

Dear Mr. Rowan, Mr. Buford, Mr. Long and Ms. Abbott,

It was recently brought to my attention that the Tuck School of Business and our Minority Business Program were referenced in a document regarding the recommendation that Clark Construction be awarded the Kansas City Airport project. The September 6, 2017 memo to Mayor Sly James and the Kansas City Council Members entitled "KCI Terminal Modernization Program – Proposer Recommendation," includes as section on page 7 titled "Project Approach." Bullet 8 in this section reads:

"Initiatives to benefit small, women, and minority-owned businesses include Clark's strategic partnership with Dartmouth's Tuck School of Business, a "CityBuild Academy" training program and a mentor-protégé program."

I think it is important to know that Professor Leonard Greenhalgh, the faculty director of the Tuck School of Business's Minority Business Program has had a long-term relationship with Clark Construction. In fact, in my previous role as President and CEO of the Greater New England Minority Supplier Development Council, I hosted a workshop for Clark and Professor Greenhalgh in Boston, MA as part of another large public project. However, it was news to me to see that your document included us in the Clark proposal because neither Professor Greenhalgh or myself had any knowledge that they were considering us to be part of their team. And it is also my understanding that the formal Clark proposal to the City also does not include Tuck as a strategic partner. This is particularly troubling because as you know, I presented to the Selection Committee as part of the Burns and McDonnell team. And in our proposal, Tuck's Minority Business Program was going to play a strategic role with Burns and McDonnell. In the very least, the appearance of Tuck in the aforementioned Selection Committee memo supporting the Clark recommendation puts Tuck in an unfavorable light as simply opportunistic and indifferent to whoever is selected as the winner of this important project.

Tuck had committed to work with Burns and McDonnell on this project mainly because we had established a strong working relationship with Burns and McDonnell in the Kansas City market. Burns and McDonnell hosted a program last year that included local corporate support from the City of Kansas City, Hallmark, Sprint, KCP&L and DST. Tuck will be back with same corporate supporters later this fall to offer Part 2 of the program to 30 local diverse business owners. This is a commitment that was independent of the KCI project, and it is my hope and understanding that this is long-term commitment to the development of diverse businesses in Kansas City.

I also want to say without equivocation, that Clark is fine company. I know their supplier diversity leader Wes Stith is a good man who believes in growing opportunity and capacity for diverse businesses. But the only relationship Tuck had on this project was with Burns and McDonnell.

I would be happy to speak with you about this at your convenience.

Sincerely,

Fred McKinney, Ph.D.

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