

✈ **METROPOLITAN NASHVILLE AIRPORT AUTHORITY** ✈

April 10, 2019– MNAA Management Committee Meeting Minutes

Date: April 10, 2019

Nashville, Tennessee

Time: 10:45 a.m.

Committee Members Present:

Dexter Samuels, Board Chair and Amanda Farnsworth, Board Secretary

Committee Members Absent:

Trey Harwell, Board Vice Chair, and Bill Freeman

Others Present:

Douglas E. Kreulen, Cindy Barnett, Angela Edwards, Christy Smith, Jimmy Granbery and Nancy Sullivan

I. Call to Order

Chair Samuels called the meeting of the Metropolitan Nashville Airport Authority (MNAA) Management Committee to order at 11:17 a.m. pursuant to Public Notice dated April 5, 2019.

II. Approval of Minutes

Chair Samuels stated there was not a quorum of the Management Committee, therefore Informational Items would be the only items discussed.

III. Items for Approval

None.

IV. Information Items

President Kreulen then presented the Management Committee with a draft of a Strategic Planning Calendar. This is something new that will help guide the Chair and Management Committee on building the airport's budgets and strategic priorities.

President Kreulen stated in March, there were Executive and Staff Retreats to talk about how MNAA is doing in the current year and to start to develop goals to move forward. The budgets that were approved in FAP Committee for next year were based off goals MNAA is striving to achieve. In April, the FAP Committee

approved the O&M and Capital Budgets. The Management Committee and the Board will review where MNAA is headed for FY20. President Kreulen stated this needed to be done earlier in the year and that was the reasoning for the Strategic Planning Calendar. After this meeting, the Staff will receive the FY20 Goals and will come up with supporting objectives for every employee, which will be part of their evaluation. In June, the existing year's objectives will be closed out and the new objectives will be presented. In October of last year, MNAA held the first Board Retreat. President Kreulen recommended to continue with the Board Retreat once a year because that is where the Board will kick off the planning session. If there are big goals the Board wants to see the airport achieve in the next year, that will be defined at the Board Retreat. After the Board Retreat, President Kreulen stated he would relay that information to the Executive and Senior Staff and then the budget would start being built. Staff would come back to the Board in December, March, and April for the approval process. President Kreulen stated this process has never been done before and is being submitting so the Board can consider ways to improve it or other ways MNAA could do it in the future. President Kreulen stated that he spoke about this with the Chair last Friday and President Kreulen committed to prepare a rough draft of what a strategic planning calendar might look like.

Chair Samuels then asked the Commissioners in attendance if they had any thoughts about the strategic planning process. Chair Samuels stated that the Hospital Authority has quarterly retreats and they do not have half the things going on that the airport does. Commissioner Farnsworth stated that the October Retreat is positive and necessary and stated she did not think a quarterly retreat was necessary with all of the Committee meetings and Board meetings they attend. Commissioner Farnsworth stated that this is a volunteer board and quarterly retreats would take a lot of Staff's time as well. Commissioner Granbery stated that MDHA did a yearly retreat and divided it into two half days.

Commissioner Granbery also stated he strongly encouraged every Committee member to attend the other Committee meetings they may not be a part of to hear the conversations going on which would allow the other Commissioners to speak up even if they do not get a vote in that particular Committee.

Commissioner Granbery stated that having a strategic planning meeting off-site might be a good idea as most of the Commissioners live on the west side of town or in Brentwood. He recommended the Nelson Andrews Leadership Center.

Chair Samuels asked Commissioner Smith, as part of the Parks Committee, how often the committee had planning meetings. Commissioner Smith stated as a Board, they never had any meetings that were not specific to the Board but felt that a strategic planning meeting was a good idea and felt that everyone should commit to attend. Commissioner Farnsworth stated it would be impossible to get everyone there. Commissioner Granbery stated that with all the technology, there are ways people can listen in on meetings if they are not able to attend in person. Commissioner Farnsworth agreed and stated there are rules that we

cannot do things remotely but Go-to-Meeting and other pieces of software have changed the world and it would be a good thing to have.

President Kreulen stated as to the two half days mentioned or whole day, Staff is flexible. Some of the boards that President Kreulen has talked to in health care, leave town in order to avoid distraction and if the Board decided they wanted to do that, the airport would cover those costs. Commissioner Farnsworth stated she personally thought there would be more attendance if the meeting was in town. Flying somewhere would be harder to get everyone to attend. Commissioner Sullivan stated she would rather stay in town as well.

President Kreulen stated that if the Board wants to meet on a half day, the meeting can be anywhere as long as it is publicly noticed. President Kreulen stated he is flexible in order to get as many Commissioners there as possible. The Board meeting could be held at Nelson Andrews in the morning and then do the planning session in the afternoon as long we properly notice it. Commissioner Farnsworth stated that was a very good idea. President Kreulen stated if the Board decides to have the meeting on the regular Board day in October, everyone is already committed and suggested having the Board meeting in the morning.

Board counsel Cindy Barnett stated that everyone needed to be physically present in order to vote. If anyone attends by phone, that person does not count for the quorum and cannot vote. Ms. Barnett stated Commissioner Harwell has done so in the past for a Committee meeting.

Commissioner Farnsworth stated she is not advocating for everyone to be physically present but if someone is out of town and can call in on Go-to Meeting it would be convenient. Commissioner Granbery stated that there are no votes in a strategic planning meeting.

Ms. Barnett stated that it is also important for everyone to be together but attending by phone is an option.

Chair Samuels asked Commissioner Sullivan if there were any issues having the Strategic Planning meeting during or after a Board meeting. Commissioner Sullivan stated she thought that would be great. Commissioner Smith also stated she thought it was great to be present and would be happy to attend the meeting at the airport, or wherever it makes sense and she is flexible on location. Commissioner Smith stated she hated for MNAA to spend the money for Nelson Andrews if no one wants to drive over there. President Kreulen stated Nelson Andrews is not very expensive. Commissioner Granbery stated the price has gone down. The facility is back under the management of the camp.

After this discussion, President Kreulen stated he would look to hold the Strategic Planning meeting on the same day as the regular Board meeting, and if there are additional comments on the calendar to let him know.

President Kreulen then provided the Committee members a copy of FY19 Key Organizational Accomplishments and stated MNAA is nine months into FY19. One of the challenges the Chair gave to President Kreulen when FY19 started was to articulate what the goals are and come up with objectives and priorities. There are three big priorities; Invest in BNA and John C. Tune, Plan for the Future, and Prepare for the Unexpected. These FY19 accomplishments that have taken place in this last year were under the three priorities.

Under Prepare for the Unexpected, it was discovered through BNA Vision that there are two lines coming in from NES for power, but there is only one water line coming into the airport. MNAA needs to work with Metro Water to get a second water line coming to the airport. MNAA has identified that another fuel line is needed as well.

President Kreulen stated he is happy with the progress MNAA has made with investments, staffing and things that have been done that have never been done before. MNAA has a lot to do and wanted to share what has been accomplished so far in FY19.

Commissioner Granbery asked if there would be a re-mapping and relocation with future phases of BNA Vision considering the fuel pipeline drilling mistake. President Kreulen reported we had Colonial Pipeline come out with TDOT and verify where drilling could take place, but they did not call 8-1-1 and verify. On all MNAA maps and TDOT's maps it shows the fuel line is 69 feet farther south.

Commissioner Granbery asked if MNAA had thought about drilling wells for extra water since a lot of the water at the airport that is non-potable. President Kreulen stated he thought it had been discussed but needed to get an update from engineering.

President Kreulen then provided the Committee members a copy of the FY20 Organizational Goals. At the March 2019 Executive and Senior Staff retreats, a reassessment of FY19 was done. The Executive and Senior Staff then discussed what the goals would be for FY20. The strategic priorities remained the same. For Invest in BNA/JWN, Staff decided to focus on these areas:

- Enhance Customer Experience
- Acquire and Develop New Talent
- Optimize Business/Operations
- Continue BNA Vision (1.0)

President Kreulen referred to the slide and stated that the sub-bullets under each priority is what the budget that was just approved will try to do. These included:

Plan for the Future:

- Finance BNA Vision (\$1.2B)

- Finalize Master Plan
- Develop BNA Vision 2.0/3.0 Roadmap
- Develop 24/7 Airports
- Support Community
- Negotiate Airline Agreement
- Develop Succession Plans

Prepare for the Unexpected

- Establish Airport Emergency Plan Duties & Responsibilities
- Improve Cyber/Network Security
- Prepare for Economic Downturn
- Establish Utility Redundancy

The Vice-Presidents and Assistant Vice-Presidents participated in coming up with this. They will take this back to their staff and develop their objectives and ask them how they can help the airport achieve these goals. Performance appraisals are based on an average of 5 or 6 objectives. This makes all employees a part of the team.

President Kreulen stated that he needs help from the Commissioners to make sure he is carrying out the Board's vision of where MNAA is headed and the October Retreat will be a big deal in that regard. The Board will help set the direction MNAA is headed.

Chair Samuels stated he thought all the Commissioners should receive the handouts from today's Management Committee meeting. President Kreulen stated that Ms. Lisa Lankford will send them out this afternoon. Chair Samuels stated that it is also important that the Board stays in sync with the direction MNAA is headed and the Board has great people with great minds that can add value to the direction. Chair Samuels stated he thought there was separatism in the Board and the Authority, and it needs to get more in sync. There should not be issues with the logo and questions about the hotel. The Board and Authority need to enhance synergy. If that does not happen, Chair Samuels does not want this Board to become the School Board or in the past, the Hospital Board. Chair Samuels stated he thinks there should be one common goal and that is to see the airport succeed. President Kreulen completely agreed and stated he reached out to all the Commissioners after the faux pas with marketing and feedback from the Commissioners in unison was desire to be in synergy and working on the same team. President Kreulen stated he has distilled down the twenty page book that he was giving the Commissioners to one document to review and discuss each month during the Board lunch. He will discuss priorities and what's coming up and wants to receive feedback from all the Commissioners.

V. Adjourn

There being no further business brought before the Management Committee, Chair Samuels adjourned the meeting at 11:44 a.m.



Amanda Farnsworth, Board Secretary