

REGULAR MEETING OF THE BOARD OF COMMISSIONERS, MEMPHIS-SHELBY COUNTY AIRPORT AUTHORITY (MSCAA) May 21, 2026

CALL TO ORDER

MSCAA Board Meetings are held at the Airport Authority Offices unless noted otherwise and are available to watch via ZOOM Webcast.

APPROVAL OF BOARD MEETING MINUTES: ***April 16, 2026***

Resolutions for Approval This Month

Approval to Execute a Contract – Charles W. Baker Airport Pavement Improvement – Phase 2/ Construction - Precise Concrete Works, LLC

Approval to Execute a Contract – East Parking Lot Expansion – Phase 5/Construction - Grinder, Taber & Grinder, Inc.

Approval to Execute a Contract – Pavement Joint Sealant Services - Hi-Lite Airfield Services, LLC.

Approval of Contract Amend No. 3 - Rental Car Parking Garage /Design - EXP U.S. Services, Inc.

Approval of Fiscal Year 2027 Budget (July 1, 2026 – June 30, 2027)

Division Reports

TREASURER and PROPERTIES REPORTS

Sylvester Lavender, Vice President of Finance and Administration/CFO

OPERATIONS REPORT

Marshall Stevens, Vice President of Operations/COO

INFORMATION ITEMS

NEXT BOARD MEETING – June 11, 2026 (adjusted Date) – ***(adjusted back to regular meeting date of June 18, 2026)***

Minutes of the Monthly Meeting of the Board
May 21, 2026

Chairman Michael Keeney called the meeting to order.

Recognition of visitors

Board Meeting viewed via Zoom Webcast to Airport Authority Staff and the Public. The Board and Executive Staff attended in person.

Minutes of the meeting held: April 16, 2026, were approved upon motion of Jack Sammons, seconded by Gregory Fletcher, and otherwise unanimously carried.

Resolutions for Board Approval:

Item 1: Upon motion of Pace Cooper, seconded by Pamela Clary , otherwise unanimously carried, the following resolution was adopted:

RESOLUTION

WHEREAS, pursuant to public advertisement, bids were received as follows:

REQUESTS FOR BIDS
CHARLES BAKER PAVEMENT IMPROVEMENTS – PHASE 2 – CONSTRUCTION
MSCAA PROJECT NO. 18-1420-02-01
CHARLES W. BAKER AIRPORT
Received May 5, 2026

BIDDER	BID
Precise Concrete Works, LLC *	\$1,253,007.57
VuCon, LLC*	\$1,855,271.00
Engineer's Estimate	\$1,046,076.00

**local*

and,

WHEREAS, the bid includes rehabilitation of the terminal/fuel farm apron and terminal parking lot at Charles Baker Airport; and,

WHEREAS, this project is the second phase of a larger rehabilitation project, with additional phases under separate contracts in the future based on availability of funding; and,

WHEREAS, the scope of work consists of, but are not necessarily limited to, asphalt pulverization, full depth reclamation, asphalt paving, tack coat, seal coat, pavement markings, dumpster enclosures, security improvements (lighting, gates, and cameras) and other efforts as necessary; and,

WHEREAS, the Bids were evaluated according to established criteria; and,

WHEREAS, Precise Concrete Works, LLC was deemed the lowest responsive bidder; and,

WHEREAS, the Airport Authority Management's Capital Program Executive Staff recommended award of the Contract in the total amount of \$1,253,007.57 to Precise Concrete Works, LLC and an Initial Contingency Amount (ICA) in the amount of \$125,300.76 (10%) for the project for a total funding authorization amount (contract plus contingency) of \$1,378,308.33, which, in accordance with Airport Authority Policy 701, requires approval of the President and CEO and the Board; and,

WHEREAS, in accordance with its Small Business Participation Program (SBPP), the Airport Authority established a SBE goal of 16% for the full term of this contract; and,

WHEREAS, Precise Concrete Works, LLC is a local SBE prime contractor, and is self-performing work totaling 30.0% SBE Participation, which will total \$375,902.27 on this project; and,

WHEREAS, Airport Authority Management recommends the approval of a contract with Precise Concrete Works, LLC in the amount of \$1,253,007.57;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Memphis-Shelby County Airport Authority, that the President and CEO or his designee is hereby authorized to execute a contract with Precise Concrete Works, LLC as herein described, cost to be paid from State Grants, Capital Outlay funds, or any other funds as identified by the CFO.

26-5204
05-21-26

Discussion

- Chairman Michael Keeney asked if Precise Concrete Works, LLC has previously done work for the Authority. President Terry Blue responded, no, but the Authority is happy to have a local firm be selected for the project. The airport is a unique place to work, so the team will work with this contractor to ensure they are successful and hopefully they will be able to bid on future projects.
- Commissioner Pamela Clary inquired about the proximity of the pavement project to the new Charles Baker terminal. President Terry Blue explained

that the pavement work is not far from the terminal. The parking area is in front of the terminal and the Apron pavement behind the terminal.

- Commissioner Jack Sammons inquired about the timing of the demolition of the old Charles Baker Terminal. President Terry Blue explained that the old terminal will be demolished once the new terminal is ready to open for business.
- Commissioner Albert Glenn asked if there are development plans for the other areas around the terminal. President Terry Blue explained that this is phase 2 of a multi-phased project. The other phases will occur as funding becomes available.

Item 2: Upon motion of Pace Cooper, seconded by Albert Glenn, otherwise unanimously carried, the following resolution was adopted:

RESOLUTION

WHEREAS, pursuant to public advertisement, bids were received as follows:

REQUESTS FOR BIDS
EAST LOT PARKING LOT EXPANSION – PHASE 5 – CONSTRUCTION
MSCAA PROJECT NO. 18-1420-02-01
MEMPHIS INTERNATIONAL AIRPORT
Received May 7, 2026

BIDDER	BID
Grinder, Taber & Grinder, Inc.*	\$2,630,529.86
Precise Concrete Works, LLC *	\$2,896,621.67
<i>Engineer's Estimate</i>	<i>\$2,304,155.73</i>

**local*

and,

WHEREAS, the bid includes improvements to separate the existing East Parking Lot into dedicated employee and passenger parking lots at Memphis International Airport; and,

WHEREAS, the scope of work consists of, but are not necessarily limited to, demolition, new entrance/exit plazas, canopies, concrete flatwork, fencing, access control equipment, security improvements (lighting and cameras), pavement markings, electrical, communication, and other efforts as necessary; and,

WHEREAS, the Bids were evaluated according to established criteria; and,

WHEREAS, Grinder, Taber & Grinder, Inc. was deemed the lowest responsive bidder; and,

WHEREAS, the Airport Authority Management's Capital Program Executive Staff recommended award of the Contract in the total amount of \$2,630,529.86 to Grinder, Taber & Grinder, Inc. and an Initial Contingency Amount (ICA) in the amount of \$263,052.99 (10%) for the project for a total funding authorization amount (contract plus contingency) of \$2,893,582.85, which, in accordance with Airport Authority Policy 701, requires approval of the President and CEO and the Board; and,

WHEREAS, in accordance with its Small Business Participation Program (SBPP), the Airport Authority established a SBE goal of 13% for the full term of this contract; and,

WHEREAS, Grinder, Taber & Grinder, Inc. is a local prime contractor, and is utilizing a local certified SBE totaling 21.4% SBE Participation, which will total \$562,098.89 on this project; and,

WHEREAS, Airport Authority Management recommends the approval of a contract with Grinder, Taber & Grinder, Inc. in the amount of \$2,630,529.86;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Memphis-Shelby County Airport Authority, that the President and CEO or his designee is hereby authorized to execute a contract with Grinder, Taber & Grinder, Inc. as herein described, cost to be paid from Terminal Capital Funds or any other funds as identified by the CFO.

26-5205
05-21-26

Discussion

- President Terry Blue explained that this parking lot expansion project will improve tenant employee parking proximity to the main terminal. Shuttle stops will be added in the parking lot to enhance the passenger parking experience as well.
- Commissioner Gregory Fletcher inquired if aircraft are able to approach the cargo buildings near the parking area and will there be a fence in that area. President Terry Blue responded no, and yes the area will be fenced for security purposes.
- Commissioner Pamela Clary asked where the current shuttles drop off passengers at the terminal. President Terry Blue explained that the shuttles bring passengers to the terminal lower drive for commercial vehicles.
- Commissioner Pamela Clary asked if Authority Management would consider car to terminal door service. President Terry Blue responded that management is developing a parking master plan which will address

concierge service with passenger drop off. Valet is a future goal as well. There are products that we do not offer that we believe customers would appreciate. Management will come to a future Board Ground Transportation Committee meeting with a proposed plan.

- Commissioner Belinda Anderson inquired if the parking lots are open at all times. President Terry Blue clarified that the Blue Parking Lot is only open at peak times when the other parking lots are filling up. The Yellow Parking Lot is for passenger and tenant employee parking. Director of Development, Brian Tenkhoff added that there are more than 2000 parking spaces in the Yellow Lot.
- Commissioner Gregory Fletcher inquired if the project included new walkways to the terminal. President Terry Blue responded, yes.
- Commissioner Jack Sammons asked at what point do you have to reevaluate the continuous increase in the cost of the project. President Terry Blue explained that if a bid comes in over budget, management has to evaluate if the project can be done at this time, the reason the bids is coming in higher and if the market supports the higher price. In most of these instances the bid has been reasonable. Of note, the engineers' estimates were done before the military activity in the Middle East, and the spike in fuel. This can have an impact on pricing.
- Commissioner Pamela Clary inquired if there has been an uptick in surcharges. President Terry Blue responded that management is not seeing a surcharge in the bid, but it may be added in as part the overall cost.
- Commissioner Albert Glenn inquired about the fencing on the east side of the parking lot. President Terry Blue confirmed that it would be Aircraft operations Area (AOA) standard fencing. Currently there is 10ft plus 2ft with razor wire on top, which exceeds TSA standards. The West side fencing will be a nicer iron fencing that is visually more attractive, but still very secure.

Item 3: Upon motion of Jack Sammons, seconded by Pamela Clary, otherwise unanimously carried, the following resolution was adopted:

RESOLUTION

WHEREAS, the Memphis-Shelby County Airport Authority (“Airport Authority”) is authorized by the public purchasing provisions of state law to participate in the cooperative purchasing of supplies and/or services as an exception to the bidding requirements, and such authority is set forth in Policy 801(7)(a) of the Airport Authority’s Policy Manual; and,

WHEREAS, Hi-Lite Airfield Services, LLC., (“Hi-Lite”), is a current service provider for Sourcewell, a public purchasing cooperative, and, under Sourcewell cooperative purchasing contract #110122-HLA, H-Lite is authorized to provide Joint Sealant Services; and,

WHEREAS, Hi-Lite has acquired Interstate Sealant & Concrete, LLC (“ISC”); and,

WHEREAS, ISC has served as the Airport Authority's joint seal service provider at Memphis International Airport since January 2022, performing pavement joint resealing work on runways, taxiways, and aprons; and,

WHEREAS, the Airport Authority has been satisfied with the quality, responsiveness, and overall performance of ISC's joint sealant services during this period; and,

WHEREAS, services include, among other things, joint saw cutting, backer rod installation, and silicone and hot-pour joint seal filler material; and,

WHEREAS, the pavement joint sealant program is critical to protecting the miles of runways, taxiways, and aprons making up critical airfield infrastructure at Memphis International Airport; and,

WHEREAS, the initial term of the contract will be for a period of one year with four one-year renewal options to be exercised at the Airport Authority's sole discretion, for a potential total contract term of five years; and,

WHEREAS, under the terms of the Sourcewell contract, Hi-Lite has proposed providing joint sealant service for a total five-year contract value of \$18,759,499.94, with each year based on the following fee schedule that begins July 1 and ends on June 30:

- Year 1 - \$3,662,991.00
- Year 2 - \$3,662,991.00
- Year 3 - \$3,733,929.14
- Year 4 - \$3,811,045.49
- Year 5 - \$3,888,543.31

and,

WHEREAS, cooperative purchasing agencies can change service providers, and, should such a service provider change occur during the term of the cooperative purchasing contract described herein, Airport Authority Management requests authorization to likewise change service providers to remain compliant with the cooperative purchasing contract offered by the agency referenced herein; and,

WHEREAS, Airport Authority Management recommends approval;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Memphis-Shelby County Airport Authority, that the President and CEO or his designee is hereby authorized to execute a contract with Hi-Lite Airfield Services, LLC., as herein described, cost to be paid from the Airport Authority's Operating Funds or a funding source identified by the CFO.

26-5206

05-21-26

Discussion

- Chairman Michael Keeney asked how specialized pavement joint resealing is. President Terry Blue confirmed that this is a very specialized process for the airfield. Hi-lite Airfield Services, LLC does this work at airports across the country. They are a known reputable firm.
- Commissioner Jack Sammons asked if the company does concrete. President Terry Blue responded that the company does not pave concrete, but they can do runway markings and seals.
- Commissioner Jack Sammons inquired about the joint seal training program the Authority had years ago. President Terry Blue explained that the program did not work out. It is capital intensive on the front end and the local market here in Memphis is not very big.

Item 4: Upon motion of Jack Sammons, seconded by Belinda Anderson, otherwise unanimously carried, the following resolution was adopted:

RESOLUTION

WHEREAS, by Resolution No. 23-5127, adopted December 21, 2023, approval was granted by the Memphis-Shelby County Airport Authority (“Airport Authority”) Board of Commissioners to award a contract to EXP U.S. Services, Inc. (EXP) for professional engineering pre-design services to include establishing a programmatic layout of the garage by developing a consensus with the rental car companies that serve Memphis International Airport for the project described as:

**RENTAL CAR PARKING GARAGE (CONRAC) – DESIGN
MSCAA PROJECT NO. 23-1472-00**

WHEREAS, the following amendments to the contract scope and amount have been approved and executed per the corresponding Board Resolution or Airport Authority Management action in accordance with MSCAA Policy:

Contract Agreement 23-1472-00	Board Resolution or Management Action	Date	Scope	Cost	Contingency
Base Contract	Resolution No. 23-5127	December 21, 2023	Preliminary Design & Study	\$500,000.00	\$50,000.00
Amendment 1	Management Action – MSCAA Policy 102	April 25, 2025	Additional Programming & Pre-Design	\$300,000.00	
Amendment 2	Management Action – MSCAA Policy 102	December 2, 2025	Additional Programming & Planning	\$350,000.00	

SUBTOTAL	Contract + Approved Amendments 1-2	\$1,150,000.00	\$50,000.00
Max Approved Expenditure Authority (Cost/Contract Amount + Contingency)		\$1,200,000.00	

WHEREAS, it is now Airport Authority Management's desire to adopt Amendment No.3 for additional Design Services to include Schematic Design, Design Development and 30% Construction Design Documents to facilitate a more refined/defined construction cost estimate; and,

WHEREAS, work efforts may include geotechnical investigation, site surveying, architectural design, civil design, structural and seismic design, mechanical, electrical, and plumbing (MEP) design, cost estimating, preliminary phasing and construction scheduling, and other efforts as required; and,

WHEREAS, the design will include considerations for electrical vehicle charging and solar panels and will require continued extensive stakeholder (airport, rental car companies, etc.) coordination; and,

WHEREAS, the following Task fees have been negotiated for professional engineering services for design development to the Schematic Design or 30% design level for \$6,331,040.00; and,

WHEREAS, Airport Authority's Capital Program Executive Staff, recommends an Initial Contingency Amount (ICA) in the amount of \$633,104.00 (10%) for a maximum funding authorization amount (cost/contract plus contingency) of \$8,164,144.00 for the project, which, in accordance with Policy 701, requires approval of the President and CEO and the Board; and,

WHEREAS, Airport Authority's Capital Program Executive Staff, by action taken on May 14, 2026, recommends approval of the negotiated fees for services to be performed by the design team; and,

WHEREAS, Management recommends approval;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Memphis-Shelby County Airport Authority, that the President and CEO or his designee is hereby authorized to amend the contract with EXP U.S. Services, Inc. as herein described, cost to be paid from Customer Facility Charges (CFCs) and other funds as identified by the CFO.

26-5207
05-21-26

Discussion

- Commissioner Pamela Clary inquired whether the cost is a new amount or is it the contingency cost. President Terry Blue explained that the amount for

- approval is the total cost to get the design to 30% completion.
- Commissioner Pamela Clary asked if the rental car companies pay for the work. President Terry Blue explained that the cost will be paid from Customer Facility Charge (CFC) funds.
 - President Terry Blue reported that the community comments support the relocation of the rental car facility being attached to the terminal. Management would like to have a ribbon – cutting for this project by 2031.
 - Commissioner Gregory Fletcher inquired about the purpose of the expansion area around the facility. VP of Finance, Sylvester Lavender explained after talking with the rental car operators about their projected future needs, Authority management decided the additional area will allow for future growth.
 - Commissioner Gregory Fletcher asked if the new rental car facility will be taller than the terminal. President Terry Blue responded yes, and slightly taller than the new administration building. The first floor is a recessed lower level for the checked baggage inspection system.
 - Commissioner Jack Sammons confirmed that the rental car representatives are part of the planning for this project. President Terry Blue responded, yes.

Item 5: Upon motion of Michael Keeney, seconded by Albert Glenn, otherwise unanimously carried, the following resolution was adopted:

RESOLUTION

WHEREAS, the Memphis-Shelby County Airport Authority (“Authority”) has prepared the Fiscal Year 2027 (July 1, 2026 – June 30, 2027) Operations and Maintenance Budget, including corresponding airline rates and charges; and,

WHEREAS, the Airport Authority Board Finance Administration and Audit Committee and Airport Authority Management recommend adoption of the budget;

NOW, THEREFORE, BE IT RESOLVED, by the Board of Commissioners of the Memphis-Shelby County Airport Authority, that approval be and is hereby granted to adopt the Fiscal Year 2027 Operations and Maintenance Budget as herein described and the corresponding rates and charges contained therein.

26-5208

05-21-26

Discussion

- President Terry Blue confirmed that the budget has been reviewed and approved by the Airport Airline Affairs Committee (AAAC) and the Board Finance, Administration & Audit Committee. Authority staff were diligent in keeping cost low.
- Chairman Michael Keeney expressed that during this challenging time to manage budgets, the Authority has done a great job of reviewing the best path forward and collaborating with the airline partners to produce a good budget.

Item 6: Division Reports

Treasurer and Properties Report

Sylvester Lavender, VP of Finance, Administration/CFO, presented a power point on the status of the Airport Finances and Properties update, a copy of which is available upon request.

- Commissioner Pamela Clary asked how Authority management has planned for the deficit in the FY 2027 budget. VP of Finance Sylvester Lavender explained that the next budget year is relatively flat to accommodate the shift in the budget.
- Commissioner Pamela Clary asked if the other airline partners will fill some of the air service routes Spirit Airlines no longer serves. VP of Finance Sylvester Lavender responded that Frontier would pick up some of the routes and other routes are already being served by the airline partners.
- Commissioner Pamela Clary asked if there is a shortage in jet fuel. President Terry Blue responded, not in the U.S., but there is a shortage in Europe. However, global supply is down. Jet fuel has doubled since February; it used to be a little over \$2, and now costs are closer to \$5.

Properties Report

- Food and Gifts concessions revenue continue to perform well.
- The use of rideshares has doubled.
- Short-term parking revenue has increased

Operations Report

Marshall Stevens, Vice President of Operations/COO, presented a power point on the progress of the airport operations (terminal and airside) and construction projects, a copy of which is available upon request:

- Chairman Michael Keeney recognized Marshall Stevens for his recent appointment as the Chair of the American Association of Airport Executives (AAAE). We appreciate the board members who were able to attend the coronation event earlier in the month.

Spotlight

- We want to recognize **Ms. Laverne Perkins – Distillery District (Paradies)**. A customer expressed the outstanding service and genuine care she consistently provides every time they pass through our airport. The customer first met Ms. Laverne in 2023. What began as a simple interaction quickly turned into a meaningful conversation. The customer ended the exchange with Ms. Laverne with a heartfelt hug and words of encouragement that left a lasting impression on the family. The customer shared that without fail, each time they pass through the airport, Ms. Laverne remembers them and greets them warmly, and offers the same genuine kindness that made that first

meeting so memorable. She represents humanity at its best. People like Ms. Laverne are rare. "She has made a lasting impact on our family"

- The Terminal Operations Team shared provided make-up bags to the mother traveling on Mother's Day earlier this month.
- Parking status updates are on the flymemphis.com website for passengers. The Parking Guidance System will be operational later this year.
- Our Maintenance team has installed patriotic MEM lights for the upcoming Memorial Day and 4th of July Holiday's.
- The Knight of Columbus added a guest book to the terminal military lounge to capture the names of the men and women who serve our country and travel through MEM. There have been over 400 visitors to the lounge this month.

Construction Projects

- TMSP projects continue to progress
- General Aviation Airport projects continue to progress. The Charles W. Baker new terminal dedication will be held in June 2026.

TSA REPORT

Passenger traffic through the security checkpoint has softened a bit with peak traffic during heavy travel holiday periods.

Information Items

- Chairman Michael Keeney recognized Vice Chair Pace Cooper for his induction into the **Memphis Society of Entrepreneurs** . We are proud of our members and their contributions to the Memphis community.
- President Terry Blue shared a video of the new digital boards that are now installed in the Rotunda. These boards will be used for advertising in the future. Authority staff provides the digital content.
- On June 1st the 2nd annual Runway 5K registration will open. The event will be held on Saturday, September 19, 2026. Thanks again to our FedEx partners for providing the 777 aircraft for the event. The proceeds will benefit our Community Foundation, our Adopted Oakhaven Schools, and the student Arts In The Airport program. Thanks to the success of the first 5K event last year, this year the Authority was able to increase the monetary prizes for the 1st, 2nd, and 3rd place winners in the art contest.

At approximately 9:45a.m. Chairman Michael Keeney requested that Senior Executives and Commissioners remain in the boardroom to conduct an executive session. All other staff and guests stepped outside of the boardroom until asked to return for the remaining portion of the meeting.

At approximately 10:00a.m. the executive session ended, and the remaining attendees were invited back into the boardroom to resume the meeting

By motion of Chairman Michael Keeney, the meeting was adjourned at 10:02 a.m.

Item 7. Next meeting is: July 16, 2026