

STRATEGIC OVERVIEW

2021–2024



Photography by Jeffery Jacobs

Pace Cooper, Chairman
Scott A. Brockman, A.A.E., President and CEO



TABLE OF CONTENTS

Welcome 3

Executive Summary 4

Mission, Vision and Guiding Principles..... 6

Core Competencies..... 7

Physical/Terminal 8

Environmental.....10

Properties/Cargo..... 12

Airfield 14

Marketing, Communications & Customer Relations16

Air Service.....18

Business Model/Finance20

Human Capital Management..... 21

General Aviation.....22

Information Technology and Innovation23

Summary of Completed Projects.....27

Airport Authority Board of Commissioners & Staff Leadership28

WELCOME



Memphis International Airport (MEM) is one of the most widely recognized economic engines in the Mid-South. We are North America's busiest cargo airport and the second busiest cargo airport in the world. As such, the Memphis-Shelby County Airport Authority's (MSCAA's) mission, vision, and core values are critical. This Strategic Overview identifies broad goals spanning the major areas of our extensive and far-reaching business and serve as a living document as we navigate towards the future.

We are in an unprecedented time in our history. Coming off another record year of origin and destination growth in 2019, Memphis International Airport was poised to continue its momentum in 2020.

Then, in March 2020, the pandemic changed everything for the airport industry. The pandemic has devastated our economy and impacted airports and air service in ways we are yet to fully realize.

MSCAA is nearing the completion of a new Concourse B that will reinvent the passenger experience at MEM. We are also in the midst of completing a Master Plan Update, which will chart the long-term course for MEM and our two general aviation airports, General DeWitt Spain and Charles W. Baker. Our plan outlines a path that best allows us to adapt to changing circumstances, capitalize on opportunities and adjust to the new reality of the known and unknown over the next few years. Once the updated Master Plan is complete, additional 5-year goals will be added to the document. The MSCAA Board of Commissioners and the entire Airport staff are steadfast and unrelenting when it comes advancing the critical impact this airport has on the community. We will continue to work with our partners to expand cargo at the airport, to maintain our stature, and to remain focused on the relentless pursuit of frequent and affordable air service.

We've proven our resilience and risen to the challenges in the past. Despite the pandemic, we are well-positioned and prepared for the future. MEM is the "handshake" to our community; as such we will continue our quest to raise the bar on customer service for all involved as we strive to provide a "positively MEMorable" customer experience and make MEM the airport of choice for the Mid-South.

Scott A. Brockman, A.A.E.
President and CEO



EXECUTIVE SUMMARY

The foundation of Memphis Municipal Airport was established in the 1920s when the City of Memphis constructed it on a 200-acre plot of farmland. In the 1940s, the Airport served the U.S. Army Air Force Air Transport Command for transporting new aircraft to overseas locations. The face of the Airport changed in the 1960s when the now-iconic martini glass terminal was constructed and the State of Tennessee chartered independent Memphis-Shelby County Airport Authority (MSCAA) in 1969. The airport's name was changed that same year to Memphis International Airport (MEM) to reflect its status as a point of origin and entry point for international passengers and cargo.

The Airport's future was given a huge boost in 1973, when Federal Express (now known as FedEx) began operations in Memphis. Over subsequent years, the company built a sorting facil-

ity and an administration building on the airfield. FedEx's package-sorting complex, which would later come to be known as the World Hub, along with the company's around-the-clock operations, have combined over the years to make the airport the busiest cargo airport in the western hemisphere and the second-busiest cargo airport in the world.

In January 2017, an economic impact study by the University of Memphis demonstrated that the airport had an annual economic impact of \$19.1 billion. Thus, the success of the airport remains a major part of Memphis' long-term plans.

MEM has transitioned from an airline passenger transfer hub to an origination and destination passenger airport. This transition includes significant changes to the airport's operations, including the



introduction of new ultra-low cost carriers, increased use of larger mainline aircraft vs. smaller regional jets, enhanced airline competition, and more competitive airfares. These changes will usher in a new era for Memphis passengers.

These and other developments will propel the airport through the 21st century and allow the fulfillment of the airport's vision. At the center of this vision is a commitment to go above and beyond the expectations of our community, passengers and business partners.

This document provides operational overviews of 10 different areas: Physical/Terminal, Environmental, Properties/Cargo, Airfield, Communications and Customer Relations, Air Service, Business Model/ Finance, Human Capital Management, Information Technology and General Aviation.

These overviews include one, three- and five-year goals for these areas. This Strategic Overview acts as a road map for the next five years, ensuring improvement across all facets of the airport's operations.

The airport lists its core values in four categories: mission, vision, guiding principles, and core competencies. Staff is encouraged to reference these values while focusing on quality service and communications between customers and fellow staff. In the process of creating this Strategic Overview, each category was reviewed and realigned with the airport's core values. As a result, the mission, vision, guiding principles, and core competencies provide a foundation for the Strategic Overview, and each of the goals described within the plan support these ideals.

MISSION

- To deliver a positively MEMorable customer experience.

VISION

- To be the most significant economic growth engine in the Mid-South by providing world-class customer service, engaging the community and facilitating the steady growth of passenger and cargo service.

GUIDING PRINCIPLES

- Foster a culture of integrity and collaboration.
- Pursue the safety and security of our customers, stakeholders and community.
- Recognize the importance of employees to the success of the Airport by maintaining a culture of open communication and respect among all team members.
- Improve our position as a leader in diversity and inclusion.
- Expand the strategic role of aviation as the regional and global economic engine of Memphis' quadrimodal transportation hub.
- Build upon our status as both a world leader in air cargo volume and service and as a passenger-centric, service-oriented airport.
- Be recognized as a model airport for prudent financial and business policies and practices.
- Maintain a culture of continuous improvement.
- Be customer service driven in all that we do.

CORE COMPETENCIES

Our Core Competencies define our organizational strengths and establish what an ideal team member brings to the Authority.

OPEN COMMUNICATION

Demonstrates healthy interpersonal and relationship skills with employees by creating an environment of openness and honesty; listens well, asks appropriate questions, solves problems and explains reasoning behind decisions.

STRATEGIC PLANNING-EXECUTION

Demonstrates the ability to analyze the organization's position as it relates to industry standards; establishes short and long-term goals for continued improvement; and in response, shifts priorities and develops strategies to achieve long term goals and addresses short term goals promptly.

CUSTOMER-SERVICE DRIVEN

Listens, responds and creates resolutions to internal and external customer problems in an effort to exceed the customer's expectations.

SAFETY

Understands, encourages and complies with safety policies and procedures; completes all required training; takes full responsibility for safety and pro-actively seeks improvement.

DIVERSITY

Treats all people with respect; values diverse perspectives; participates in diversity training; shows sensitivity to individual differences; ensures all policies continue to be inclusive regarding Federal and State Laws.

LEADERSHIP SKILLS

Assesses employees' strengths to create a climate in which people want to do their best by identifying what needs to be done; is willing to make tough decisions; maintains high performance with changing circumstances.

VALUES AND ETHICS

Maintains the highest standards of integrity, ethical behavior and practices in all internal, external and business transactions by being transparent, objective, reliable and demonstrating personal credibility.

COLLABORATION AND SENSE OF COMMUNITY

Develops, maintains and strengthens partnerships with others; acknowledges others' perspectives and ideas; helps to set a tone of cooperation and shares critical information with everyone involved.

BUSINESS PHILOSOPHY

Demonstrates keen business judgment, insight and predictability to create a sustainable business model; recognizes critical business partners and their business needs.

FLEXIBILITY

Demonstrates the ability to adapt its business model to an evolving industry.



Physical/Terminal

The Physical/Terminal area includes the ticketing and baggage claim areas, walkways, concessions, parking, rental car facilities, gate areas, roadways and jet bridges. Essentially, it represents the areas in and around the airport terminals and concourses.

A new Master Plan began in 2018 and is anticipated to be completed in during the next year. The Master Plan will help to identify and set priorities for potential capital improvements, both landside and airside for the next 20 years.

Several programs and projects are expected to be completed in 2021, including the development of a long-term food/beverage and retail concession program that will shape the future for the B Concourse. A new airfield maintenance facility, now named the MSCAA Mission Support Center, was completed in 2020 and will be fully operational in early 2021. This facility will house the Airfield Maintenance, Airport Police, Operations, Communications, and Warehouse areas.

While the Master Plan's completion will help guide potential timelines, the airport intends to develop plans for possible future capital projects such as the modernization of the terminal core and ticketing area as well as the replacement of the existing three-story parking structure.

The Authority is in the midst of modernizing the B Concourse. Because the original facilities were constructed prior to the recognition of seismic design standards, a critical component of this program includes seismic upgrades to meet modern building codes. Modernization will result in more spacious passenger gate areas, expanded passenger movement areas, the addition of moving walkways, higher ceilings, the introduction of more natural light, dynamic glazing on windows, a streamlined concessions program, and other amenities geared to exceed the high expectations of the modern traveler. New jet bridges will be installed on all remodeled gates of the B Concourse. The project is scheduled for completion in 2021.

An important component of the B Concourse modernization program is the airline use-phasing plan, which relocated airlines to Concourses A or C during construction on Concourse B. All airlines will relocate to Concourse B after construction is complete.

Looking ahead to long-term projects, a five-year goal for MEM is to offer remote baggage and flight check-in services for guests who park in the Economy Parking Garage.

PHYSICAL/TERMINAL

Action Item	Target Period
Develop Master Plan study (with AGIS and sustainability).	2021 - 2022
Research, in coordination with a demand analysis included within the Master Plan Study, the implementation of an Economy Parking Garage baggage/flight check-in service.	Ongoing
Plan for implementation of the Master Plan conceptual plans for the modernization of the terminal core with required seismic code updates and identify key elements of the terminal modernization that could become initial projects: (1) Reorientation of vertical circulation; (2) inline baggage handling enabling self-tagging; (3) passenger security screening; (4) employee screening.	2021 - 2024
Study, design, and implement an upgraded HVAC system of the terminal designed to updated American Society of Heating, Refrigerating and Air-Conditioning Engineers (ASHRAE) standards.	2021 - 2023
Ensure the terminal is positioned to accept potential new entrants to the market.	2021 - 2024
Ensure the terminal is positioned to accept potential new technologies in baggage handling, airline check-in and security screening.	2021 - 2024
Plan for incorporation of the Master Plan Landside Development Plans, including existing and new parking structures, into the ACIP and/or CIP.	2021 - 2024
Plan for incorporation of the Master Plan Airside Development Plans, to include any necessary environmental review and design work, into the ACIP and/or CIP.	2021 - 2024
Completion of the Concourse B modernization and seismic upgrade program.	2021



Environmental

While the full realm of the airport environmental effort is complex and broad, the airport has four primary objectives: 1) maintaining compliance with all federal, state, and local regulations; 2) continuously working with the FAA to assess airport noise compatibility; 3) efficiently managing National Environmental Protection Act (NEPA) processes; and 4) actively working to develop and improve the airport's sustainability program.

Maintaining compliance with environmental regulations is paramount. The airport strives to not only achieve compliance with federal, state, and local laws, but to continuously work to foster trust and collaboration with regulatory agencies. The airport will continue its integrated approach to ensure that all airport staff and operators (including tenants and contractors) have an appropriate element of environmental responsibility. This will be achieved by developing and maintaining a broad-based understanding of the sources of environmental impact of the airport's operations—both on and off the airport—using auditing, education, and awareness training where necessary.

Other ongoing environmental initiatives include improving MSCAA's waste management program, evaluating the implementation of additional electric vehicle charging stations in public parking lots, continuing sustainability design initiatives, and working with air traffic control to respond to noise inquiries.

Based on Master Plan results, the airport will also study the viability of renewable energy and continue to promote environmental sustainability as part of the overall strategy to maintain an efficient airport operation and improve customer experience.

Other short-term goals include: (1) the development of a tool to measure energy and water consumption, as well as waste production and air emissions. This will allow the airport to compare to its 2018 baseline for analysis and future improvements; (2) creation of Sustainability Master Plan in order to increase green initiatives and opportunities; (3) adding inline cooking oil and waste cooking oil systems for all restaurant areas in conjunction with the Concourse B modernization; (4) reducing air emissions by adding pre-conditioned air to all passenger boarding bridges; (5) reduce energy and water consumption by adding energy and water efficient fixtures in all new construction, including Concourse B modernization; and (6) research HVAC system opportunities for healthier air quality at the airport in lieu of COVID-19 and/or other viruses.

In addition, the implementation of an improved aircraft de-icing and anti-icing fluid collection program is expected to be completed in 2022 as part of the Consolidated De-ice Facility under construction.

ENVIRONMENTAL

Action Item	Target Period
Actively work toward improvement of waste management program.	Ongoing
Study utilization and plan for adding vehicle charging stations in public parking lots.	Ongoing
Continue to make MSCAA office areas more sustainable through energy conservation.	Ongoing
Work with all airport partners (airline, concessionaires, TSA, janitorial) to utilize more sustainable supplies and equipment.	Ongoing
Work with air traffic control to respond to noise inquiries.	Ongoing
Implement improved deicing/anti-icing collection program during winter season.	2022 - 2023



Properties/Cargo

The Properties department is responsible for the management, development, implementation of concession programs, ground transportation, and commercial leasing activity of both landside and airside terminal areas. This includes tenant partners such as airlines, cargo and distribution, food and beverage, retail, rental cars, parking and more.

MSCAA believes that meaningful collaboration between airport staff, and business partners is an integral component of our airports success and we endeavor to continually improve all aspects of this partnership with airport stakeholders.

The airport continually monitors the cargo landscape and actively markets and develops both facilities and programs to allow for the growth of cargo and our cargo partners. The airport will continue to explore opportunities to acquire/utilize land for additional development to meet the needs of cargo operations.

The largest and most notable air cargo operator at the airport is FedEx. The airport coordinates and plans projects with FedEx regularly and works to ensure that the largest cargo contributor can continue to grow and

prosper. FedEx employs more than 11,000 employees at its World Hub and has approximately 34 million square feet of space under lease on airport property. FedEx has more than 450 flight operations per day and uses approximately 180 aircraft parking positions each day at the airport. Our largest tenant handles over 180,000 packages and 245,000 documents per hour at their Memphis World Hub, using a conveyor system that is 42 miles long to move the packages and documents to the correct flights.

United Parcel Service (UPS) also has a significant presence on airport property with a campus of approximately 135.7 acres. The footprint of their facilities currently measures 424,000 square feet. The package sort capacity of the UPS facility is currently 59,800 packages per hour. UPS is embarking on a major \$216.6 million expansion project that will include the construction of a new 268,000 square foot facility.

In 2021, the Properties department will partner with concession operators to implement a long-term food/beverage and retail concession program that will shape the future of food for the B Concourse.

PROPERTIES/CARGO

Action Item	Target Period
Implement and manage long-term Food/Beverage and Retail concession program.	2021
Parking reservation and online booking system.	2021 - 2022
Parking yield management and dynamic pricing programs.	2022 - 2023
Implement new technology to improve and streamline business performance.	Ongoing
Partner with tenants, leveraging technology to meet customer needs, to provide a safe, clean, and functional environment for all airport customers.	Ongoing
Identify sources and maximize non-airline revenues.	Ongoing
Market available land/properties to increase revenue for airport and economic growth for community.	Ongoing
Maintain communication and partnership with tenants/vendors through regular partner meetings.	Ongoing
Develop plans for cargo ramp and facilities expansion.	Ongoing
Monitor opportunities to acquire/utilize land to expand development.	Ongoing



Airfield

The airfield portion of the Strategic Overview focuses on the land surrounding the airport terminal. This includes the aprons, runways, taxiways, roads, equipment, and other facilities.

The most significant current airfield development project is the construction of a new Consolidated De-Icing Facility, which will provide airlines with a centralized location to perform their de-icing operations during winter weather. This project is also a major advancement in our environmental program allowing for the capture of airline aircraft deicing chemicals. The project is scheduled for completion in 2022.

Airport staff is also currently studying airfield areas impacted by aggregate pop-outs and is working on a timeline for correction. Additionally, in accordance with federal regulations the Master Plan will review airfield geometry to ensure compliance. Other short-term goals include working with FedEx on the repair and reconstruction of Taxiway Sierra (north of Victor), embarking on the total reconstruction of the west half of Taxiway Alpha, the study and design of a potential new commercial aircraft Maintenance, Repair, and Overhaul (MRO) facility and a Ground Runup Enclosure (GRE). An airfield signage and pavement marking update program will begin implementation in 2021 once design is completed.

AIRFIELD

Action Item	Target Period
Coordinate with FedEx for the reconstruction of Taxiway Sierra (north of Victor).	2021 - 2022
Reconstruct the west portion of Taxiway Alpha.	2022
Develop and construct a new glycol collection / aircraft Central Deicing Facility (CDF).	2020 - 2022
Develop plans to operate and maintain the new CDF to include snow and ice removal, aircraft deicing operations, and associated storm water management.	2022 - 2023
Complete the study and design of a potential new Maintenance Repair and Overhaul facility (MRO).	2021 - 2024
Complete the study and design of a potential new Ground Run-up Enclosure (GRE).	2021 - 2024
Complete a multi-phase solution to the FAA's Runway Incursion Mitigation (RIM) compliance project.	2022 - 2025
Design and implement Obstruction Clearance projects at MEM and GA airports.	2021 - 2023



Marketing, Communications & Customer Relations

Community outreach is a critical factor for all employee and passenger communications, as well as customer service. The Marketing, Communications and Customer Relations area's responsibilities include media relations, management of the Airport's social media channels, web content, internal and external newsletters, marketing, branding, customer service and communications with airport tenants, community leaders, and the traveling public. Ongoing initiatives include maintaining and continually communicating with a database of key community partners.

Top goals in 2021 include:

- Continuation and additional development of MEM's COVID-19 safety communications plan.
- Launching a new, post-pandemic marketing campaign to increase public awareness of non-stop destination options at MEM.
- Implementing a communications plan to introduce the new modernized B Concourse, which is expected to open in mid-2021. This plan will include a large-scale open house and media event to introduce the new concourse. In the event the

pandemic prevents an in-person event, MEM will host a virtual event.

- Initiating a marketing campaign to increase participation in the Department of Homeland Security's Real ID program.
- Implementation of a new customer service training and recognition program for employees and tenant partners.
- Implementation of a new communications program for general aviation airports

Looking ahead to 2022, MEM will initiate a communications plan to introduce the new consolidated de-icing facility.

Five-year goals include a new public information and marketing campaign based on the next phase of modernization and other projects identified by the Master Plan. The airport's Marketing, Communications and Customer Relations program is necessary to demonstrate to the community that the Airport places a high priority on transparency and customer service.

MARKETING, COMMUNICATIONS & CUSTOMER RELATIONS

Action Item	Target Period
Continuation and additional development of MEM's COVID-19 safety communications plan.	2021
Launching a new, post-pandemic marketing campaign to increase public awareness of nonstop destination options at MEM.	2021
Implementing a communications plan to introduce the new modernized B concourse.	2021
Launch of marketing campaign to increase participation in the Department of Homeland Security's Real ID program.	2021
Implementation of a new communications program for general aviation airports.	2021
Implementation of a new customer service training and recognition program for employees and tenant partners.	2022
Introduction of a communications plan to introduce the new consolidated de-icing facility.	2022
Launch marketing campaign based on the next phase of modernization and other projects identified by the Master Plan.	2022 - 2023



Air Service

Air service is most concisely defined as the flights provided by the airlines to an airport's passengers. A top priority of Memphis International Airport is to ensure competitive airfares while expanding flights, seats, and destinations; something we call the "relentless pursuit of frequent and affordable air service."

The continued advancement of the Airport's Air Service Research and Development program builds upon these efforts with a full-time position dedicated to that relentless pursuit of frequent and affordable air service. The airport continues to execute its air service development strategy by analyzing existing services and identifying deficiencies to build and present compelling and defensible cases to airlines. The airport's ongoing goal is to increase air service through new destinations, increased frequencies, and larger aircraft. In particular, additional West Coast destinations are a priority.

Other ongoing initiatives include the development of a program to support the growth of existing and additional of new low-cost airlines. The airport is also currently developing a marketing program in support of air service development.

COVID-19 has greatly impacted Memphis flight schedules. The Air Service Research and Development program plans to overhaul the regional air service alliance to not only include corporate travel information and demand, but regional tourism venues that attract air travelers as well.

The increased emphasis on air service development will continue to advocate for air service demands from the community while supporting, sustaining, and developing a diverse portfolio of airlines for Mid-South travelers.

AIR SERVICE

Action Item	Target Period
Increase air service through new flights, more frequency and larger airplanes.	Ongoing
Develop a program to support growth of existing and the addition of new low-cost airlines.	Ongoing
Develop marketing program in support of air service development.	Ongoing
Secure additional nonstop West Coast destinations.	Ongoing
Enhance regional air service alliance and the development of a database of corporate travel information and demand.	2021 - 2023
Development of an enhanced international air service (scheduled or charter) multi-year marketing plan.	2021 - 2024

NONSTOP DESTINATIONS (MARCH 2021)





Business Model/Finance

As an independent, state-chartered airport authority created in 1969, the airport is charged with generating and managing its own revenue and providing for its long-term financial viability. The airport is a self-financing entity that uses no local tax dollars. To generate needed revenue, the airport collects fees, rent and other charges from its business partner users. The airport is committed to a budget that provides positive financial benefits, including keeping the cost to airlines reasonably low, addressing customer service needs, maintaining existing facilities while designing new facilities, creating jobs and providing economic stimulus to the city and state's economy.

To ensure its financial viability, the airport develops long-term use and lease agreements with the airport's major airlines, commonly known as "signatory airlines." These agreements stipulate that if the airport experiences a revenue shortfall, the airlines will allow the airport to increase their rates and charges to balance the budget. Likewise, surpluses are credited back to airlines in the next fiscal year. In exchange for their commitment, the signatory airlines provide input on the annual operating budget and major capital improvement program decisions.

For Capital Improvement Projects, the airport participates in the FAA's Airport Improvement Capital Pro-

gram (ACIP), which receives its funding from aviation-generated user fees. These fees are primarily derived from taxes on airline tickets and freight waybills. The airport also participates in the Tennessee Equity Fund which derives its funding from state aviation fuel taxes. The airport's financial management and its philosophy of predictability, sustainability, and flexibility provides the Memphis Metropolitan Statistical Area (MSA) with one of the country's most progressive and fiscally sound airports.

Ongoing initiatives include coordinating rating agency updates to ensure positive credit ratings, maintaining federal and state grant programs and managing and updating the five-year capital outlay plan and Capital Improvement Plan.

Finance goals in 2021 include the continued implementation of new financial software as part of the Authority's digital transformation project and reporting program and the implementation of the financing plan for the new consolidated de-icing facility which includes a new airport revenue bond issue.

Another short-term goal for Finance is the development and negotiation of a new Airline Use and Lease Agreement to replace the existing agreement that expires in 2021.

BUSINESS MODEL / FINANCE

Action Item	Target Period
Coordinate annual rating agency updates to ensure positive credit ratings.	Ongoing
Maintain Federal & State grant programs and take advantage of discretionary grants as appropriate.	Ongoing
Manage and update a five-year capital outlay and CIP Plan.	Ongoing
Implement new financial software and reporting.	2021
Develop financing plan including debt issuance for consolidated de-icing facility.	2021
Develop and negotiate new airline Use and Lease Agreement.	2021



Human Capital Management

MSCAA is known and well respected for its camaraderie and team culture. The employees are the Airport Authority's greatest asset. Human Capital Management (HCM) is key to ensuring there is a strategy for recruitment/onboarding, promotion, career development, training, performance management, reporting and analytics, as well as motivating employees to be a high performing workforce. The Airport Authority will continue to focus on employee engagement to foster an environment that increases job satisfaction, highlights recognition, provides positive feedback, supports open communication, and implements applicable HCM technology.

As an equal opportunity employer that recognizes the importance and personal worth of each individual, the Airport Authority is committed to affirmative action to pursue diversity within its staff at all levels.

The Airport Authority also recognizes that with a large number of employees anticipated to retire in the near future, it will have to continue to proactively develop and refine a succession plan that examines the short-term and long-term needs of the MSCAA. The Airport Authority will use this information to invest in employee development to ensure the organization remains strong.

Additionally, the Airport Authority will focus on maintaining and improving the internally equitable and externally competitive standard of compensation and benefits by conducting regular compensation and benefits analyses.

The COVID-19 pandemic has put Human Resources in the middle of crisis management. Attention has been focused on navigating employee health and safety in the workplace, work from home assignments, time off under the Family First Corona Virus Response Act, employee return-to-work protocols, reassignments as workflow changes, and employee communication. Human Resources will work collaboratively with all departments as we begin to refocus and reengage the workforce focusing on employee optimization.

Short-term goals for the Human Resources Department will be to reinforce our commitment to employee well-being including physical, physiological, and financial health; realigning employee and operational priorities with the most pressing business needs; and realigning HR practices and training with the new norm post COVID-19.

HUMAN CAPITAL MANAGEMENT

Action Item	Target Period
Develop an employee virtual training program.	Ongoing
Increase minority employment; especially in management level positions.	Ongoing
Review and update Human Resource practices and policies post COVID as needed.	Ongoing
Conduct Annual and Pulse Employee Engagement, Opinion and Culture Surveys.	Ongoing
Collaborate with IT to enhance the Human Capital Management (HCM) platform.	2021 - 2022
Complete job description review and salary survey.	2021 - 2022
Conduct benefits and compensation analysis.	2021 - 2022



Charles W. Baker Airport



General DeWitt Spain Airport

General Aviation

The MSCAA General Aviation department is responsible for the operation and management of two general aviation (GA) reliever airports, Charles W. Baker and General DeWitt Spain. Charles W. Baker Airport, located in Millington, provides services to approximately 100 based aircraft and has a total of 41 buildings. Private owners, through land lease agreements, have constructed 35 of these buildings. Like Charles W. Baker airport, General DeWitt Spain Airport, located north of downtown Memphis, serves the needs of approximately 100 based aircraft, and has a total of 22 buildings; 14 of which are privately owned. These GA airports combined, offer a safe and customer focused environment to support over 100,000 aircraft operations annually.

The Airport Authority's primary goal for our GA airports is to develop an airport system that is financially sustainable and self-sufficient. The GA airports also strive to provide an environment that facilitates the growth of general aviation, which will consequently boost the local economy.

Private hangars are one of the GA airports' most significant assets. These hangars will revert to MSCAA ownership over the next seven years — adding revenue that will contribute to financial sustainability.

Planned efforts to maintain and expand the customer base include improving our facilities, enhancing customer service, and updating infrastructure.

Charles Baker Airport's airfield lighting features LED fixtures with a backup emergency generator. To enhance the attractiveness of Charles Baker as a destination airport for travelers and local businesses, long-term plans include the construction of a new terminal building. The new terminal building will help to serve the growing needs of current tenants as well as provide facilities to establish a flight school or aviation-related business.

DeWitt Spain Airport's recent projects include a complete runway mill and overlay project and updated wiring for runway lighting. Upcoming plans in 2021 that will enhance operations include the installation of an updated Automated Weather Observation System (AWOS) and the reconstruction of the aircraft parking apron.

Another critical development for the GA airports is the implementation of technology and IT-based infrastructure. The GA airports plan to evaluate and implement systems that will support our current and future customer's growing needs.

With all the various projects and improvements, the Airport maintains a focus to continually provide sustainability and cost savings to our customers.

GENERAL AVIATION

Action Item	Target Period
Provide a functional and cost-effective facility for airport tenants offering a high level of service to customers.	Ongoing
Operate and develop GA airports that are consistent with federal, state, regional and local growth plans and economic policies.	Ongoing
Work with supporting Airport departments to plan for ongoing hangar reversions while developing and promoting leasing practices for business development and retention of current tenants.	2021 - 2028
Complete Airport Master Plan for Spain and Baker.	2021
Construction of Charles W. Baker Terminal Building.	2023 - 2024
Airfield pavement and lighting improvements for Spain (Construction).	2021 - 2024
Airfield pavement improvements for Baker (Design and Construction).	2021 - 2024
Runway extension for Spain as identified in Master Plan and airfield lighting improvements.	2022 - 2026



Information Technology and Innovation

MSCAA's Information Technology (IT) department manages technical oversight of all systems, processes and policies related to Airport Authority technology. IT is constantly striving to provide a robust technical foundation that will provide a positive, secure, and efficient experience for our employees, passengers, and partners.

IT is constantly evolving its security posture by applying new technologies and policies and is also engaged in regular cyber security awareness training and testing to ensure that the Airport Authority's technical assets are protected.

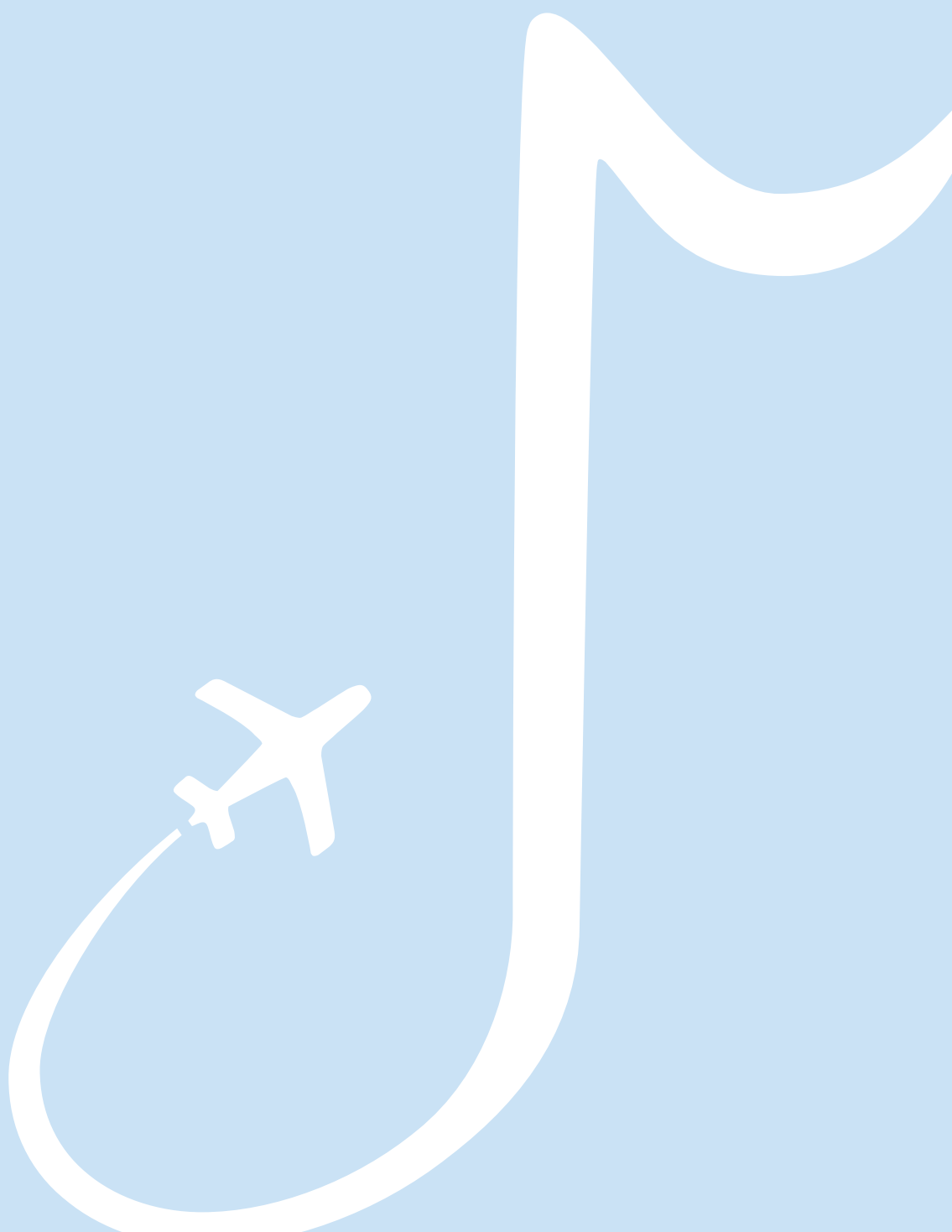
Projects for 2021 include expanding the shared-use gate management system for airlines, continued implementation of phase 3 of the Workday HCM/Payroll and Finance System, completing the Motorola P25 radio system upgrade for Memphis Airport Police and Operations staff, completing the physical access control system upgrade, refreshing both the corporate wireless network and identity management system, and implementing technology for the communications and emergency operations center in the new Mission

Support Center. In 2021, the IT department also plans to extend the airport's new public address system to the new B concourse, as well as deploy a fiber optic and copper cable management system.

Information Technology will be engaged in many infrastructure upgrade projects in the next 2-5 years as we improve the core infrastructure required to support future technologies. These projects include a network infrastructure refresh to replace end-of-life hardware and take advantage of modern network design techniques and management tools. Also, IT will continue implementation of a Mitel hybrid VoIP/unified communications platform, integrating voice, data and support services as well as a new parking access and revenue control system (PARCS) that will allow MSCAA to introduce enhanced amenities such as a frequent traveler program, ticketless parking, pre-paid parking, reserved parking and near-field communication device support. Longer-term projects include an Airport Operational Database (AODB) system, Properties Management System, and the implementation of a GIS Centric Enterprise System.

INFORMATION TECHNOLOGY

Action Item	Target Period
Implement and maintain a robust information security program.	Ongoing
Network Infrastructure Design and Implementation in B Concourse.	2021
Implement a GIS Centric Enterprise Systems (Digital Transformation).	2021 - 2023
Extend shared use gate management system.	2021
Implement Workday Human Capital Management/Payroll/Time/Finance/Procurement and Attendance Phase 3.	2021
Parking Access Revenue Control System Refresh.	2021 - 2022
Motorola P25 Radio System and Tower install to support Maintenance, Public Safety and Operations.	2021
Implement Properties and Lease Management System.	2021 - 2022
Implement Hybrid Cloud Voice over IP System (Internet Protocol).	2021
Deploy an Airport Operational Database (AODB) System.	2021
Upgrade Physical Access Control System.	2021 - 2022
Corporate Wireless Network Refresh.	2021



LEADERSHIP

BOARD OF COMMISSIONERS



*Pace Cooper,
Chair*



*Gregory Fletcher,
Vice Chair*



*Pam Clary,
Secretary*



Michael Keeney



James (Jim) Keras



Jack Sammons



Darrell Thomas

STAFF LEADERSHIP

Scott A Brockman, A.A.E.
President and Chief Executive Officer

Forrest B. Artz, C.P.A., C.M.
*Vice President of Finance and Administration/
Chief Financial Officer*

Terry S. Blue, A.A.E.
Vice President of Operations

Amber Floyd
General Counsel

Nathan Luce P.E.
Director of Procurement

Phil E. Florey
Director of Maintenance

Jeffrey W. Hanley, C.M.
Director of Finance

James A. Hay II, C.M.
Director of Development

J. Jarrett Morgan, CISSP, PMP
*Director of Information Technology/Chief
Information Officer*

Glen Thomas, C.M.
*Director of Strategic Marketing and
Communications/Public Information Officer*

Thomas E. Wallace, A.A.E.
Director of Operations and Public Safety

Julie Stewart, P.H.R.
Director of Human Resources

Jason McBride, C.M., ACoM, FMP
Director of Properties

Jerry Brandon
Chief of Public Safety

Michael Fulton
Government Affairs Director

Chip Gentry, C.M., ACE
Air Service Research and Development Manager

Janet Lansky Shipman
Associate Airport Counsel

Joe Claiborne
*Senior Manager of Business Diversity
Development*

**ADDRESS**

2491 Winchester Road, Suite 113
Memphis, TN 38116

CONTACT

(901) 922-8000
info@flymemphis.com

WEBSITE

flymemphis.com