



Resolutions

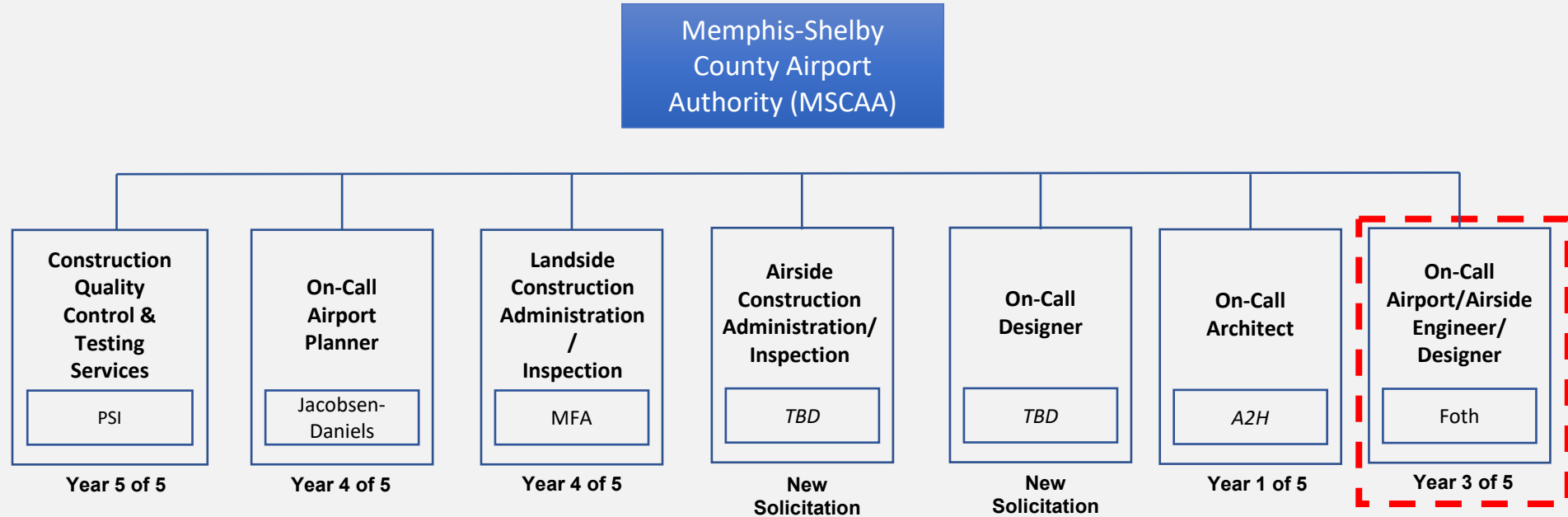
March 26, 2026

Resolution 1

**Approval of Contract Year 3 Budget –
On-call Engineering and Consulting Support for MEM, M01, 2M8
Foth Infrastructure & Environment, LLC**



MSCAA Development Division - On-Call Contracts



On-Call Airport Engineer

General Scope of Services:

- Airfield/Airside Design Services at MEM/M01/2M8
- FAA Part 139 Compliance Review & Support
- Airfield Pavement Engineering and Inspections
- Develop and Update FAA Pavement Management Program
- Airfield Standards Analysis/Evaluation
- Airfield Mapping & BIM Modeling
- FAA Airports Geographic Information Systems (AGIS) Surveys
- Obstruction and Airspace Evaluation
- Airport/Airfield Surveying
- Project Inspection and Escorting

Team



On-Call Airport Engineer

Example Tasks:

- **Runway and Taxiway Safety Area Assessment**
 - Assess all safety areas at MEM for compliance with FAA requirements
- **FAA Construction Safety and Phasing Plans (CSPP)**
 - Supported Runway 36L EMAS CSPP
 - Developed MEM CSPP Template
- **Pavement Management Program (PMP)**
 - Develop FAA Compliant PMP for MEM
 - Inspection of all airfield pavement at MEM
- **Parking Information Signage Design**
- **Fuel Farm Drainage Assessment and Design**
- **Runway 9/27 Vehicle Service Road Rehabilitation Design**

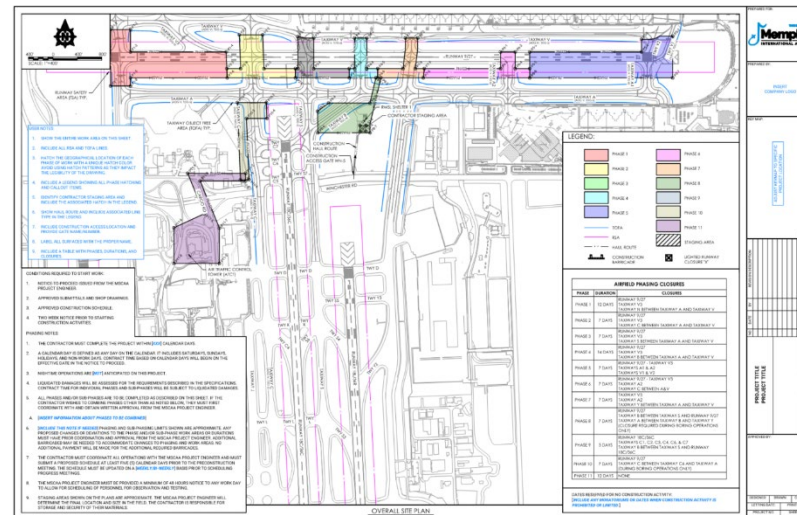
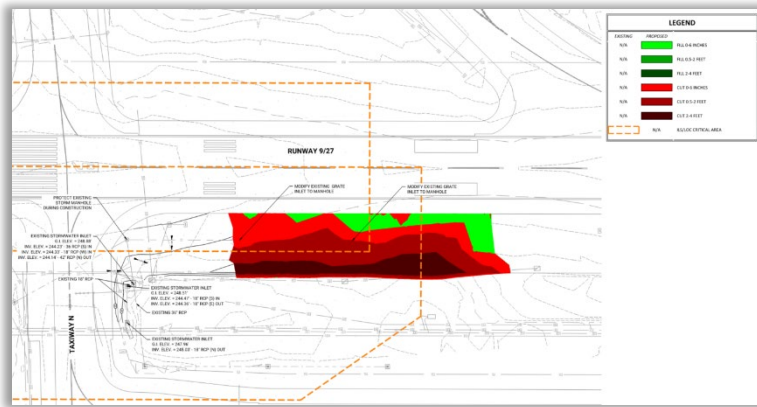
SAFETY AREA EVALUATION

LOCATION	RWY 18R/36L Region 1	DATE	06/21/2024
REPAIR RECOMMENDATION		RANKING	
Maintenance: Remove eroding asphalt and establish permanent vegetation within the RSA to prevent erosion.	Compliance	1	
	Criticality	1	
	Constructability	1	
CONSTRUCTION: Realign ditch flowline outside of RSA.	Cumulative	3	

KEY MAP:

DESCRIPTION OF ISSUE:

Safety areas hold water accumulation up to 48 hours post storm event due to improper grading located NE of Runway 18R end. Transverse grade from edge of blast pad to ditch does not meet required RSA slope/grade criteria at some locations. Eroded asphalt at the edge of the blast causing runoff.



Resolution 2

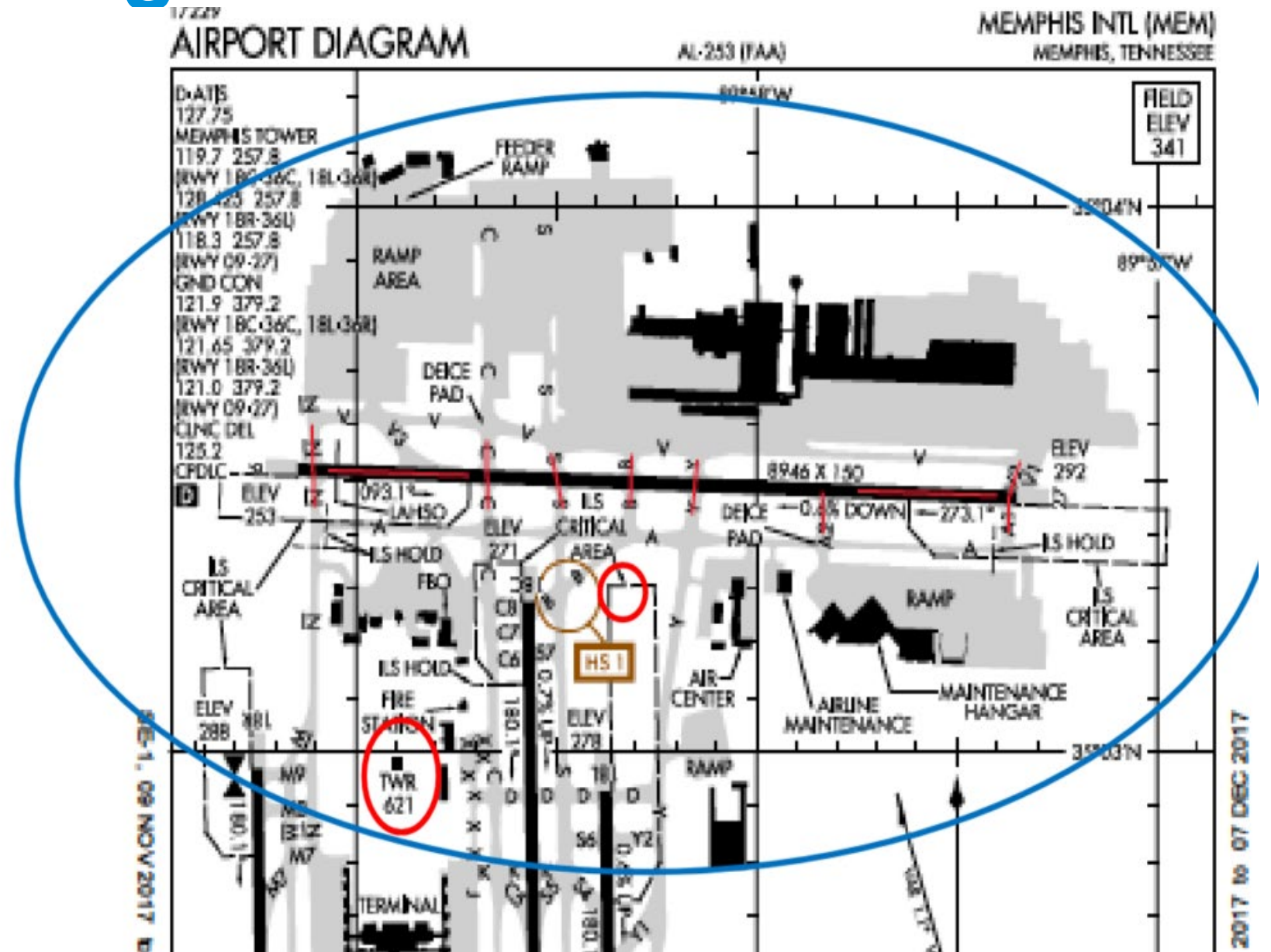
**Approval To Execute a Contract –
Runway 9/27 Status Lights / Construction –
Hypower, LLC**



Runway Status Lights

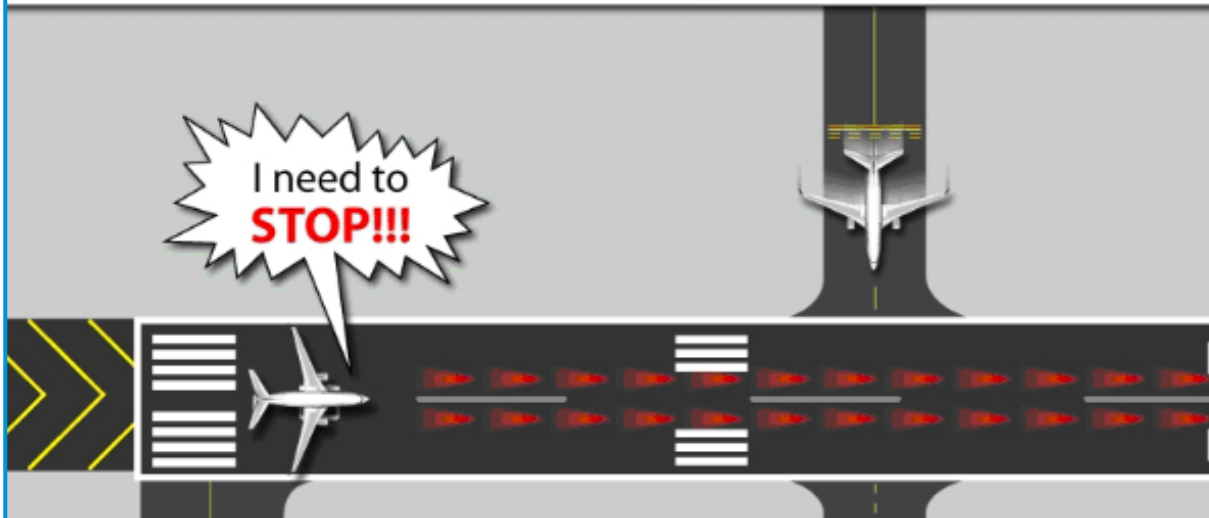
RWSL's integrate airport lighting equipment with approach and surface surveillance systems to provide a visual signal to pilots and vehicle operators indicating that it is unsafe to enter/cross or begin takeoff on runway.

The system is fully automated based on inputs from surface and terminal surveillance systems.



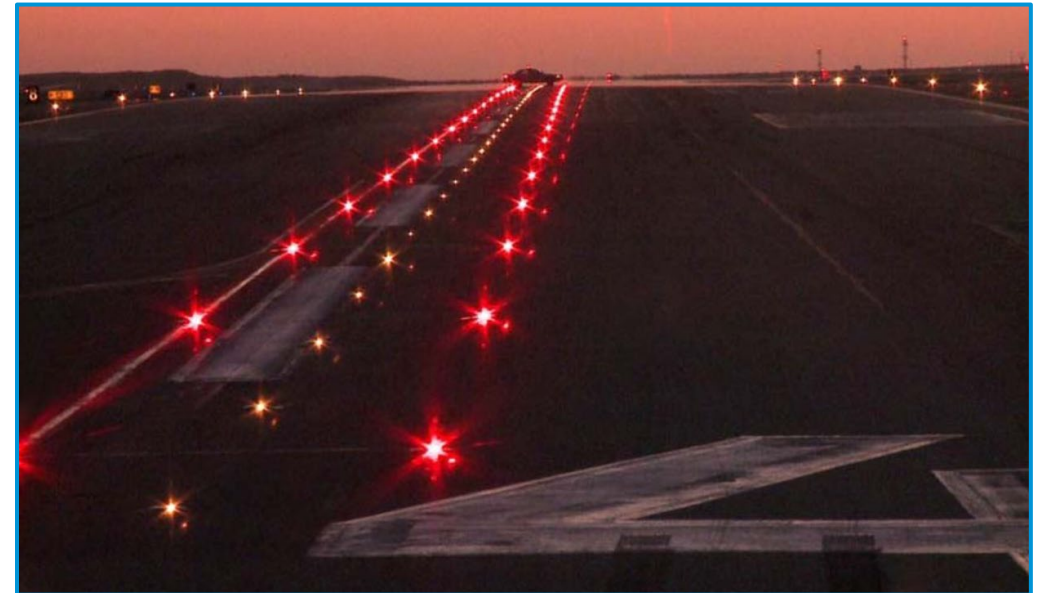
Runway Status Lights

Takeoff Hold Lights (THLs)
THLs mean **STOP!** The runway is unsafe for takeoff.



https://www.faa.gov/air_traffic/technology/rws/

Runway Entrance Lights (RELs)
RELs mean **STOP!** The runway is unsafe to enter or cross.



Resolution 3

**Approval To Negotiate and Execute a Contract –
Financial Audit Services –
Forvis Mazars, LLP**

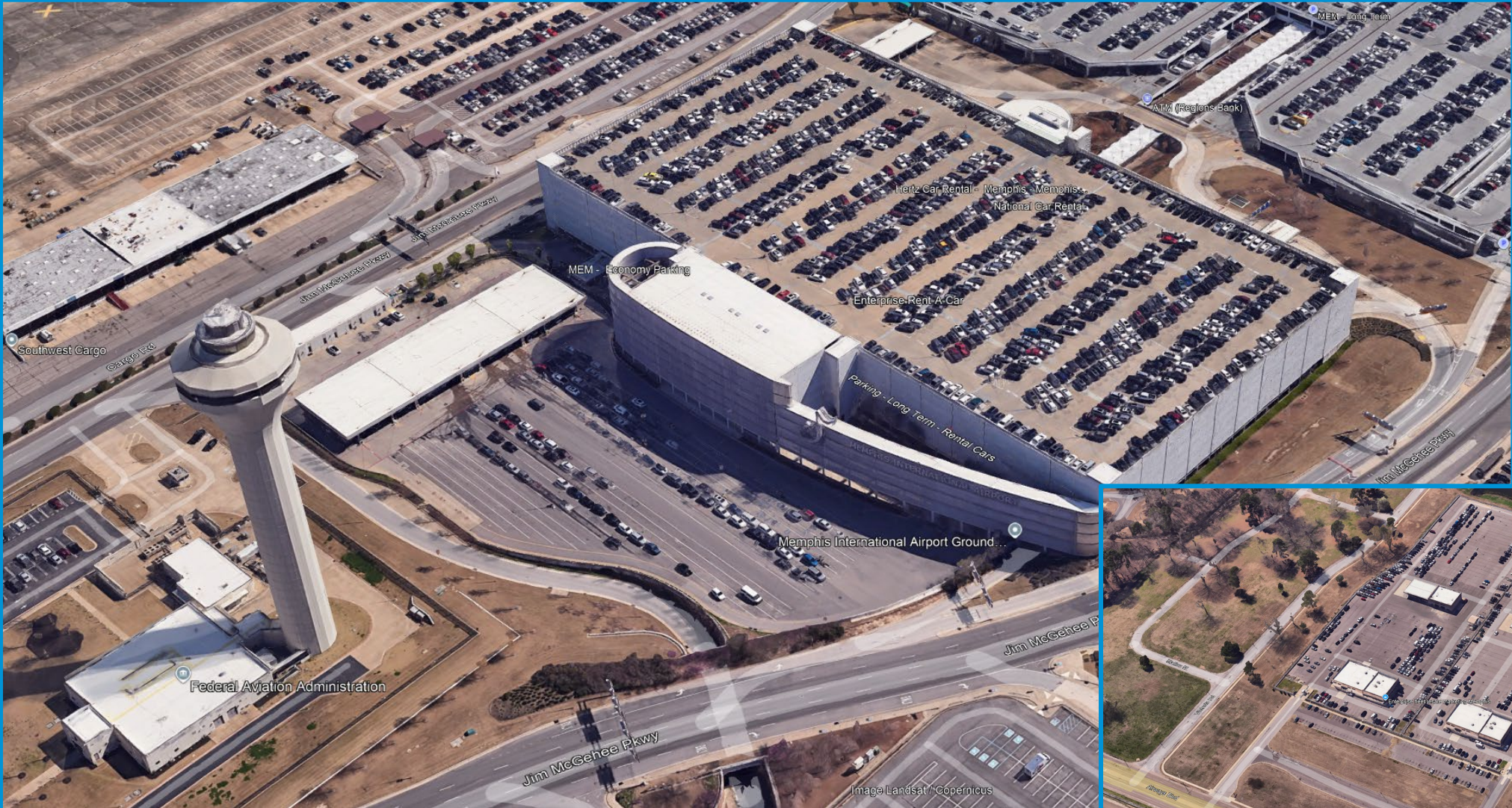


Resolution 4

**Approval To Negotiate and Execute a Contract –
Fuel and Facilities Management and Maintenance Services –
Fuel Facility Management, Inc.**



Fuel and Facilities Management and Maintenance Services



MSCAA Strategic Plan





MEMPHIS-SHELBY COUNTY AIRPORT AUTHORITY

STRATEGIC PLAN
2026 - 2031



A flight plan for success

Message from the Chairman



Michael Keeney

It is truly an honor to serve as the Chairman of the Memphis-Shelby County Airport Authority, and I am deeply humbled by the opportunity to serve the community as a steward of such a vital asset.

Looking ahead, the actions we take over the next five years will build on the foundational work completed in the past to move us forward. This Strategic Plan reflects our commitment to continuous improvement, operational excellence, and ensuring that our airport is THE choice for connecting people and commerce to the world.

The entire board is confident that we have a strong leadership team at MSCAA and aligned in a shared commitment to growth and excellence.

I look forward to the next phase with great anticipation, refreshed purpose, and focus that will take us to new heights.

Message from the President/CEO



Terry Blue

I am excited to share MSCAA's updated five-year strategic plan that charts a path forward rooted in values focused on PEOPLE, PLACE, and PURPOSE.

In developing the plan, MSCAA's leadership leveraged external expertise, established a strong governance model, secured alignment from our Board of Commissioners, and defined how the strategy will be used internally to guide decision-making, increase accountability, and focus on key priorities and investment.

I am confident that our commitment to the execution of this plan will result in excellence in the service we deliver to our community, to the competitive and financial strength of our region, and to our working environment and culture.

BOARD OF COMMISSIONERS



Michael Keeney



Pace Cooper



Gregory Fletcher



Belinda Anderson



Jack Sammons



Albert Glenn

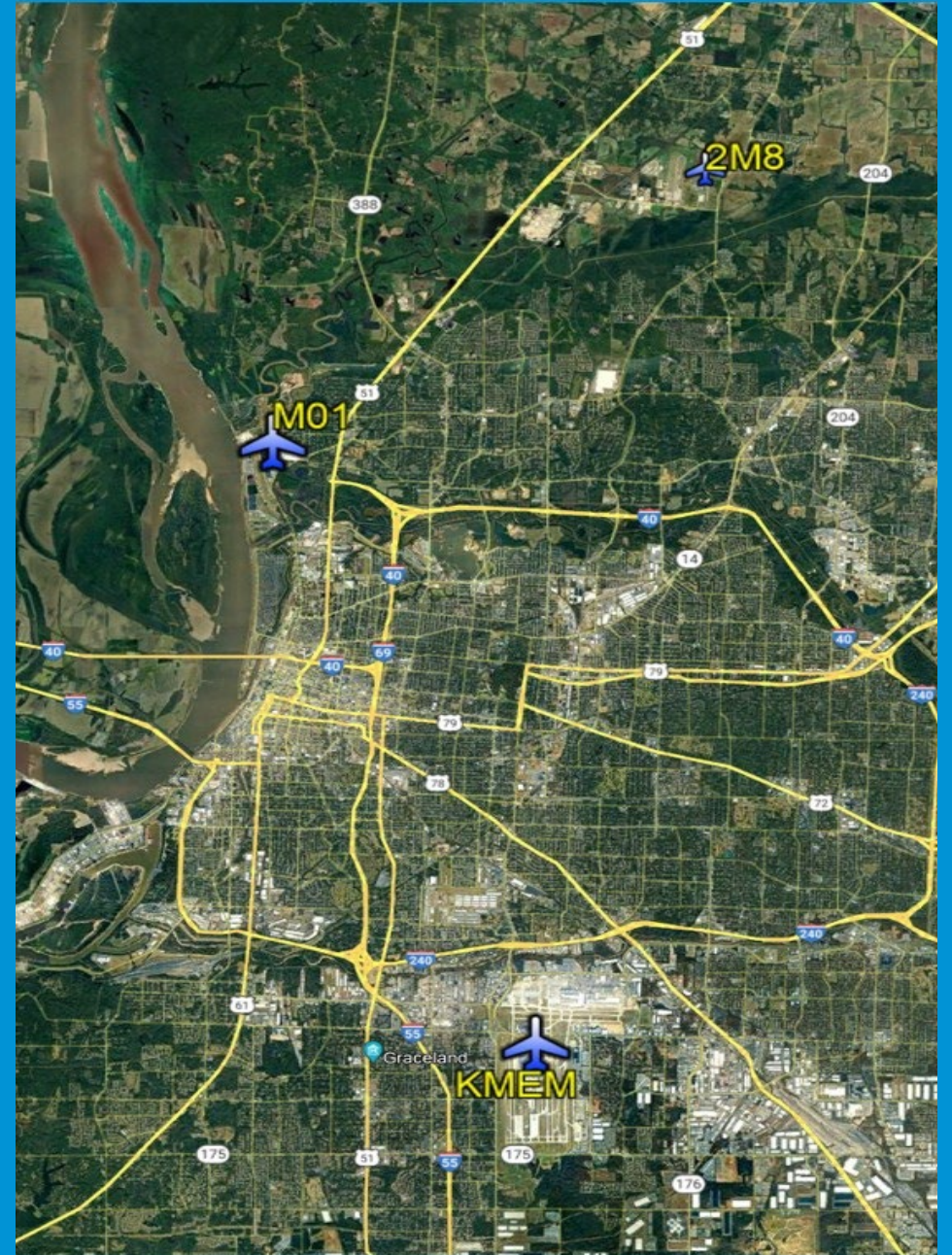


Pamela Clary

About the MSCAA

In accordance with the Tennessee Metropolitan Airport Authority Act of 1969, the City of Memphis and Shelby County collaborated to create the Memphis Shelby County Airport Authority (MSCAA).

The MSCAA owns and operates Memphis International Airport (MEM), as well as two general aviation airports, General DeWitt Spain Airport (M01) near downtown Memphis and Charles W. Baker Airport (2M8) near Millington, TN.





Strategic Plan Framework

We have analyzed our current situation, assessed our key opportunities and challenges, and reflected on our consultations with core stakeholders. These activities have informed our thinking in identifying an updated vision, mission, set of values and strategic priorities to guide MSCAA’s journey over the next five years.

The following sections present and articulate this strategic plan framework: our renewed vision, mission and values; then our key strategic priorities; and finally, the related goals and initiatives from our aligned action plans to support achievement of these strategic priorities. (Less text)



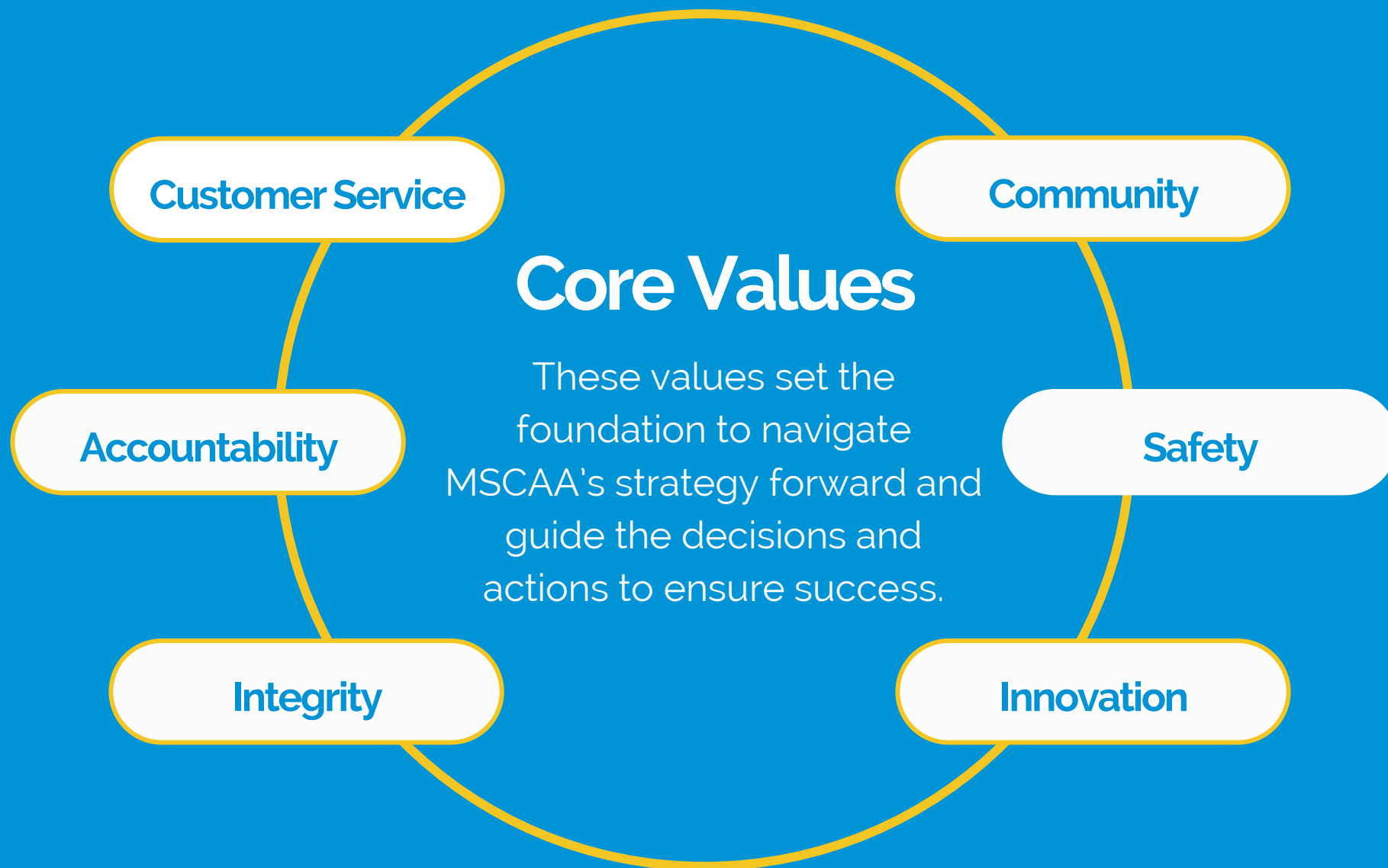
Vision

To be THE Choice for
connecting people
and commerce to the
world

Mission

Create an exceptional airport experience by empowering our employees, providing superior customer service, and operating world-class facilities.





Customer Service

Community

Core Values

These values set the foundation to navigate MSCAA's strategy forward and guide the decisions and actions to ensure success.

Accountability

Safety

Integrity

Innovation

Three Key Pillars

These pillars serve to provide clarity, focus, and alignment on what is truly important.

People

MSCAA is driven by our employees who ensure a safe and efficient environment to support aeronautical and non-aeronautical activities .

Purpose

Connect people and commerce all over the world, inspire a culture that goes above and beyond, and serve the community.

Place

Prioritize innovation, safety, sustainability, and economic vitality to deliver the ultimate travel experience.



STRATEGIC PRIORITIES

The strategic priorities identified represent core areas MSCAA will address and act upon to deliver on our mission and drive toward our vision.



**Talent
Empowerment**

&

**Pipeline
Development**

**Organizational
Performance**

&

**Enterprise
Agility**

**Financial
Resilience**

&

**Strategic
Stewardship**

**Service
Excellence**

&

**Stakeholder
Engagement**

**Capital
Investment**

&

**Digital
Transformation**

TALENT EMPOWERMENT & PIPELINE DEVELOPMENT

Foster a high-performance, resilient workforce through talent acquisition, development, and a strong, purpose-led culture.

Strategies

Investing in Excellence

Empower MSCAA staff with the resources they need to thrive, including mentoring and cross-training opportunities, and a state-of-the-art Learning Management System (LMS) for ongoing professional development.

Ensuring Competitive Value

To attract and keep the best talent, we commit to an annual evaluation of market salaries, maintaining a compensation structure that is both competitive and sustainable

Building the Pipeline

Expanding our reach into the community through school outreach (Primary through Professional Levels) and the MEMConnect program, offering meaningful and Internship pathways.

ORGANIZATIONAL PERFORMANCE & ENTERPRISE AGILITY

Embrace innovative approaches and processes to enhance standards in safety, security, customer service, air service choice, and business development

Strategies

Process Optimization

Reducing cycle times for procurement and contracting to get projects moving faster and more transparently.

Operational Reliability

Scaling facility maintenance initiatives and predictive programs to maximize uptime and ensure that critical infrastructure remains mission-ready for continual operational demands.

Safety & Compliance

Implementing an enterprise-wide Safety Management System (SMS) and fostering a proactive safety culture that protects our employees, partners, and the traveling public.

Tech- Driven Support

Optimizing IT service delivery to provide seamless technical support across all administrative and airport functions.

FINANCIAL RESILIENCE & STRATEGIC STEWARDSHIP

Drive continued growth to ensure long-term stability and value creation while remaining resilient to economic volatility

Strategies

Expand Revenue Streams

Grow non-aeronautical revenue (such as concessions and parking), increasing aeronautical activity, and maximizing the potential of our General Aviation airports.

Fiscal Discipline

Implementing efficient cost management practices to ensure MSCAA dollars are used effectively to support our mission and stakeholders.

Building the Pipeline

SERVICE EXCELLENCE & STAKEHOLDER ENGAGEMENT

Maximize and leverage key partnerships to enhance service and operational efficiency to elevate the travel experience of all.

Strategies

Passenger Satisfaction

Continue to enhance the journey through our facilities to meet and exceed passenger expectations.

Streamlined Communication

Enhance the flow of operational information between MSCAA and our internal stakeholders, including airlines and tenants, to ensure smooth daily operations.

Local Economic Inclusion

Actively increasing the participation of Local Small Business Enterprises (LSBEs) to ensure the community directly benefits from our growth and success.

CAPITAL INVESTMENT & DIGITAL TRANSFORMATION

Prioritize the development and modernization of our airport infrastructure to meet future demand and enhance passenger satisfaction

Strategies

Signature Infrastructure Projects

Successfully delivering the Terminal Modernization Project as well as initiating the Consolidated Rental Car Center (CONRAC) Project and essential upgrades to parking facilities.

Digital Transformation

Implement a comprehensive Digital Transformation Project, leveraging smart technology and data-driven insights to optimize internal processes, boost operational efficiency, and deliver a seamless, personalized experience for passengers and stakeholders.

MEM BY THE NUMBERS 2025

4.8 Million Total Passengers

**MEM Ranks 63rd Busiest of
American Airports**



**38 Nonstop Destinations
Flying on 10 Airlines**

Home to FedEx World Hub

6.8 Million LBS. of Cargo

**One of the Busiest Cargo
Airports in the World**

MSCAA'S MASTER PLAN



The MSCAA and each of the three airports it owns are integral assets to the Region's economic prosperity and growth, serving the needs of the traveling public and businesses.

In 2025 the MSCAA updated Master Plans for all three of its airports. These Master Plans identify what development will be necessary when in order to meet the needs of the region and the customers they serve for the next 20 years.

Explore all the exciting opportunities for the future at www.flymemphis.com/master-plan/ or at QR code here



2025 TN STATEWIDE ECONOMIC IMPACT



67, 550 TN Jobs

Direct, indirect, and induced jobs facilitated by Airport activities.



\$10.7 Billion TN Output

Airport activities and tourism facilitated by air service.



\$1.5 Billion Total Tax

\$1.1 B - Federal
\$0.38 B - State
\$0.1B - Local



Executive Leadership



Terry Blue
President/CEO

Marshall Stevens
Vice President of
Operations/ Chief
Operating Officer

Sylvester Lavender
Vice President of Finance
and Administration/ Chief
Financial Officer

Amber Floyd
General Counsel

James Hay II
Senior Director,
Terminal Modernization

Nichole Love
Director of Human
Resources

Glen Thomas
Director of Strategic
Marketing &
Communications/PIO

Brian Tenkhoff
Director of Development

Michael Fulton
Director of Government
Affairs & Business
Opportunity Development

Lori Morris
Director of Terminal
Operations

Nathan Luce,
Director of Airside
Operations & Public Safety

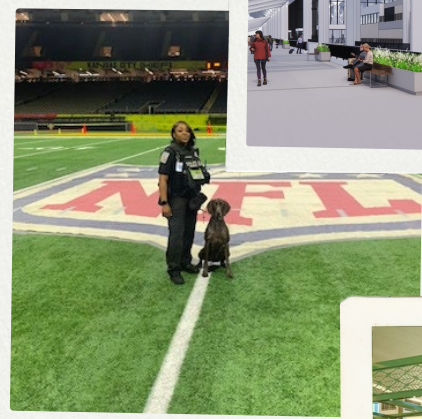
David Ritter
Director of Information
Technology

Jeffrey Hanley
Director of Finance

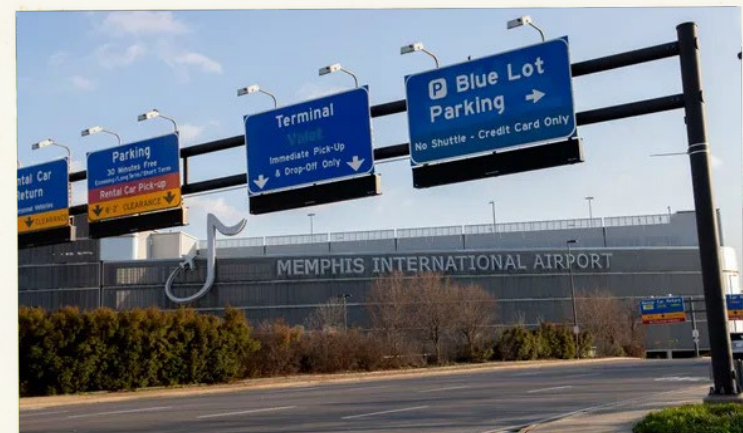
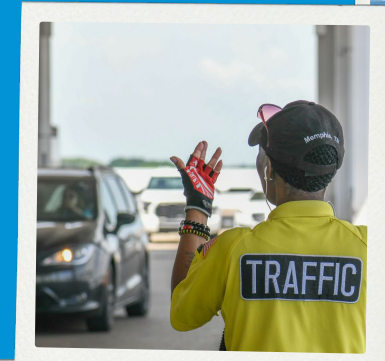
Kenneth Parrish
Director of Procurement

Jason McBride
Director of Properties

Zach Shaw
Director of Maintenance



MSCAA STRATEGIC PLAN 2026 - 2031





TAKE OFF WITH US

