

CLIMBING *The* CHARTS

METROPOLITAN NASHVILLE AIRPORT AUTHORITY

ANNUAL REPORT FISCAL YEAR 2015
JULY 1, 2014 THROUGH JUNE 30, 2015

@Hagwire91
Just had the best shuttle ride @Fly-Nashville with
C Fuller driving! Great voice on top of being a
true southern gentleman. #Nashville

TABLE of CONTENTS

2 BUILDING AN ENSEMBLE

3 MNAA: PLAYING ITS OWN WAY

5 BREAKING RECORDS

7 SUSTAINING A HIGH NOTE

8 SINGING IN UNISON

9 PITCH PERFECT PERFORMANCE

11 LANDING NO. 1 HITS

13 THE MUSIC OF LIFE

15 FINANCIALS

19 PEOPLE

21 BY THE NUMBERS

“There’s something beautifully friendly and elevating about a bunch of guys playing music together. This wonderful little world that is unassailable. It’s really teamwork, one guy supporting the others, and it’s all for one purpose...”

– Keith Richards, *Life*

In his captivating memoir, Keith Richards, legendary guitarist with the Rolling Stones, wrote these words when describing playing and performing jazz with fellow musicians. As lovers of jazz and residents of Music City, we naturally see parallels in everyday life with the Metropolitan Nashville Airport Authority (MNAA).

Our band is big and filled with diverse talent: hundreds of MNAA employees and thousands more who work for airlines, government agencies and our business partners. But we’re all playing as one at Nashville International Airport (BNA) and John C. Tune Airport (JWN). We show up every day determined to work together to create a seamless and exceptional experience—what we call the *Nashville Airports Experience*—for millions of travelers arriving and departing from Music City.

And in Fiscal Year (FY) 2015, we gave a performance unprecedented, leading to a record-breaking year. More than 11 million passengers moved through BNA—the most in the 77-year history of air travel in Nashville and a 5.4 percent increase over the previous fiscal year. A record-setting achievement that firmly positions BNA as one of the fastest-growing airports in the U.S. These accolades are not simply the natural outcome of operating airports in the vibrant Nashville market, a region that is enjoying a meteoric rise in popularity and becoming one of the top cities in the country in which to live, work and play. Like a stellar jazz ensemble, we aim for our success to look easy and organic, but the reality involves tremendous forethought, planning, and plain old hard work.

We introduced new initiatives that have placed BNA at the forefront of the aviation industry as we became the first airport in the U.S. to officially welcome ride-sharing operators, Uber and Lyft. And we introduced “Drinks on the Go,” which made BNA one of the first airports to allow travelers to enjoy a cocktail, local beer or glass of wine anywhere throughout the secure side of the airport. We worked in close concert with our Nashville Air Service Coalition—a group of influential business and civic leaders—to help BNA

land vital new air service. Most notably, we now have new nonstops to Seattle and the San Francisco Bay Area. We also attracted two popular airlines to BNA—JetBlue and Alaska Airlines. And we completed a major reconstruction project at John C. Tune to ensure general aviation users have a first-class experience when they land in Music City.

Most important, in November 2014, we opened a new emergency operations center that significantly enhances our capabilities and provides new tools for our police, fire and emergency teams. Our top priority is always the safety and security of our passengers and team.

We are honored to be part of MNAA’s unforgettable “gig” in FY 2014-15. As Keith Richards said, “It’s all for one purpose” and ours is to expand and perfect the *Nashville Airports Experience* to best serve the people who travel to and from Nashville, and best showcase our exceptional city for their enjoyment. It’s a thrilling time to work and live here. Rest assured, we will continue to build upon our successes in the days to come.



Robert R. Wigington

ROBERT R. WIGINGTON, I.A.P.
President and Chief Executive Officer
Metropolitan Nashville Airport Authority



Juli H. Mosley

JULI H. MOSLEY, P.E.
Chair
Metropolitan Nashville Airport Authority
Board of Commissioners

MNAA: PLAYING ITS

Own Way

ABOUT MNAA

@jasonisbell
@Tennessean Good food, lots of movie theaters,
@grimeys, @theryman, and one of the very
best airports in the country.

Since its inception in 1970, the Metropolitan Nashville Airport Authority (MNAA) has served the Nashville-Davidson County metro area by operating, managing and growing Nashville International Airport (BNA) and John C. Tune Airport (JVN). MNAA is a quasi-governmental entity overseen by a 10-member Board of Commissioners. MNAA is financially self-sufficient and does not receive any local tax dollars or state general funds. Nine of the commissioners are appointed by the mayor of the Metropolitan Government of Nashville and Davidson County, and approved by the Metropolitan Council. All commissioners serve as volunteers for four-year terms without compensation. The Mayor is the tenth member.

NASHVILLE INTERNATIONAL AIRPORT AND JOHN C. TUNE AIRPORT

Alone made me feel completely
taken care of. She is a great
server, and she made my day.
Regards, Audra O'Neill



BNA is one of the fastest-growing airports in the U.S., breaking total passenger records for the second consecutive year. Eleven million passengers moved through BNA during the last fiscal year—the most in its 77-year history. BNA serves 10 airlines and offers 390 daily arriving and departing flights, including nonstop air service to more than 50 destinations. MNAA's two airports contribute more than \$3.5 billion in total economic benefits and nearly 38,000 jobs annually to the regional economy. As Middle Tennessee continues to grow, so will MNAA's role as an economic engine, community leader and cultural ambassador on behalf of the warm and welcoming people of the region.

CHART TOPPERS

●	MNAA received the 2015 Governor's Environmental Stewardship Award in the Sustainable Performance category from the Tennessee Department of Environment and Conservation.
●	BuzzFeed named BNA to its list of "19 Airports You Wouldn't Mind Being Stuck In"—one of only three U.S. airports to make the list.
●	Time Money lauded BNA's "Drinks on the Go" as one of "10 Amazing Airport Amenities"—one of only three U.S. airports to be recognized.
●	Thrillist ranked BNA #9 on its "Best Airports for Food and Drink" list.
●	The Yazoo Beer kiosk at BNA made <i>Condé Nast Traveler's</i> "Best Airport Food in the World" roster.
●	BNA became the first airport in the U.S. to welcome Uber and Lyft.
●	MNAA received the Four-Star Sponsor Award from United Service Organizations for 2014 support.

Thank you!
Hayes Holland



BREAKING Records



A NEW TUNE

In the summer of 2015, MNAA completed major reconstruction projects at John C. Tune Airport (JVN) to extend the runway and improve the Runway Safety Area (RSA). Additionally, MNAA modernized the terminal to provide corporate and general aviation users the best possible experience as they land in Music City.

The north end RSA is now 1,000 feet in length and the runway was extended 500 additional feet to accommodate larger aircraft landing at JVN. On the south end, the RSA was extended 750 feet and now includes an Engineered Material Arresting System (EMAS). EMAS uses crushable material placed at the end of a runway to stop an aircraft that overruns the runway. The tires of the aircraft sink into the lightweight material, and the aircraft decelerates as it rolls through the material. The JVN EMAS installation is the 99th EMAS installation in the world.



BNA is Nashville's grand gateway. BNA showcases the region's character for millions of travelers each year—making visitors feel welcome and residents happy to be home. In Fiscal Year 2015, Nashville International Airport served more than 11 million passengers. But the passenger numbers only tell part of the story. MNAA had remarkable success attracting new airlines and nonstop service to new high-profile destinations.

In partnership with the Nashville Air Service Coalition, MNAA secured major wins for Nashville's economy by attracting new year-round nonstop flights to two markets that were top domestic priorities—the Oakland/San Francisco Bay Area and Seattle. BNA also added new nonstop service to Dallas Love Field and Atlantic City while expanding flights to Boston, Miami, Ft. Lauderdale, Washington, D.C., and New York City.

Along with new and expanded service, MNAA attracted three new airlines—Alaska Airlines, JetBlue and Choice Aire. Not only are they providing important service, these airlines help diversify BNA's offerings and create healthy competition among the routes, which ultimately benefits our passengers.

But the future always beckons, and MNAA believes our potential is unlimited. Increased air service is crucial as Middle Tennessee continues to grow and prosper. Recognizing this need and the demographic trends of our region, MNAA has ratcheted up its collaboration with key stakeholders such as the area chambers of commerce, convention and visitor bureaus, state and local economic development offices, and major regional businesses. In doing so, we bring more focused emphasis on our pursuit of nonstop international service that will draw an even wider global audience to Nashville.

Yes, it was a record-setting year. But records are meant to be broken. And we intend to do just that.



The Oakland flight was GREAT,
as well as the BNA welcoming committee.
I love that the first impression of our
city is such a positive one.
— Lizabeth Theiss

SUSTAINING *a high note*

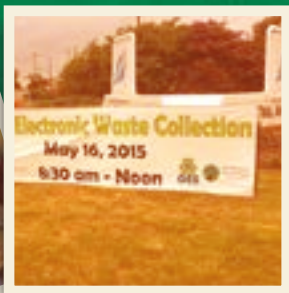
The wild blue yonder isn't the only place MNAA has set its sights. We are equally focused on building a modern and sustainable organization on the ground—one committed to smart environmental and economic practices. MNAA's sustainability journey took flight in 2010 when BNA was selected by the Federal Aviation Administration (FAA) as one of 10 airports across the U.S. to participate in the new Sustainable Master Plan Pilot Program.

The plan, completed in 2012, has served as a working document to expand sustainability efforts and deepen a culture of environmental stewardship over the long term. From reclaiming water to light management to reducing air emissions, the results of this work have been consistent and significant. In fact, MNAA's sustainability program was recognized in 2015 with the state's highest

environmental honor—the 2015 Governor's Environmental Stewardship Award. MNAA was lauded by the Governor's office and the Tennessee Department of Environment and Conservation for its sustainability program.

MNAA also obtained funding to move forward with a groundbreaking project in the fall of 2015 to build the largest geothermal lake plate cooling system in North America. Located east of Donelson Pike and Nashville International Airport (BNA) Runway 2R/20L, the former 43-acre Hoover rock quarry has an average depth of 150 feet and contains approximately 1.5 billion gallons of water. At a depth of 50 feet, the water is 50 degrees Fahrenheit year round. The project will take advantage of these low temperatures to cool the entire terminal by submerging geothermal heat exchangers into the quarry and circulating water through them to the airport's central plant. In addition to the geothermal system, the project will also allow the airport to use the quarry water for landscape irrigation. The project is expected to reduce electricity usage by 6,000 kilowatts of peak demand and result in annual savings of 1.3 million kilowatt-hours and 30 million gallons of potable water. The utility savings to MNAA are expected to be more than \$430,000 per year.

In addition to these especially notable projects, MNAA supports sustainability in many other ways throughout the year. For example, MNAA is one of the largest recyclers in Nashville and Davidson County. Since 2009, MNAA has seen a nearly 50 percent increase in recycling. And the Authority partners with Metro Nashville Public Works to host an annual Nashville Recycles Day at BNA with a focus on e-waste.



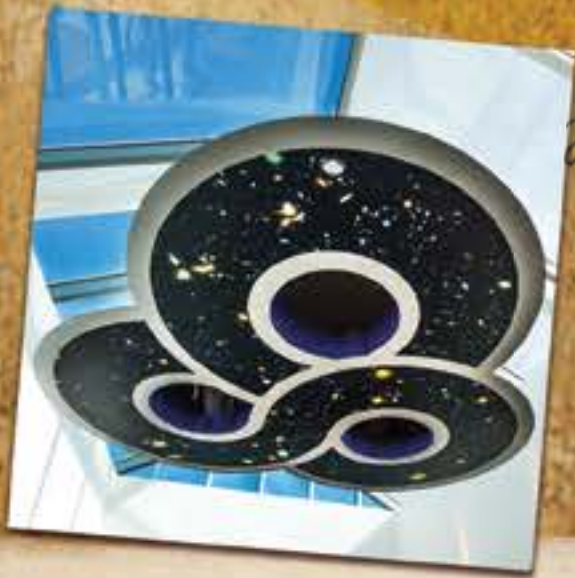
SINGING IN UNISON

Serving a city legendary for its songs, MNAA understands that all voices must have a chance to sing together to create the harmony that makes the music memorable. This philosophy is seen in MNAA's commitment to ensuring a wide array of businesses and people have equal opportunity to work with Nashville's airports.

In Fiscal Year 2015, MNAA made notable strides towards this end, including the completion of a comprehensive disparity study to measure the effectiveness of its Small, Minority and Woman-owned Business Enterprise (SMWBE) and Disadvantaged Business Enterprise (DBE) programs. Conducted by an independent research firm, the study commended MNAA for the effectiveness of its programs and the quality of its leadership in the Middle Tennessee market. Since 2007, MNAA has certified 385 SMWBEs and invested \$76 million in contracts for concessions, construction and professional services, with more than \$6.5 million in contracts in Fiscal Year 2015. The study also recommended continuation and expansion of these programs to further reduce any disparities based on race and gender in contracting opportunities. During a series of public meetings, MNAA shared the results of the study with community leaders and potential contractors.

Throughout the year, MNAA also continued its ongoing outreach and training for SMWBEs. This included enhancing the Mentor-Protégé and Emerging Contractor programs to help SMWBEs develop skills and prepare for opportunities. Additionally, "Business Taking Off," an annual event to promote contracting opportunities at MNAA, was an overwhelming success with more than 200 local businesses convening to network, develop partnerships and learn about doing business with Nashville International and John C. Tune airports.

@kelimurph
Just arrived in Nashville to two different artists playing live music in the airport on a Monday afternoon. Good to be home!



@laurenwoods

Always the nicest people who work at the airport when I fly out of #bna! @Fly-Nashville #airportlove



PITCH PERFECT Performance

“On some level our fans need to thank the Nashville airport for keeping us on the road...it has the best airport in the world... I can be from my front door to my gate in 12 minutes.”

— The Black Keys' Dan Auerbach
Nashville Scene DEC 4, 2014



Nashville is probably the friendliest airport I've ever been to. Southern Hospitality is a real thing. @Hadley Racing

There are many components to a stellar performance. Those who orchestrate MNAA's Arts at the Airport program understand this dynamic and work imaginatively to create a variety of artistic experiences that capture the essence of Music City for the millions who pass through BNA each year.

Combining a diverse selection of live music, world-class visual arts and captivating displays, the Arts at the Airport program elevates expectations for what travelers can see and do in a city brimming with creativity. In Fiscal Year 2015, the program continued its award-winning partnership with Bonnaroo Music & Arts Festival, which installed five eclectic Bonnaroo-themed skylight art displays at BNA. Arts at the Airport also unveiled "Music City Faces"—a selection from among 7,000 photographic portraits by Nashville artist Carter Andrews that illustrates the diverse and colorful characters who call Nashville home.

Arts at the Airport also exposes travelers to a variety of musical styles—from country to jazz to blues to indie rock—on BNA's live music stages. And they keep creating new ways to elevate BNA's performance. Arts at the Airport has partnered with the National Museum of African American Music to develop an Emerging Artists Concert Series that introduces new artists and showcases the varied music scene in Nashville today. Additionally, Arts at the Airport spotlighted promising talent in its new Young Music Makers Series, which featured performers and musicians under the age of 21.

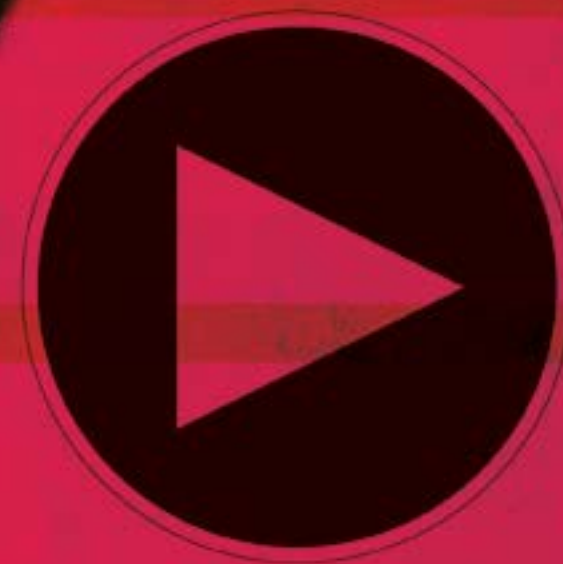
Let me tell you about Fred
Fred is a great bartender, a
STARTender if you've ever wanted
one. This is the longest time
I've ever spent in Nashville, yet
he convinced me to come back real
soon. — Jeff Girardi



LANDING NO. 1 HITS



We are grateful to be partners with BNA, and appreciate all the work you do. (my favorite airport btw! I love the live music when I step off the plane.)
Justin Klintz
Uber Technologies



Nashville is a place people dream about. It's where the songwriter, the bassist or the producer can make it big. It's where the healthcare executive or tech entrepreneur can breakout. Nashville is a city where you can record your hit, make your mark, or put yourself on the map in as many ways as there are memorable melodies.

The first impression of Music City for many, MNAA is constantly seeking to capture the unique vibrancy of the region so that travelers sense they've arrived somewhere special the moment they step off the plane. MNAA accomplishes this by providing the *Nashville Airports Experience* (NAE)—exceptional hospitality and outstanding customer service unique to Music City. In Fiscal Year 2015, MNAA not only delivered on its NAE promise but also produced No.1 hits of its own.

In September 2014, Nashville International Airport became the first airport in the U.S. to officially welcome ride-sharing service, such as Uber and Lyft. MNAA quickly grasped the popularity of ride-sharing in Nashville and decided to embrace such innovation. BNA is providing a roadmap for how others in the industry can adapt to the changing landscape.

Additionally, BNA made national headlines in the summer of 2014 when it became one of the first airports in the U.S. to offer "Drinks on the Go." Travelers can now grab a craft beer and head to one of the five music stages while they wait for their flights. BNA further expanded its offerings in 2015 by adding Hissho Sushi bar and Vino Volo, a wine bar offering small plates and exceptional wines from around the world. Next on the menu for BNA is a new "bistro bakery" concept to open soon.

Along with the TSA Precheck Enrollment Center at BNA to expedite the passenger screening process, MNAA added a Global Entry Enrollment Center in 2015. Global Entry is a U.S. Customs and Border Protection program that allows expedited clearance for pre-approved, low-risk travelers upon arrival in the United States. As the first center in Tennessee, it provides passengers with the ability to register for the Global Entry program without having to travel to another city for their interview and screening process.

These firsts are all part of our continuing effort to improve BNA and deliver the best possible *Nashville Airports Experience* to travelers. In this way, the hits will just keep coming.



Music may be Nashville's brand, but a unique spirit of community is the tie that binds this city together and makes it a great place to live. MNAA embodies this spirit, not only by providing Middle Tennessee with engaging, entertaining and operationally superior airports, but also by supporting Nashville and its people through meaningful civic participation.

In Fiscal Year 2015, MNAA's commitment to the community was evident in an array of initiatives. Chief among them was the annual MNAA Aviation Golf Classic, which raised \$50,000 that was divided between the National Museum of African American Music and the Japan-America Society of Tennessee.

MNAA employees also contributed more than \$43,000 toward the Metro Employees Consolidated Charities Campaign in 2015 to benefit a variety of Nashville charitable organizations. MNAA continued its two-decades-long Pencil Partner relationship with Donelson Middle School, which involves MNAA employees volunteering time and resources to help students become better prepared for the future.

MNAA's leaders and staff spend thousands of hours each year volunteering on nonprofit boards and participating in community initiatives because they care. They care about the people traveling in and out of the city they love, and about their families, friends and neighbors who call Music City home.

Recently I returned from a nine-month tour with the U.S. Navy in Afghanistan. When I stepped off the plane, I was greeted at the gate by my family, the USO and a dozen or so airport employees. I cannot tell you how great that felt.

Joe M. Ehrhardt
Joe M. Ehrhardt, MD, MPH



FINANCIALS

MNAA is financially self-sufficient and does not receive any local tax dollars or state general funds. MNAA relies on user fees and airport revenues to support, operate, maintain and improve facilities at both BNA and JVN.

DO YOU KNOW HOW THE AIRPORT IS FUNDED?

AIRLINES

Terminal & Ramp Rental Fees
Landing Fees

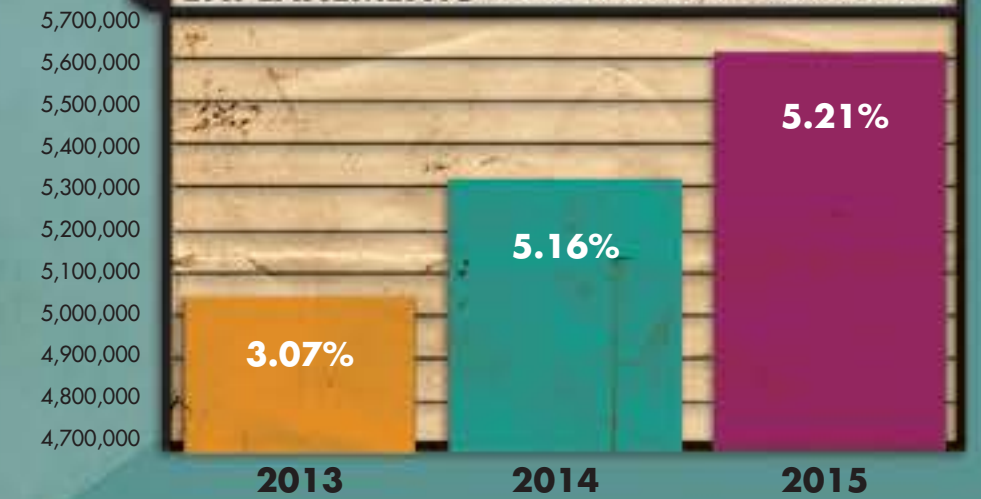
PARKING

CONCESSIONS & CAR RENTALS
Food & Beverage
Retail

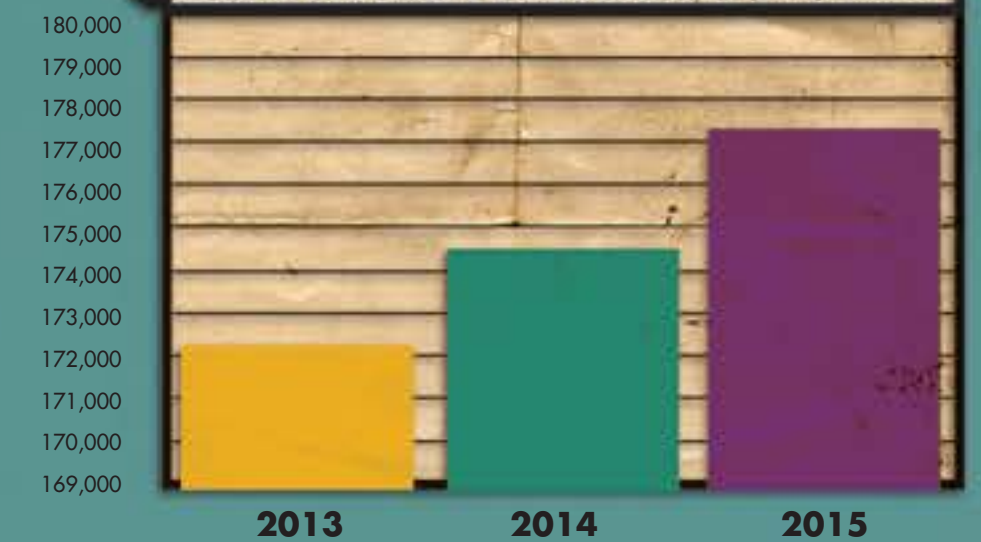
**FEDERAL & STATE CAPITAL
IMPROVEMENT GRANTS**
Federal Aviation Administration
Tennessee Dept. of Transportation

OPERATING ACTIVITIES

ENPLANEMENTS ***** percent increase over previous year

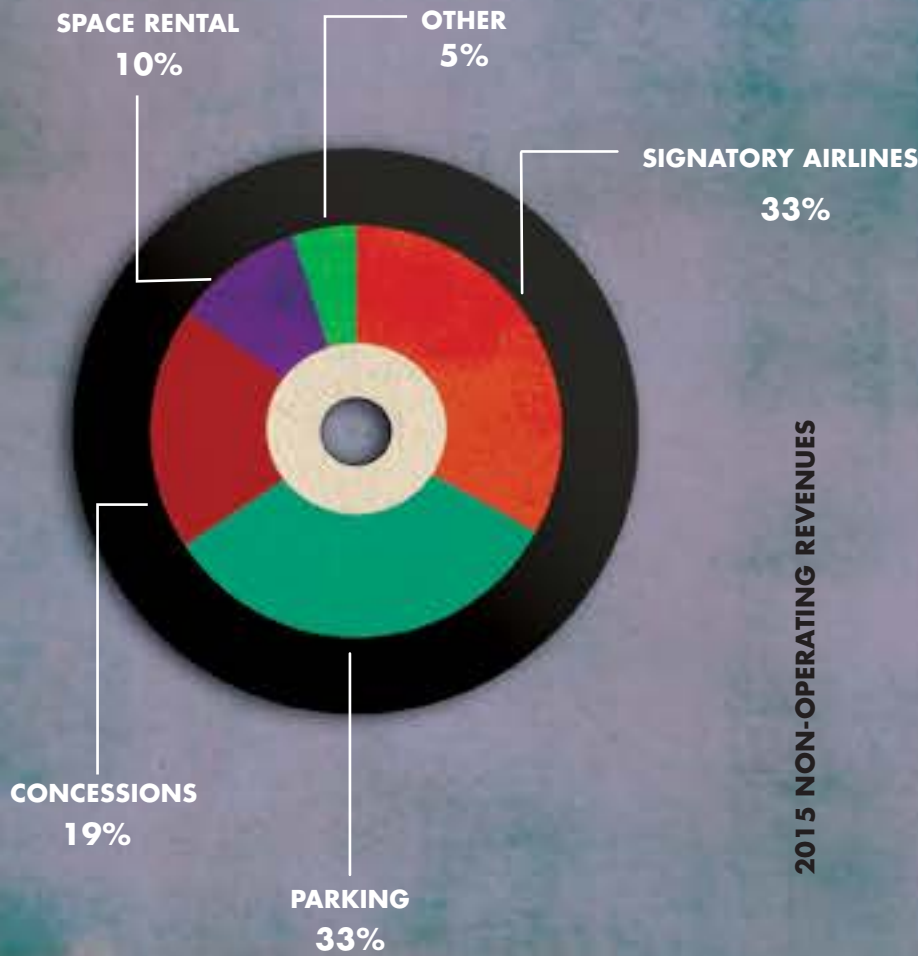


TOTAL AIRCRAFT OPERATIONS (000) *****

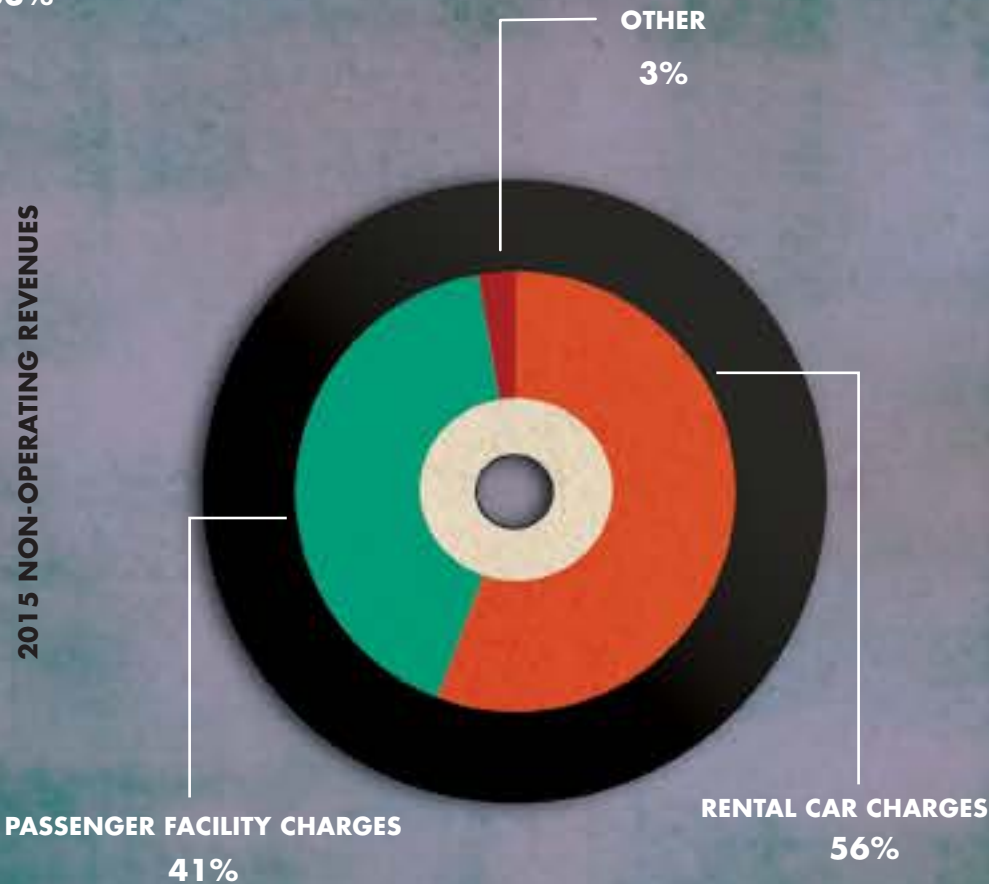


OPERATING & NON-OPERATING REVENUES

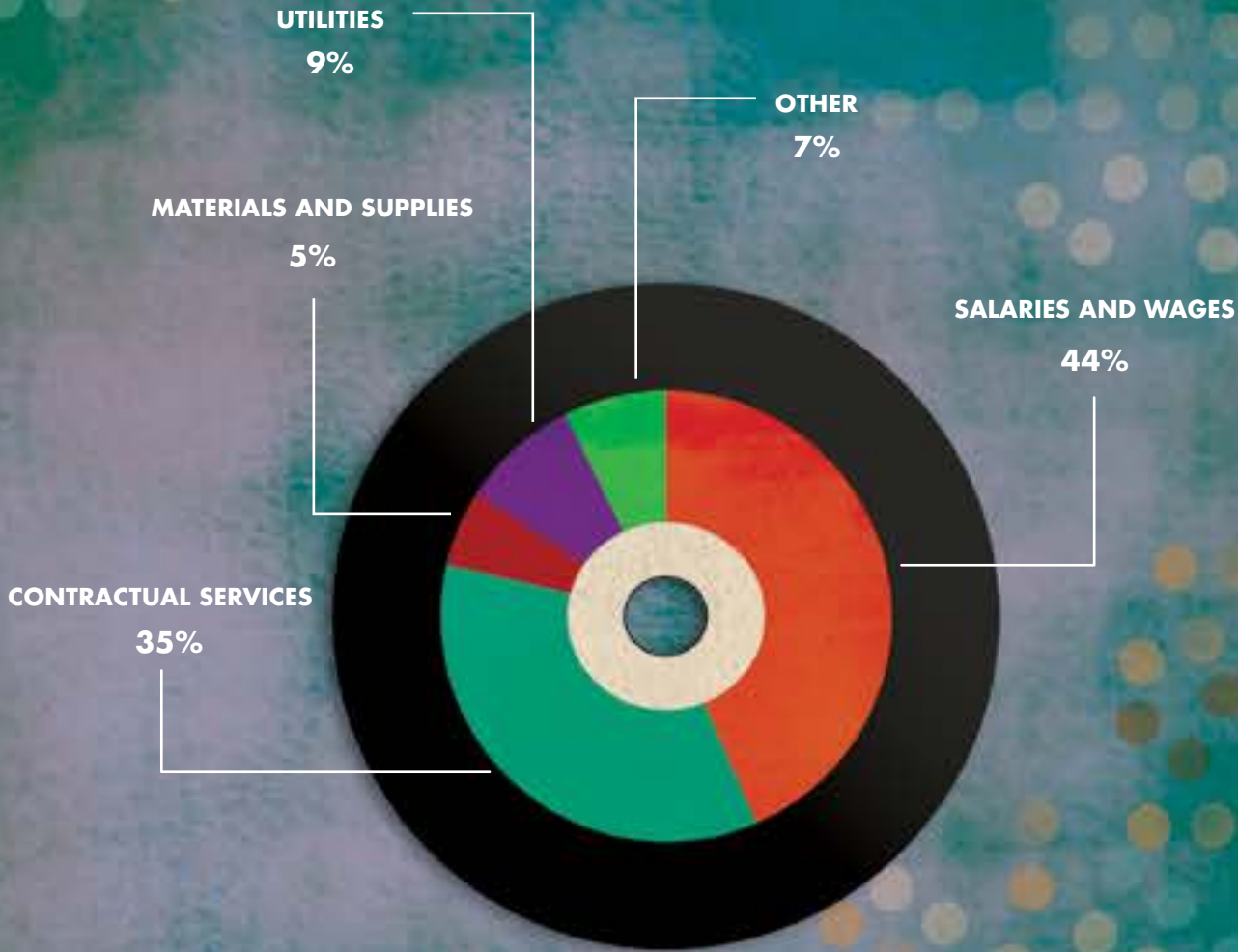
2015 OPERATING REVENUES



2015 NON-OPERATING REVENUES



2015 OPERATING EXPENSES



OPERATING EXPENSES

BOARD OF COMMISSIONERS



CHAIR
Juli H. Mosley, P.E.



Rod Essig
Creative Artists Agency



Robert J. Joslin
Joslin and Son Signs



VICE CHAIR
A. Dexter Samuels, Ph.D.
Meharry Medical College



Amanda Farnsworth



Nicole R. Maynard
J.P. Morgan Chase



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Butler Snow LLP



Aubrey B. Harwell, III
Neal & Harwell



Deborah Wright
Victory Global Solutions, Inc.



Karl F. Dean
Mayor, Metropolitan Government
of Nashville & Davidson County

EXECUTIVE MANAGEMENT TEAM



Robert R. Wigington, I.A.P.
President and
Chief Executive Officer



Amelia N. Armstrong
Senior Vice President,
Workforce Strategy and
Development and Chief
People Officer



Vanessa Hickman
Vice President and
Chief Information Officer



Doug Kreulen
Senior Vice President and
Chief Operating Officer



Walt Matwijec
Assistant Vice President,
Continuous Improvement



Robert Ramsey
Chief Engineer and Vice
President, Development and
Engineering



Emily Richard
Vice President,
Strategic Communications
and External Affairs



Stan Van Ostran
Vice President and
Chief Financial Officer



Christine Vitt
Vice President,
Strategic Planning and
Sustainability



Robert Watson
Senior Vice President
and Chief Legal Officer

BY THE

Numbers

JOHN C. TUNE AIRPORT

NASHVILLE INTERNATIONAL AIRPORT

- 4 RUNWAYS
- 10 AIRLINES
- MORE THAN 50 NONSTOPS
- 390 DAILY FLIGHTS
- 40,494 TONS OF CARGO IN FY 2015
- 11 MILLION PASSENGERS IN FY 2015
- 888,000 SQ FT OF TERMINAL SPACE
- 4 EXECUTIVE HANGARS
- 125 T-HANGARS
- 8,000 SQ FT OF OFFICE SPACE
- 21K & 18K SQ FT CLEAR SPAN HANGARS
- 38,000 SQ FT OF AIRCRAFT PARKING AND APRON SPACE

“EXCUSE ME WHILE I
KISS THE SKY”

—JIMI HENDRIX

flynashville.com



Metropolitan Nashville Airport Authority™

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