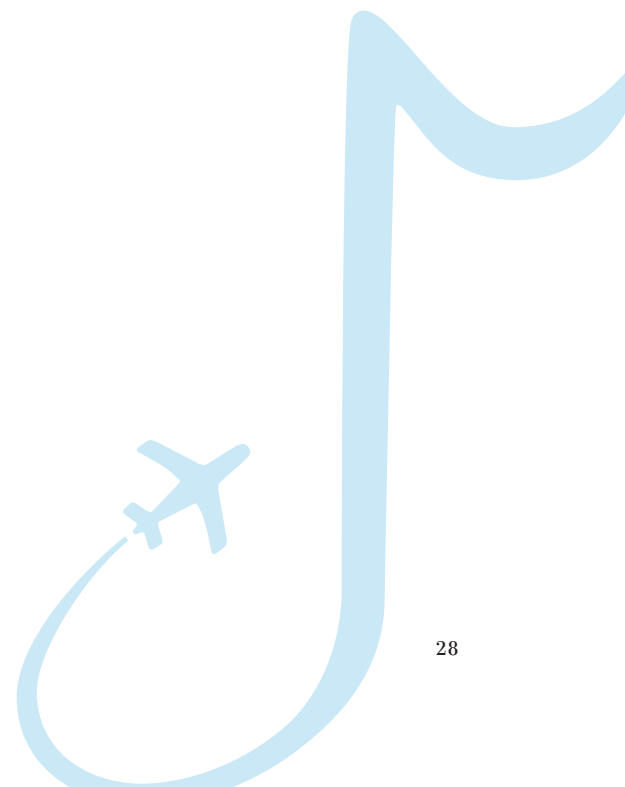
J|D's efforts will update the Master Plan for Memphis International Airport, and will develop new plans for MSCAA's General Aviation (GA) Airports: General Dewitt Spain Airport and Charles W. Baker Airport. Each plan will reflect industry changes, update forecast and growth projections, and establish development priorities in consideration of recent and pending improvements to facilities and infrastructure, while upgrading the customer experience. The plans will also focus on preparing for emerging technologies such as passenger screening advancements and unmanned aerial systems, as well as planning for sustainability and resiliency in the face of changing economic and climate conditions.

"We are tremendously excited about the opportunity to work with the Memphis-Shelby County Airport Authority staff as we plan for the airport's and community's future," said Matt Johnson, Senior Vice President of the Planning Division. "We hope to help MSCAA build on their recent successes to continue to maintain and grow airport assets that the

community can be proud of - ones that sustainably support the economic and social needs of the community."

J|D is a diversified technical and strategy consultancy with business lines providing planning, implementation and development, operations and management services to airports and a variety of government and private sector clients around the world. Their strategic plans range from organizational development plans to improve performance management to system-wide plans for revitalizing airport programs that integrate aviation and non-aviation commercial development. With corporate headquarters in Ypsilanti, Michigan, J|D has offices in California, Georgia, Illinois, Maryland, Missouri, Texas and Washington.

Learn more about Jacobsen|Daniels by visiting their website at www.jacobsendaniels.com and by following them on LinkedIn and Twitter @JourneywithJD.



SUCCESS STORIES

VuCon

VuCon is a DBE-certified general contractor specializing in heavy civil infrastructure projects.

Since 2014, Memphis-Shelby County Airport

Authority (MSCAA) has awarded VuCon one contract as a prime contractor and four contracts as a subcontractor totaling approximately \$19 Million. Currently VuCon is involved in the following projects at Memphis International Airport (Airport): CONRAC, Glycol, Airfield Maintenance, FedEx Golden Triangle, and Concourse B Modernization

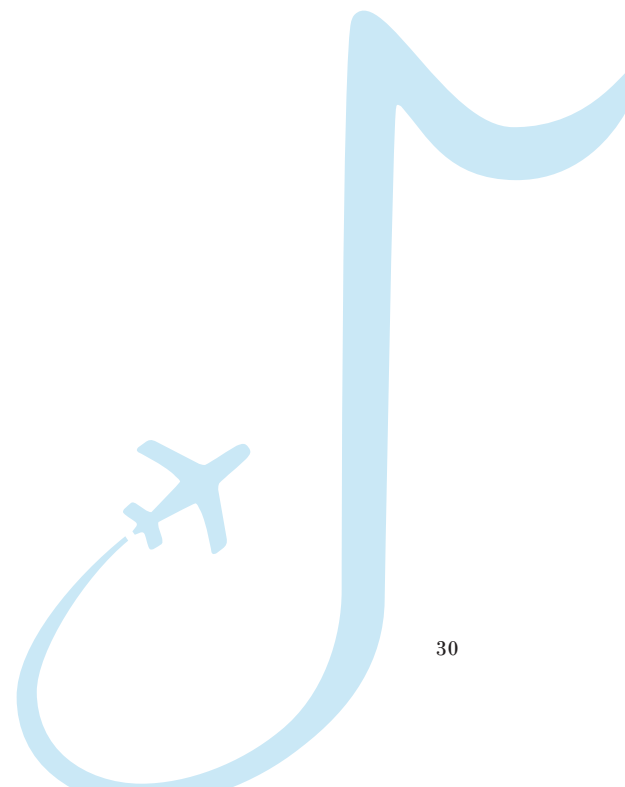


VuCon was established in 2010 and is focused on heavy civil construction work including earthwork, pipe installation, soil stabilization, concrete paving, concrete structures, and asphalt paving. Its goals are to grow VuCon's footprint and reputation in its focus areas within large construction projects such as the ones offered through the Airport.

MSCAA's DBE Program opened the door for VuCon to bid and win multiple contracts that it may not have been considered for in the past. Now that VuCon has shown its capabilities, it anticipates competing for additional contracts with MSCAA as both a subcontractor and prime contractor in the future. "The positive impact on our business cannot be overstated," said Trinh Vu Johnson, President. "The opportunities through the DBE program are HUGE, once established. I'd encourage anyone to get certified. Take the initiative and find opportunities for your business. Ask advice from other DBE companies or partner with other DBEs for bigger projects. Your business will grow and

you'll gain good working relationships and trust from other companies. It's comforting to know the Airport Authority takes pride in the DBE program and the benefits it provides for small, local, minority and women-owned businesses like ours. We feel we have a true partner."

Learn more about VuCon by visitng their website at www.vuconllc.com.



SUCCESS STORIES

Access Builders, LLC

Since 2013, Access Builders has been awarded four MSCAA contracts as a subcontractor totaling approximately \$11 Million.



Access Builders started in 2012 as an electrical contractor. Although electrical work is a large part of its operation, Access Builders also holds a general contractors license.

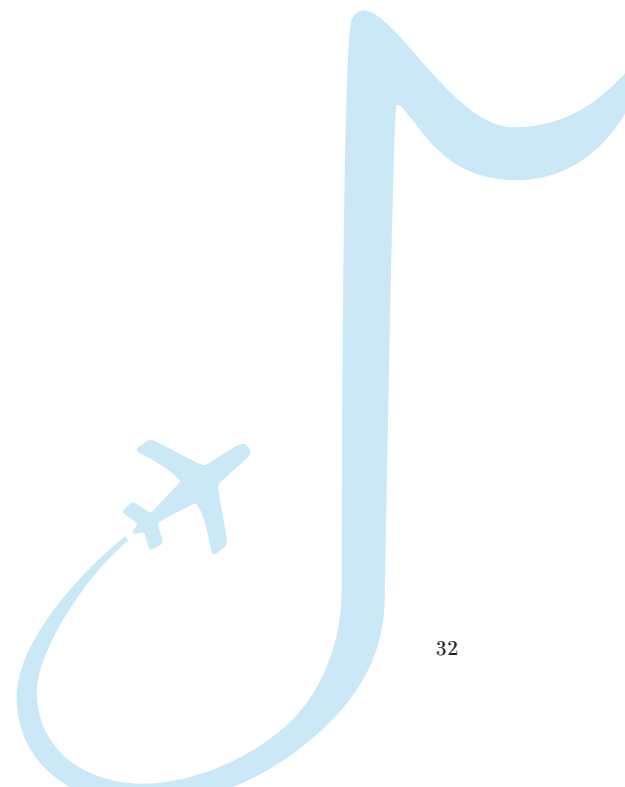
Access Builders has worked on jobs such as the renovation of the Pyramid for the Bass Pro Shops project, the Liberty Bowl field lighting, the Sears Crosstown Renovation project, and numerous other projects around the city of Memphis.

Currently, Access Builders is involved in the new airfield maintenance building and Concourse B Modernization projects at Memphis International Airport. Access Builders is also currently working on the new trolley stops downtown for Memphis Area Transit Authority (MATA).

Derik Forrest, Principal, said "The focus on developing partnerships through the MSCAA's DBE Program has helped us by allowing us the opportunity to meet with larger construction companies. We get a chance to present our services and bid for jobs we might not have been able to compete for in the past. Being certified has allowed us to land the contracts that we've been awarded and has helped us show general contractors

that we are as capable and committed to providing a good product as they are. I'd like all small, minority and disadvantaged businesses to know that this program works. If you have the professional capability the program can help you get your foot in the door. Thanks to DBE certifications through the airport and the City of Memphis we are able to get in and compete with larger contractors."

For more information about Access Builders
contact Derik Forrest via email at derik@accessbuilders.us.



SUCCESS STORIES

Flintco, LLC

Flintco, LLC has been selected as the primary contractor for Memphis International Airport's (MEM's) Concourse B Modernization Project.



The contract was awarded for a little more than \$120 million and 26% of their base bid will be performed by approximately 17 DBEs.

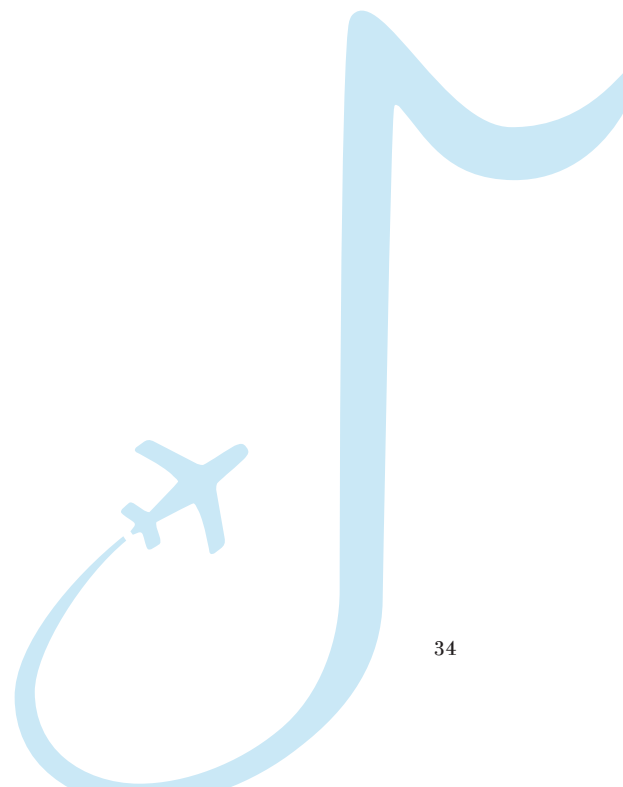
Because the size and scope of the Concourse B Modernization project made it difficult for several small, minority and disadvantaged (SMD) companies to compete, Flintco held an open house to discuss the project and invited the SMD's to meet larger firms for potential partnerships. This increased the number of SMD firms competing on the project and gave them an opportunity to learn how to manage larger jobs so they can grow and be more successful.

"Working with the Airport enhances our relationship with SMD firms. We have the opportunity to structure bid packages to increase the number of SMD firms that are able to compete and participate in our projects," said Tim Weatherford, VP, Area Manager. "We, along with the Memphis International Airport are committed to ensuring that SMD companies have the opportunity to participate. We are intentional with inclusion on all of our projects. We meet regularly through open houses with SMD Firms to discuss ways we can maximize their participation. We

believe small, minority and disadvantaged companies must continue to grow and flourish. We're passionate about their success and we're committed to helping them realize their potential."

Flintco is not new to airport construction, in the past they were also awarded contracts to build the Airport's economy parking garage and the FAA air traffic control tower.

For more information on Flintco, LLC
Visit their website at www.flintco.com



SUCCESS STORIES

Chris Woods Construction Company

Chris Woods Construction Company (Chris Woods) was established in 1985. Its mission is “to provide Quality Construction in a timely and cost-effective manner.”



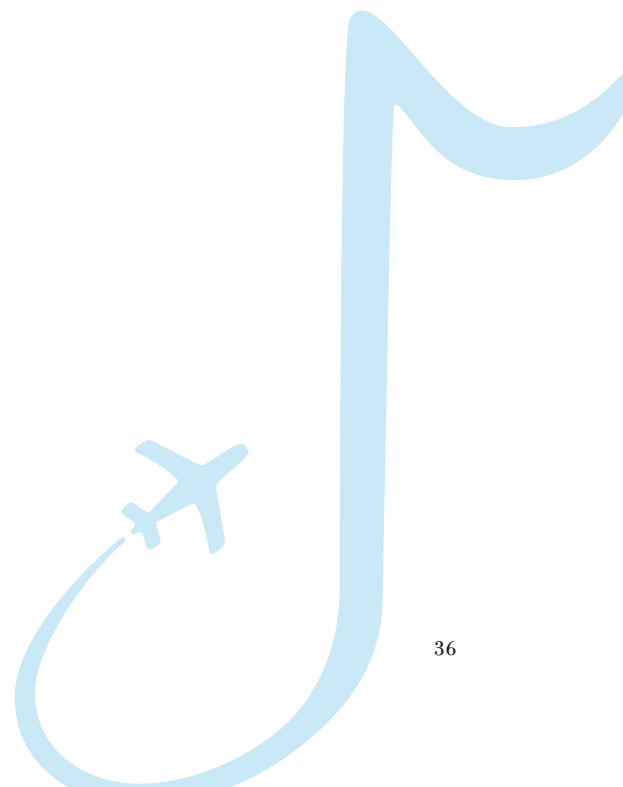
Chris Woods was awarded their first contract with Memphis-Shelby County Airport Authority (MSCAA) in 2014, and since then, has been awarded five construction contracts for approximately \$72 Million. Of that \$72 Million, approximately \$18 Million was performed D/M/WBEs.

Chris Woods is in the process of completing the new Consolidated Rental Car Maintenance Facility on Airways Blvd and beginning construction on the new Airfield Maintenance and Operations Support Facility at Memphis International Airport.

“With a focus on helping businesses develop through partnerships with service providers, MSCAA provides an avenue of opportunity for firms to learn, grow and expand their capabilities and ultimately provides us with additional companies that can produce quality and cost-effective work which has a positive impact on our ability to adhere to our mission statement,” said Kevin Lee, Project Manager. “I believe our great working relationship with the Airport Authority enhances our reputation with all of our clients and demonstrates our ability to excel in being cost-

competitive, meeting and exceeding project schedule requirements, adhering to strict safety requirements, handling the additional reporting and paperwork requirements unique to the airport, and our ability to meet or exceed DBE goals. We feel the airport's diversity program helps businesses improve their ability to earn business in other market sectors and that's very important."

For more information about Chris Woods Construction Company visit their website at www.chriswoodsconstruction.com.



SUB TO PRIME

BDD has worked diligently to provide technical and developmental assistance to D/M/WBE firms in order to promote their stability and growth. Our department is proud to list the following contractors who has gone from Subcontractors to Prime Contractors.

- Airfield Etc., Inc.
- Amnesty Professional Services
- ARK Roofing Company
- Nu Era Enterprises, Inc.
- P&E Development
- Powers Hill Design, LLC
- SKB Facilities & Maintenance
- VuCon, LLC

MILLION DOLLAR CLUB

In FY2018, fourteen certified DBE companies were awarded contracts as prime contractors or subcontractors in amounts ranging from \$207,000 to \$3.8 Million for work performed for the Memphis Shelby County Airport Authority.

VENDOR	TYPE	TOTAL PAID FY18	CATEGORY	LOCATION
\$1,000,000 & Above				
A&B CONSTRUCTION CO., INC.	PRIME	\$3.8 MILLION	WBE / DBE	LOCAL
VUCON, LLC	PRIME & SUB	\$1.8 MILLION	MBE / DBE	LOCAL

\$500,000 – \$999,999				
SKB FACILITIES & MAINTENANCE	PRIME	\$898,000	MBE / DBE	LOCAL
TOP NOTCH SECURITY	SUB	\$785,000	MBE / DBE	LOCAL
HORRELL-SELF TUCKER JOINT VENTURE	PRIME	\$749,000	MBE / DBE	LOCAL
FUEL FACILITY MANAGEMENT, INC.	PRIME	\$563,108.00	MBE / DBE	NON-LOCAL
SUMMERFIELD ASSOCIATES, INC.	PRIME	\$558,000	WBE / DBE	LOCAL

\$250,000 – \$499,999				
RED ROVER COMPANY MEMPHIS, LLC	PRIME	\$485,000	WBE / DBE	LOCAL
ARK ROOFING COMPANY	PRIME & SUB	\$380,000	WBE / DBE	LOCAL
DYNAMIX ENGINEERING LTD	SUB	\$378,000	MBE / DBE	LOCAL
PETE MITCHELL & ASSOCIATES	SUB	\$348,000	MBE / DBE	LOCAL
A&J ELECTRIC, LLC	SUB	\$279,000	MBE / DBE	LOCAL
P&E DEVELOPMENT	PRIME	\$260,000	MBE / DBE	LOCAL
WOOTEN MECHANICAL, LLC	SUB	\$207,000	MBE / DBE	LOCAL

OPPORTUNITIES FOR D/M/WBE GROWTH

BDD continues to work hard to identify areas of potential capacity growth for local, minority, and women owned businesses. So far, the following areas have been identified:

- Fuel Management
 - Fuel Supply
 - Fuel Facility Management

- Mentor/Protégé Opportunities

- New DBE Prime Contractors
 - Sub to Prime

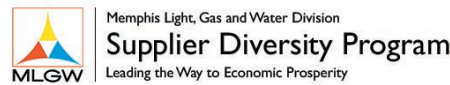
- Pavement Joint Resealing

- Professional Services
 - Legal Services
 - Financial Management

- Shelter Market Program

COMMUNITY PARTNERS

MSCAA's integrated approach to diversity and inclusion is founded on lasting partnerships with organizations across the region. We proudly present the logos of our many valued partners that help us in our outreach efforts to build an Airport that reflects the communities and customers we serve.





MEMPHIS SHELBY-COUNTY AIRPORT AUTHORITY
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