



BUSINESS DIVERSITY
DEVELOPMENT

Annual Report Fiscal Year 2015-2016



Our Journey
of Inclusion and
Business Success



LAMBERT-ST. LOUIS
INTERNATIONAL AIRPORT[®]



Leadership

Access

Opportunity

Training

Certification

Networking

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Letter from Airport Leadership



We are delighted to present the 2016 Business Diversity Development (BDD) Annual Report, *Our Journey of Diversity and Inclusion*. This report celebrates the milestones of the past year and lays the groundwork for the next leg of our journey. In these pages you will meet more members of our team; witness the successes of minority and women-owned companies doing business at Lambert Airport, and learn of new initiatives we have implemented to improve our programs.

In FY2016 we launched a new online portal to help manage contract compliance expeditiously. This new system streamlines reporting requirements and empowers vendors to manage their own records and submit contract payment details online. The online certification process has exceeded all expectations. We have seen a dramatic increase in the number of companies approved for certification and a decrease in the number of days needed to process an application.

Even greater milestones were achieved in the areas of construction, professional services, goods and services, and concessions contracts awarded. For federally funded construction projects, DBEs received 28% of the \$25,410,753 total spent. Under the local program for construction and professional services, MBEs received 32% and WBEs received 7% of nearly \$45 million in total spent.

Another highlight of the year was our second Business Diversity Forum, which drew 300 attendees. The Forum provided an excellent setting for companies to connect with the full range of contractors and service providers who help in the management and production of the Airport's day-to-day operations.

Finally, we continue to expand our network of community partners who support our efforts to level the playing field for minority and women-owned firms. Our journey continues. As we move ahead we will broaden our reach to create even greater growth opportunities and enhance our diversity and inclusion programs.

Rhonda Hamm-Niebruegge
Rhonda Hamm-Niebruegge
 Director of Airports

Amber D. Gooding
Amber D. Gooding
 Airport Assistant Director
 of Community Programs & Business Diversity Development

Mission and Vision Statements



MISSION

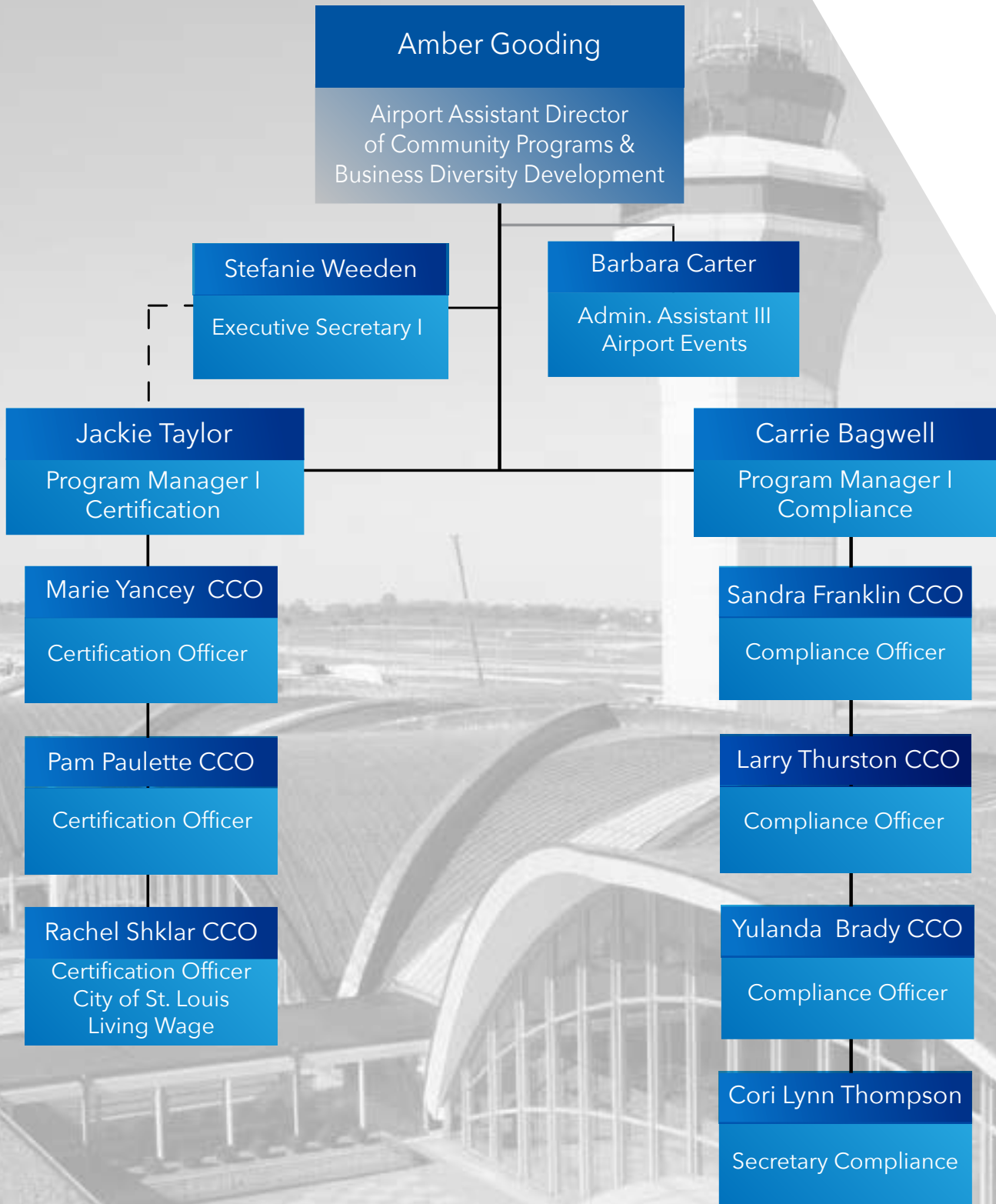
We provide minority and woman-owned businesses with access to contract opportunities that will enable them to realize economic benefits, which in turn supports the overall mission of Lambert - St. Louis International Airport. This is achieved through our careful leadership and oversight of the Minority and Woman-Owned Business Enterprise (M/WBE) Programs and the Disadvantaged Business Enterprise (DBE) and the Airport Concessions Disadvantaged Business Enterprise (ACDBE) Programs.

VISION

Consistent with the overall Mission Statement, our vision is to offer the best environment for companies to receive the top technical assistance and certification training, to develop partnerships with prime contractors in their industries, and to compete successfully for Airport contract opportunities.



Business Diversity Development Team



Business Diversity Development Team



Business Diversity Development staff members pictured with 2016 Business Diversity Forum keynote speaker Ravi Norman (L-R): Carrie Bagwell, Program Manager I-Compliance; Jackie Taylor, Program Manager I-Certification; Marie Yancey, Certification Officer; Amber Gooding, Airport Assistant Director of Community Programs and Business Diversity Development; Barbara Carter, Administrative Assistant III-Airport Events; Stefanie Weeden, Executive Secretary I; Ravi Norman, CEO, THOR Construction Co.; Regina Houston, former Executive Secretary; Larry Thurston, Contract Compliance Officer, and Rachel Shklar, Contract Compliance Officer - Certification Officer and City of St. Louis Living Wage.

Team Honors and Awards

MOKAN AWARD

MOKAN, a leader in efforts to level the playing field for Minority and Woman-Owned Business Enterprises, honored Amber Gooding and Jackie Taylor during its 41st Annual Awards Dinner titled, "Embracing Diversity, Excelling Towards Diversity." Taylor received MOKAN's Public Sector Executive of the Year Award for her work in helping companies get certified and maintain their certification status. Gooding received MOKAN's Public Sector Agency Visionary Award. The award is presented to a person within the public sector who has advanced policies and practices that will improve diversity and create a sustainable impact on minority business inclusion within the construction and building industry.



(L-R) Tom Nellums, MOKAN Board Chair; Amber Gooding, Lambert Assistant Director of Community Programs and Business Diversity Development, and Yaphett El-Amin, MOKAN Executive Director.



(L-R) Robert Jones, MOKAN Board VP; Tom Nellums, MOKAN Board Chair; Jackie Taylor, Lambert Airport BDD Certification Manager, and Yaphett El-Amin, MOKAN Executive Director.

Business Diversity Development Programs

Business Diversity Development is responsible for creating and administering programs that encourage the growth and development of minority, woman-owned, and disadvantaged businesses so that they can compete for contracts with Lambert Airport and the City of St. Louis to the fullest extent possible.

FEDERAL PROGRAMS

Disadvantaged Business Enterprise Program

The Airport has established a Disadvantaged Business Enterprise (DBE) Program for Department of Transportation (DOT) contracts to ensure non-discrimination in the award and administration of those contracts. The primary remedial goal and objective of the DBE Program is to level the playing field by providing small businesses owned and controlled by socially and economically disadvantaged individuals a fair opportunity to compete for federally funded contracts.

Airport Concessions Disadvantaged Business Enterprise Program

The Disadvantaged Business Enterprise contracting program states that the Airport Concessions Disadvantaged Business Enterprises (ACDBEs) have an equal opportunity to receive and participate in concessions opportunities. Lambert Airport's policy ensures non-discrimination in the award and administration of contracts for concessions by airports receiving DOT financial assistance. Our policy ensures that our ACDBE Program is tailored in accordance with applicable law, and that only firms that fully meet the program's eligibility standards are permitted to participate as ACDBEs at our Airport.

Title VI Program

Title VI of the Civil Rights Act prohibits discrimination on the basis of race, color, and national origin in programs and activities receiving federal financial assistance. Under the careful guidance of Business Diversity Development, we further ensure non-discrimination in all of its programs and activities, whether those programs are federally funded or not. Each tenant, contractor, subcontractor, concessionaire, and franchise is required to adopt Title VI assurances while providing an activity or service at the Airport.

LOCAL PROGRAMS

Minority and Woman Business Enterprise Program

The Minority/Woman Business Enterprise (M/WBE) policy seeks to foster participation by minority-owned businesses in construction, goods and services, and professional services. The policy sets a goal of at least 25% certified minority-owned business enterprise participation and at least 5% certified woman-owned business enterprise participation for contracts and purchases where City of St. Louis funds are expended.

Outreach and Technical Assistance

Our Outreach and Technical Assistance Program disseminates information pertaining to opportunities and solicitations to the DBE and M/WBE community. We conduct vendor training on the compliance monitoring system, seminars on how to become certified, and networking events to connect the DBE and M/WBE community with prime contractors.

City of St. Louis Living Wage Program

Business Diversity Development is responsible for the management and monitoring of the City of St. Louis' Living Wage Program. The Living Wage Ordinance states that employers benefiting from City contracts and financial assistance pay their employees a living wage rate equal to 130% of the Federal Poverty Guidelines for a family of three plus a fringe benefit rate. Nothing less than the applicable living wage rate should be paid by the recipient of a service contract, City financial assistance, or concession agreement, unless otherwise certified for exemption.



Goals and Objectives

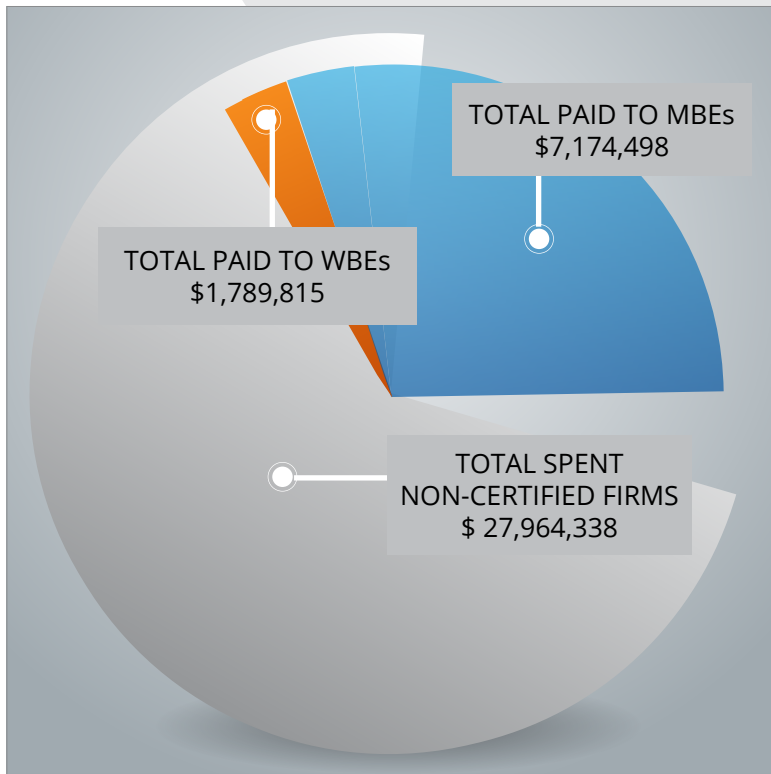


- ➔ Communicate BDD key programs and responsibilities.
- ➔ Organizational effectiveness is an outcome of our commitment to continuous process improvements. We routinely examine alignments, implement new technologies and strategies for optimal results.
- ➔ Increase the visibility of the BDD office among small and diverse businesses and other agency stakeholders.
- ➔ Increase the efficiency of the administrative functions of the BDD office. Improve monitoring and tracking of all Airport projects.
- ➔ Increase understanding of the requirements for the DBE and ACDBE Programs versus the local M/WBE Programs.

Program Achievements

GENERAL SERVICES CONTRACTS

To maintain our high standards of quality and service, the Airport relies on many outside contractors to assist with maintenance and overall operations. The Airport currently has more than 55 contracts for professional services ranging from janitorial and snow removal to public relations, marketing consulting, and security guard services.



26%
MBE

6%
WBE

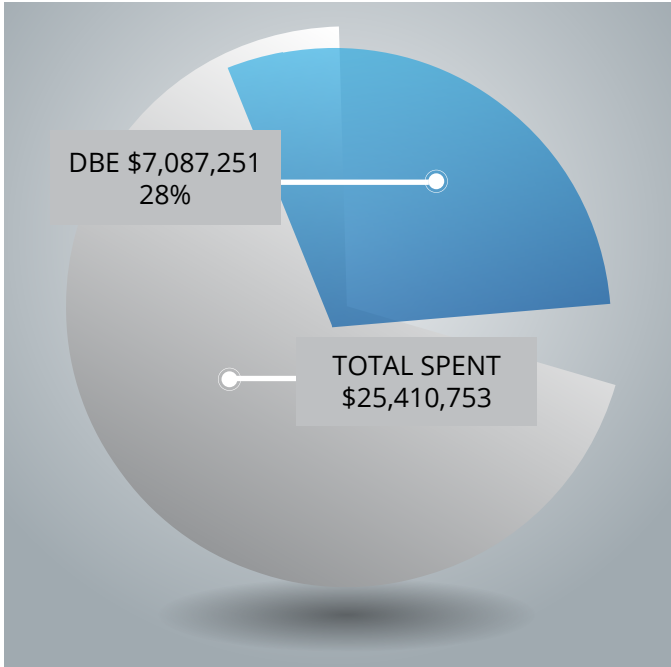


Represents payments made through June 30, 2016 on all active contracts.

Program Achievements

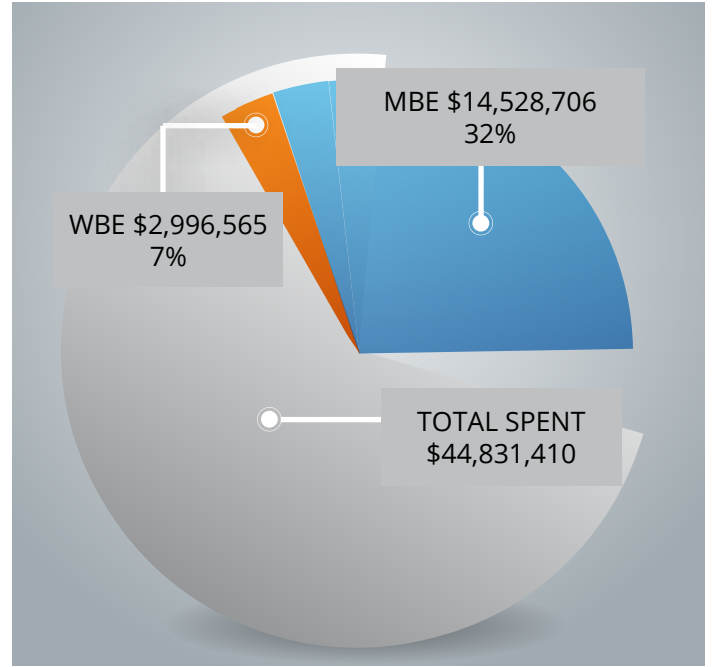
CONSTRUCTION AND PROFESSIONAL SERVICE AGREEMENTS

Federally Funded



Represents payments for federally funded contracts closed in 2015 Federal Fiscal Year (October 1, 2014-September 30, 2015).

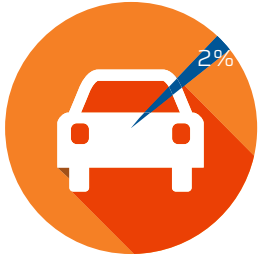
Locally Funded



Represents payments made through June 30, 2016 on all active locally funded contracts.



AIRPORT CONCESSIONS DISADVANTAGED BUSINESS ENTERPRISE PROGRAM SUMMARY



Car Rental Concessions

Total to non-ACDBEs \$115,597,132

Total to ACDBEs \$2,538,975, 2%

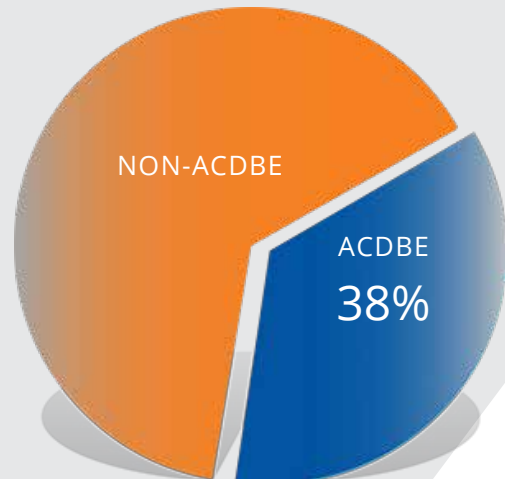


Non-Car Rental Concessions

Total to Non - ACDBEs \$40,178,207

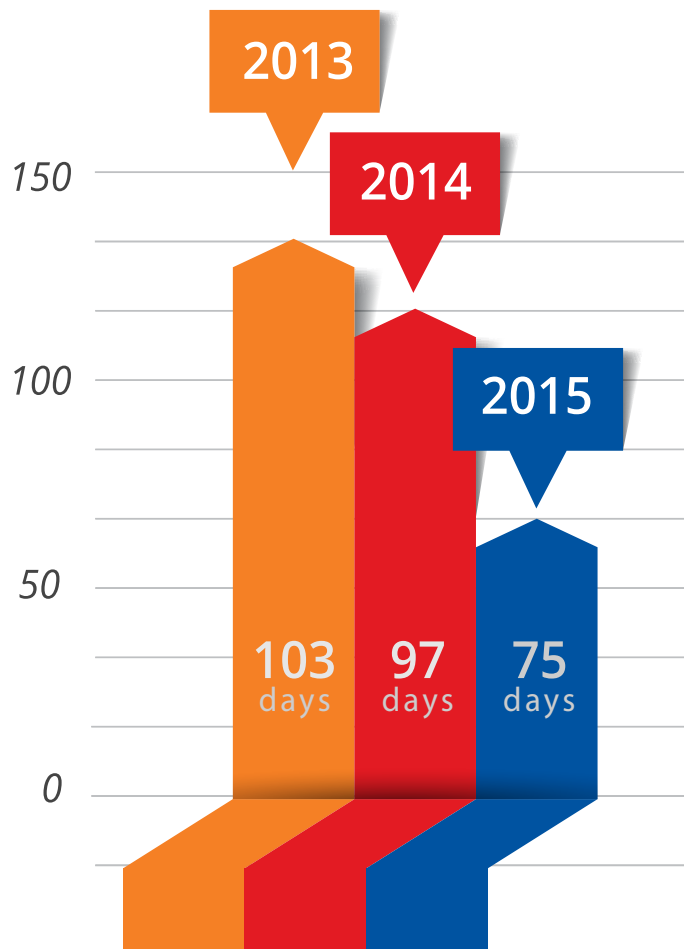
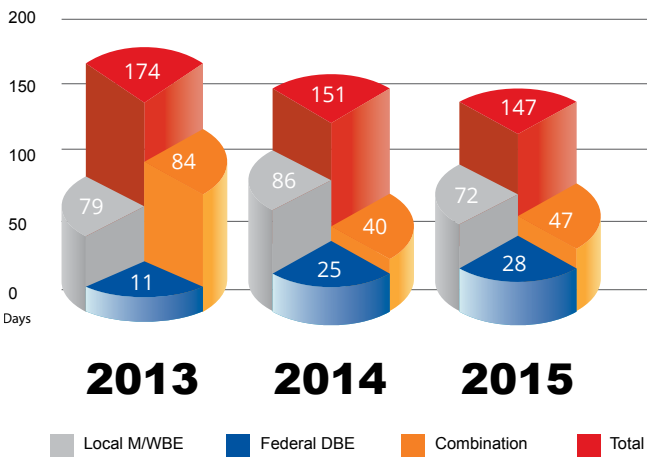
Total to ACDBEs \$24,699,659

Represents revenue during the 2015 Federal Fiscal Year (October 1, 2014 – September 30, 2015).

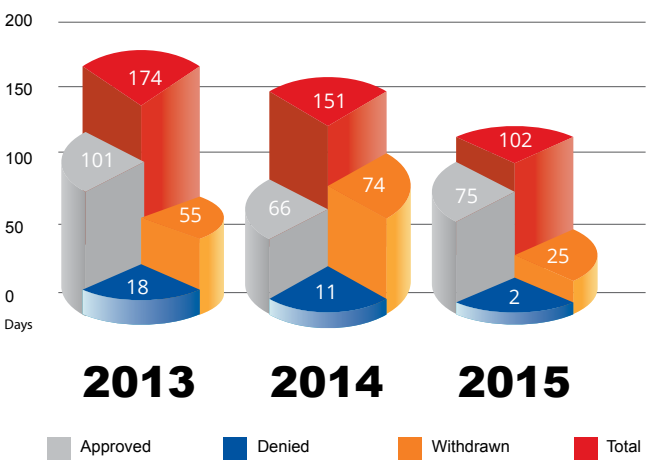


ANALYSIS OF M/WBE AND DBE CERTIFICATION PROCESS CALENDAR YEARS 2013-2015

Applications Received



Certification Decisions

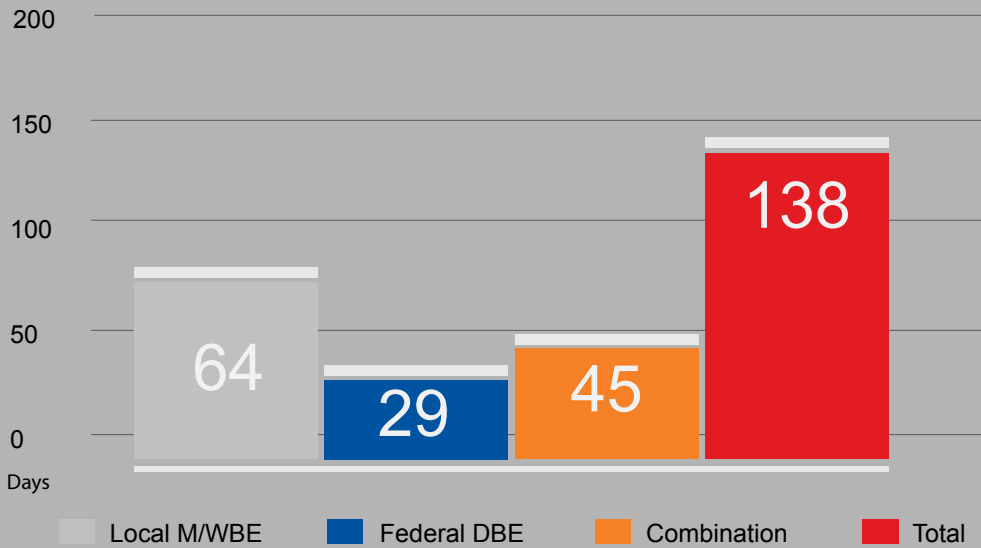


AVERAGE NUMBER OF DAYS TO PROCESS APPLICATIONS

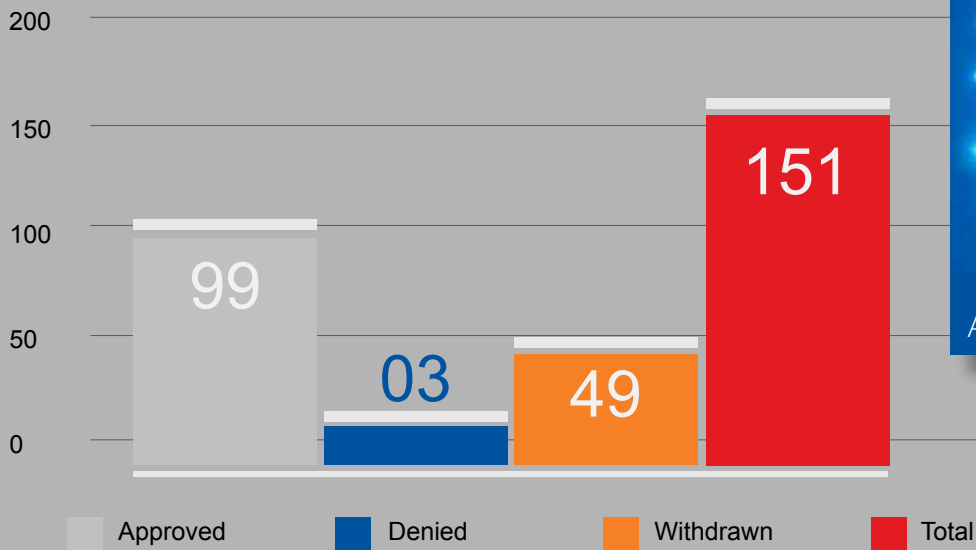
We are achieving greater efficiency in the certification application process thanks, in large part, to the introduction of a new streamlined online portal. This has resulted in an increase in the number of companies completing the certification process and a steady reduction in the average number of days to process an application.

ANALYSIS OF M/WBE AND DBE CERTIFICATION PROCESS FISCAL YEAR 2016

Applications Received FY 2016



Certification Decisions FY 2016



Program Outreach FY 2016





Business Diversity Forum

DIVERSE OPPORTUNITIES TO CREATE NEW SUCCESSES



Business Diversity Development hosted another successful Business Diversity Forum this fiscal year with an estimated 300 people in attendance. Highlights of the event included a “state of the airport” address focusing on the Airport’s Five-Year Strategic Plan by Director of Airports Rhonda Hamm-Niebruegge, and a keynote presentation by dynamic motivational speaker Ravi Norman, CEO of Minneapolis-based THOR Construction Company. New this year was the introduction of roundtable discussions covering a wide range of topics. The exhibition hall at the event featured an array of national and local brands and businesses.

DIVERSITY CHAMPIONS

At Lambert, we believe diversity and inclusion make us a better airport and strengthens our region. During the 2016 Business Diversity Forum, BDD added a new category, Diversity Champions, to our list of honorees. This award recognizes individuals who have demonstrated an on-going commitment to diversity in their business and community, and their efforts in developing opportunities for this generation and the next. Nicole Adewale and Frank Wilson are the 2016 Diversity Champions.

Wilson is the president of BFW Contractors, LLC, a construction labor management company. He has dedicated his life to improving educational service to the underserved while simultaneously promoting the value of diversity. Adewale is co-founder of ABNA Engineering, Inc. The company is known as the “United Nations” of the engineering world; having a staff makeup that is representative of nearly every continent and employees who speak 20 different languages.



Diversity Champion Frank Wilson, President, BFW Contractors, LLC, and his wife, Juanita Wilson.



(L-R) Sandra Marks (Marks & Associates), and Yaphett El-Amin (MOKAN), congratulate Diversity Champion Nicole Adewale, Co-Founder, ABNA Engineering, Inc.

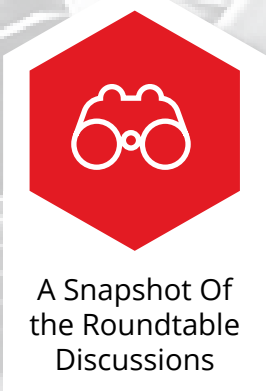


2016 BUSINESS DIVERSITY FORUM AWARDS

Construction Services: Vickie Dunn, President, Global Environmental Inc.;
Tommy L. Davis, Jr., President, TD4 Electrical, LLC

Professional Services: George John, President, Engineering Design Source, Inc.

Airport Services: Greg Twardowski, President, Whelan Security Company;
Roger Spearman, President, A-1 Private Investigations,
LLC, and Diana Jackson, President, Brinkmann Security
Services, Inc.



A Snapshot Of
the Roundtable
Discussions

Bidding Projects to Win!

Financing Your Business for Growth.

I'm Certified....Now What?

Evolution of Diversity.

What's the Recipe for Business Success?

How to Market Your Business as a M/WBE

Construction Projects at Lambert.

**What's a Joint Venture & How Can It Help Me
Grow My Business?**

**SBA & Your Business: Counseling, Capital, and
Contract**

Understanding Goals and Good Faith Efforts.

Success Stories



Our Success Is
Our People



Tommy L. Davis, Jr., President/CEO of TD4 Electrical, LLC.

Tommy L. Davis, Jr., President/CEO of TD4 Electrical, LLC believes that building relationships and collaborations are keys to a successful business model. He credits his obtaining MBE certification 10 years ago as an important part of that process.



Diana Jackson, President of Brinkmann Security Services, Inc. speaks with security team members in Terminal 1.

Becoming a certified WBE enabled Diana Jackson, President of Brinkmann Security Services, Inc., to break through a glass ceiling as a female business owner in a field dominated by men. Certification enabled Brinkmann to partner with Whelan Security and A-1 Private Investigations, LLC on the Lambert Airport security contract.



(L) Greg Twardowski, President, Whelan Security and Roger Spearman, President, A-1 Private Investigations, LLC.

One path to success for minority and women-owned business enterprises is to engage in strategic partnerships with prime contractors. Such is the case with the security contract at the Airport, where prime contractor Whelan Security partners with subcontractors A-1 Private Investigations, LLC and Brinkmann Security Services, Inc. "Our team works exceptionally well together. We see ourselves as one single entity providing service to Lambert Airport," says Greg Twardowski, Whelan President.



Will Sanders, Owner, A-Plus Contractors, LLC.

"The MBE and DBE programs get us a seat at the table. It makes us visible to prime contractors," says Will Sanders, owner, A-Plus Contractors, LLC. A-Plus was founded in 2009 and certified in 2014. They are on track to do \$500,000 in business this year, and are setting their sights on reaching \$1 million in contracts for 2017.

"The Airport is a great asset and provides many opportunities." Will takes advantage of those opportunities by attending as many diversity and networking meetings as he can. "Diversity fairs enable us to network and meet other DBE's so that we can learn ways to work together to empower one another."

Keys to Success

- ✓ Building Relationships
- ✓ Goal Setting
- ✓ Collaborations
- ✓ Taking advantage of Opportunity

Success Stories



Amber Gooding, Assistant Airport Director of Community Programs and Business Diversity Development (left) and Rhonda Hamm-Niebrugge, Director of Airports (right) present awards to George John, President of Engineering Design Source, Inc. (left photo) and Vickie Dunn, President of Global Environmental, Inc.



George John, President of Engineering Design Source, Inc. (EDSI), says that his company ensures customer satisfaction at Lambert Airport by focusing on timeliness, attention to detail, and producing the highest quality work. EDSI is a certified DBE and MBE that has established a solid track record of success by building integrity and trust.

Vickie Dunn, President of Global Environmental Inc. (GEI), has worked hard to secure a place of prominence in the construction community. Her company is certified as a DBE, MBE and WBE, and provides environmental services to the Airport. The company was recently recognized for its rapid response in mobilizing and completing work on several emergency projects.



Sisters Joy Williams and Jane Molina founded Williams Heating & Cooling in 2011. They are certified as a MBE/WBE through Lambert's BDD office. Their advice to anyone seeking certification is to "get organized and have your financial books together." While they felt that the process was fairly streamlined, more recent enhancements, such as a new online portal, have reduced certification processing times and even further increased certification completion rates.

Community Partners



ST. LOUIS
DISTRICT OFFICE,
THE U.S. SMALL
BUSINESS
ADMINISTRATION
(SBA)



Annual Report Fiscal Year 2015-2016

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