

Fiscal Year 2019  
July 1, 2018 – June 30, 2019

**B**NA



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Be Nashville. BNA.

At Nashville International Airport, we have long served as unofficial ambassadors of Music City.

We strive to reflect the best of Nashville and the community we serve. We are a taste of what's to come and an opportunity for one last bite. We are the debut single and the swan song, the greeters and the send-off party. And as our city never stops moving, progressing and innovating, neither do we.

Nashville evolves with each passing day, and to keep up, we strive to reflect the evolution. After all, Fiscal Year 2019 was another record-breaker. During the period of July 1, 2018 through June 30, 2019, **17,171,681** passengers passed through our airport—more than 2.2 million over the past fiscal year's record.

This growth stokes the enormous engine of economic activity that is BNA. Indeed, a study found that BNA generated more than **\$7.1 billion in total economic impact** to Middle Tennessee in 2018 alone, more than doubling over the previous six years. At

the same time, activity by and through the airport supported more than 67,000 area jobs and produced more than \$168 million for state and local tax coffers. As it says in our economic impact video: *"Jobs. Income. Revenue. Big Growth. Big Impact. BNA."*

With so many folks flowing through our airport, we found it was time that we refreshed our brand to keep pace with our surroundings. It turns out, those surroundings—our community—told us just where we needed to go. To most, we are "BNA," and so, we have embraced our traditional airport code as our new brand, our comforting identifier.

After an insightful strategic process, we landed on "Be Nashville. BNA.", a brand that urges us all to be as authentically Nashville as possible and to embrace the collaborative spirit and constant movement of both our city and our airport. After all, BNA is more than just an airport,

and it is more than just Nashville's airport: this airport is Nashville.

As part of our new brand, we created a logo that embodies the direction in which our community and our airport are heading. The stylistic "B" is highlighted in an energetic yellow as a call-to-action to urge all of us to "Be Nashville," while the electric blue conveys the vibrancy of Music City. The interlocking "B" represents how connected our city is on so many levels while symbolizing the collaborative spirit of Nashville. Its glowing, infinite nature suggests the constant movement of both Nashville and BNA.

We strive to Be Nashville not simply by keeping pace with an ever-growing flow of passengers, but by being creative, diverse, innovative and inclusive.

Our dynamic *BNA Vision* plan, for example, is well underway, transforming us into a world-class airport for a world-class

city. To date, we have opened an expanded and upgraded Interim International Arrivals Building, broken ground on the Concourse D and Terminal Wing expansion project and completed a massive fill project to accommodate construction of a new International Arrivals Facility. We opened a new 2,200 space Terminal Garage and awarded design-build contracts for another terminal garage and airport administrative building, as well as for the terminal lobby renovation and the International Arrivals Facility project. We also expanded our security screening checkpoint to 14 lanes, dramatically increasing our screening capacity, with the end goal being 24 lanes and shorter waits.

But as I mentioned, to Be Nashville is to be a multitude of things, and I am proud of how we have reflected that over the past 12 months. Our community work, our arts initiatives and our diversity development have

also evolved and expanded this year, and those efforts are highlighted in this annual report.

With so much activity happening at such a record-breaking pace, it is more important than ever that we at BNA remain committed to our core values of Respect, Integrity, Service and Excellence—RISE. And I believe we have. Together, we will RISE to the challenges ahead and continue our mission to Be Nashville.



Douglas E. Kreulen, A.A.E.  
President and CEO  
Nashville International Airport

# Be Innovative

## Envisioning BNA's Future

The numbers speak for themselves – BNA is shattering passenger records year after year. It would be easy to simply say we must expand, but that's not sufficient. It doesn't tell the whole story. We must innovate and grow in a way that not only accommodates record-breaking passenger trends and the area's population growth, but that captures the Nashville spirit and reflects what a world-class airport should be – the *BNA Vision*.



We launched *BNA Vision* in July 2016 with an over-arching outline of what we planned to accomplish. A year later, we unveiled a new look, feel and design for *BNA Vision* to better reflect the future of our airport. BNA and the greater Nashville community have been fully committed to bringing our plans to life, and we've made great progress thus far.

On December 20, 2018, we officially opened our six-level terminal garage and ground transportation center, which offers 2,200 parking spaces and a variety of new features for travelers, including a parking space guidance system, vehicle locator kiosks, electric vehicle charging stations, a tire inflation station, flight information displays, a new Ground Transportation Center and more. In coordination with JE Dunn Construction, we completed this project more than \$8 million under budget.

On the Terminal Apron and Taxilane Expansion (Phase 1), 100 percent of the fill has been deposited in the 50-foot depression – that's more than 60,000 dump truck loads. Paving began in the

spring, and the project was completed in March by Eutaw Construction. The new space will accommodate construction of a new International Arrivals Facility (IAF), which is slated to open in 2023 with the help of Hensel Phelps. Phase 2 of the Terminal Apron and Taxilane Expansion project will ready the space for aircraft parking and maneuvering when the IAF opens.

The old Concourse D was demolished in Spring 2019 to make way for a bigger and better concourse with six domestic aircraft gates, new restaurants and retail, public artwork and more. Hensel Phelps has Concourse D well underway, in addition to the Terminal Wings Expansions that will add vital space to the main terminal as part of this project to accommodate our unprecedented growth.

In July 2018, Messer Construction was awarded the \$144 million design-build contract for BNA's next Terminal Garage and Airport Administrative Office project. The previous short-term parking garage was demolished in Spring 2019, and construction is well underway on a six-level

garage with 2,800 public parking spaces, a new and improved Valet parking center on the ground level, a 64,000-square-foot office building on the fifth level for the Airport Authority, TSA and other airport services, and a pedestrian plaza. The garage is slated to open in Summer 2020, while the offices and plaza are scheduled to open in early 2021.

The terminal lobby is essentially the "face" of BNA to those passing through, and this area will undergo a dramatic renovation that includes the addition of a distinctive roof canopy. BNA's state-of-the-art International Arrivals Facility will also be constructed with six gates and a new Customs and Border Protection area. Hensel Phelps was awarded the design-build contract for this project, the largest component of *BNA Vision*. Early construction began in Fall 2018, with an anticipated completion of late 2023.

With all of this rapid progress, we have been reaching our *BNA Vision* milestones at an impressive pace and are eager to see this ambitious undertaking come to life in the months ahead.

# Be Nonstop

Connecting Nashville to the World

As Nashville grows and evolves, so too does interest in visiting Music City—and airlines have taken note. Each year, we add new and expanded routes to our offerings, and we continue to pick up the pace. Currently, we are served by 15 airlines offering 540 flights with nonstop service to 71 destinations.

This year, Sun Country Airlines introduced new service to Nashville, including nonstop routes to New Orleans, Minneapolis/St. Paul, Portland, Oregon; Providence, Rhode Island; and Los Angeles.

Spirit Airlines announced its debut in Nashville to offer nonstop service to Baltimore/Washington, Ft. Lauderdale, New Orleans, Las Vegas, Orlando and Tampa beginning in the fall of 2019.

Allegiant Air expanded its Nashville service with nonstops to Sarasota-Bradenton International airport; Grand Rapids, Michigan; Allentown, Pennsylvania; Bentonville, Arkansas; Cedar Rapids, Iowa; Cleveland, Ohio; Harrisburg, Pennsylvania; and Orlando, Florida.

Southwest Airlines continues to grow its already significant presence at BNA, introducing service to five new destinations – San Jose, Burbank, Omaha, Norfolk and Oklahoma City – and increasing nonstop service to multiple destinations.

This year, demand for nonstop service from Nashville to London on British Airways soared, leading the airline to increase service from five days per week to daily, while upgrading the aircraft to the Boeing 787-9 Dreamliner for the route.

In FY19, our reach notably expanded, bringing more enthusiastic travelers to our vibrant city. In the months ahead, we anticipate adding even more sought-after routes to our array of air service as *BNA Vision* comes to life.



# Be Authentic

## Serving Up Real Nashville Flavors

Nashville's dining scene has exploded over the last few years. In some city spots, people spend hours waiting in line for a taste of our famous hot chicken, while others pad their carry-on luggage with homemade buttery biscuits. And while the sights and sounds of Music City have long thrived within the walls of BNA, we are thrilled to say that those authentic flavors are soon arriving as well.



**In FY19, we awarded a ten-year contract to Fraport USA that will introduce a new business model for the concessions experience.**

This model allows Nashville restaurateurs and retailers to independently operate and control their restaurants and shops at BNA. This means that a meal at BNA will be the same as its Nashville counterpart. With the new model, airport concessions will feature street pricing, which means that once fully implemented, all concessions will be priced at a level equivalent to what a consumer would find outside the airport.

Leasing and construction on the 69,000 square feet of concession space began on Feb. 1, and we're

thrilled to have a roster that includes a variety of Nashville staples. Once complete, BNA will feature more than 90 new locations of food and beverage offerings, specialty retail, passenger services, news and gifts. Passengers can also expect to see new food courts, increased amenities and more live performance space as part of this transformation.

These exciting and authentic tastes of Nashville may be just the thing to get travelers to arrive at the airport early, but it may also make it even harder to leave.

# Be Nashville

## Supporting Our Community

There is nothing the team at BNA values more than helping others. It is part of who we are. If we are to “Be Nashville,” we must support our neighbors in need, whether it’s through a simple holiday activity or with funding or supplies.



One of our organization’s most anticipated annual events is the Aviation Golf Classic at the Hermitage Golf Course, which is an opportunity for BNA to support meaningful charities and projects that directly impact the lives of our neighbors. This year’s Golf Classic—the 23<sup>rd</sup>—was held on October 18 and generated \$80,000 in donations to Musicians on Call, Notes for Notes, the Red Cross, Japan-America Society of Tennessee in support of the Nashville Cherry Blossom Festival and Nashville State Community College in support of the Randy Rayburn School of Culinary Arts.

The Golf Classic may historically be our largest fundraiser, but it is no longer our only one. This spring, nearly 2,000 participants headed to runway 2R/20L for the BNA 5K on the Runway to help raise \$82,000 for K9s for Warriors, an organization dedicated to providing service canines at no cost to veterans suffering from trauma as a result of their military service. We are always

eager to find ways to support our nation’s military and have also participated in the Soldier for Life Transition Assistance Program job fair.

Additionally, BNA staff supported the Metro Makes a Difference Campaign. In November 2018, 67 employees donated a total of \$39,470 to more than 40 organizations throughout Middle Tennessee that work hard to help create change throughout our city.

BNA also regularly works with children and young adults in the community by partnering with organizations such as PENCIL Partners, Young Professionals in Transportation and many other groups.

At BNA, our community work is not merely supplemental to what we do day-to-day, but rather an integral part of it. By giving to the community, we can improve lives and help everyone share in Nashville’s moment.

# Be Diverse

## Fostering Opportunities for All

Nashville is home to folks from a wide variety of backgrounds and ethnicities, which adds to the special richness of our community.

**At BNA, we are particularly proud of that diversity and have made it a priority to provide business opportunities to those who sometimes haven't had doors open to them.**

Our Small, Minority and Woman-Owned Business Enterprise (SMWBE) program promotes, encourages and facilitates participation of SMWBEs and provides ample opportunities for these businesses to participate in BNA contracts and programs.

Every spring we host our Business Taking Off event for SMWBE-certified firms to learn about business opportunities with BNA and John C. Tune Airport. This year, the event drew a record 371 attendees, demonstrating the growth of the SMWBE sector, a welcome development within the Nashville vendor community. This year's event also featured three awards to celebrate businesses large and small while recognizing advocacy for SMWBE participation. Messer Construction won the award for Large Business of the Year and Jerry B. Young Construction won for SMWBE of the year. Cathy Holland, our Director, Community Affairs, Arts and Events, won the award for SMWBE Advocate of the year.

While Business Taking Off is an opportunity for businesses to learn about BNA opportunities, this year our Office of Business Diversity Development hosted a Diverse Business Expo to give SMWBEs a platform for BNA staff to learn about them. The intimate networking opportunity featured 21 booths for certified goods and services and professional services firms where BNA staff could speak directly with their representatives.

Other activities to extend our outreach include membership in a variety of organizations including the Nashville Black Chamber of Commerce, Nashville LGBT Chamber of Commerce, Hispanic Chamber of Commerce and the Urban League of Middle Tennessee.

With our *BNA Vision* project underway, we have had ample opportunity to utilize the talent among these SMWBEs. For construction on the completed Terminal Garage, we awarded 9.69% of the work to minority business enterprises and 8.45% to women business enterprises, which exceeded our goals for both groups. A total of over \$20.02 million was awarded to MWBEs on that project alone.

Our new concessions model will also increase opportunities for disadvantaged businesses. By keeping SMWBEs and Disadvantaged Business Enterprises involved in all our many activities and projects at BNA, we can create an airport that is reflective of our larger community and one that shares the opportunities with all.



# Be Creative

## Celebrating the Arts

Nashville is widely known as a hub for creativity, particularly when it comes to music. And at BNA, we embrace any opportunity to celebrate the sounds of our talented community. Every day at nearly any hour, you are bound to find at least one musical artist performing for a crowd.



BNA's Arts at the Airport program is designed to showcase the diverse creative talents of our Middle Tennessee community. The Flying Solo exhibits within the terminal are part of an ongoing partnership with the Tennessee Arts Commission and the State of Tennessee to highlight artists with a special connection to Tennessee.

In February, we observed Black History Month with our fourth annual Black History Month Music Series, which celebrated the sounds of the American Civil Rights Movement. We hosted performances by artists including Sonja Hopkins, the Tennessee State University Meistersingers, the Fisk University Jazz Ensemble and Creative Soul Music Academy.

We also hosted Make Music Day from June 19-21, where we welcomed nearly 15 artists for a variety of performances over three days. The celebration concluded with Shake, Rattle and Rumba, an audience-participation maraca rhythm fest with Coral Bay Steel Drums.

And while we love a good live performance, we focus on celebrating arts of all kinds. The objective of Arts at the Airport

is to bring musical and visual arts to BNA for the enjoyment of passengers, employees, partners and guests. It's all about Nashville and who we are.

For the sixth year, Arts at the Airport partnered with Bonnaroo Works Fund on a Bonnaroo-themed skylight exhibition that celebrates the spirit of Bonnaroo. Four artists were selected to have their works adorn the BNA ceiling, including a piece from Nashville native Andy Harding, whose "Cosmic Dance" sculpture was selected for its artistic quality and communication of the Bonnaroo brand. The other winning artists included Nico Meyer from San Diego, Gabriela Noelle from Miami, and Lily Reeves from Birmingham, Alabama.

Nashville has also become known for its social media-worthy murals around town, so we jumped into the action with a few of our own. We commissioned several Nashville artists, including Jorge Yances, who created his "Celebration" mural in Concourse A, to share their work with us. You can also find a Nashville Predators mural in Baggage Claim, the popular "On Air" mural by Jake Elliott and Eric "Mobe" Bass in the Ground Transportation Center at

the Terminal Garage and several more throughout the airport.

With every new building comes an opportunity for creativity, so when we constructed our new Terminal Garage, "Air/Traffic/Control" by Ivan Toth Depeña was installed in each of the six elevator lobbies using light and glass to transform the typical column into a dynamic, responsive and interactive experience. The installation has been embraced, not only by visitors, but also by those in the art world. *CODAMagazine*, which showcases the best design and art projects from all over the world, selected the project as one of 25 international public art projects to be featured in its February edition. The installation was also recognized as one of the nation's outstanding public art projects from 2018 by the Americans for the Arts Public Art Network Year in Review.

With all of these artistic exhibits and celebrations, we are able to honor Nashville's creative culture within the walls of BNA and reinforce the idea that a visit to BNA isn't just a means to an end – it's an experience that has the power to enlighten, inform and entertain. Be Creative!

**Special  
Achievement in  
GIS (SAG) Award**

from the 2018 Esri User Conference, given to user sites around the world to recognize outstanding work with GIS technology.

**Six awards at  
Public Relations  
Society of America  
Nashville's 2019  
Parthenon Awards,**

including three Parthenons (highest honor) and three Awards of Merit.

**Ranked 4<sup>th</sup>  
among nation's  
large airports**

by J.D. Power's 2018 North America Airport Satisfaction Study, placing us ahead of 21 other large airports.

# Be Ambitious

## Recognizing a Job Well-Done

With all the hard work and success delivered by the team at BNA, others in the industry have taken notice. We are thrilled to have received several distinguished awards and recognition this year.



**2019 Jay Hollingsworth Speas Airport Award for  
the geothermal lake plate cooling system project**

Awarded to a person or persons who have contributed most significantly in recent years to the "enhancement of relationships between airports and/or heliports and other surrounding environments via exemplary innovation that might be replicated elsewhere."



## About the Airport Authority

The Metropolitan Nashville Airport Authority (Airport Authority) was established in 1970 and owns and operates Nashville International Airport (BNA) and John C. Tune Airport (JWN). With more than 17 million passengers visiting each year, BNA is the 33<sup>rd</sup> busiest airport in the U.S. Currently serving 540 commercial flights daily to 71 nonstop markets, BNA is the fastest growing U.S. airport of its size.

The Airport Authority is a quasi-governmental entity overseen by a 10-member Board of Commissioners. The Airport Authority receives no 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 10<sup>th</sup> member.

## BNA Leadership Team

### Executive Staff



Douglas E. Kreulen, A.A.E.  
*President and CEO*



Robert Ramsey,  
P.E., A.A.E.  
*Chief Operating Officer*



Marge Basrai, C.M.  
*Chief Financial Officer*



Tom Jurkovich  
*Vice President, Communications  
and Public Affairs*



Margaret Martin  
*Chief Development Officer*

## BNA Leadership Team

### FY19 Board of Commissioners



A. Dexter Samuels, Ph.D.  
*Chair,  
Meharry Medical College*



Trey B. Harwell  
*Vice Chair,  
Neal & Harwell*



Amanda Farnsworth  
*Secretary,  
Retired, J.J.B. Hilliard,  
W.L. Lyons, Inc.*



David Briley  
*Mayor, Metropolitan  
Government of Nashville  
& Davidson County*



John Doerge  
*Deloitte*



Bill Freeman  
*Freeman Webb Company*



James Granbery  
*H.G. Hill Realty  
Company LLC*



Robert J. Joslin  
*Joslin and Son Signs*



Christina Smith  
*Wells Fargo*

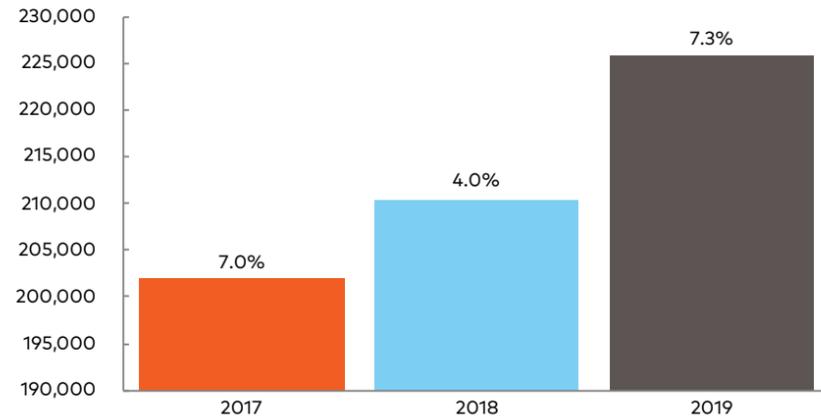


Nancy Sullivan, P.E.  
*TriAD Environmental  
Consultants, Inc.*

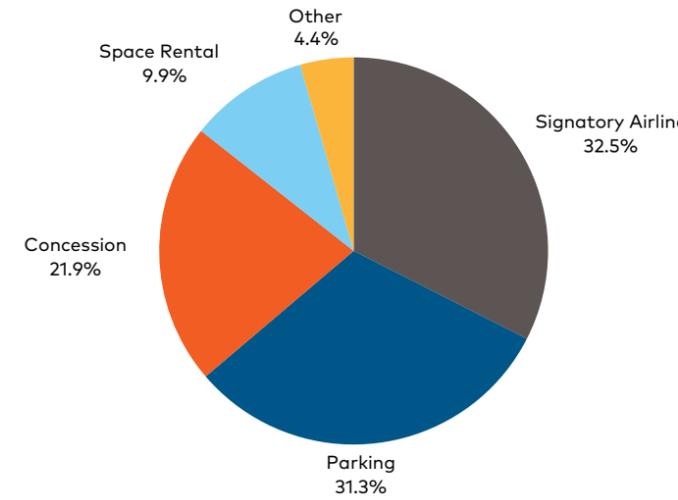
# Operating and Non-Operating Revenues

## Total Aircraft Operations

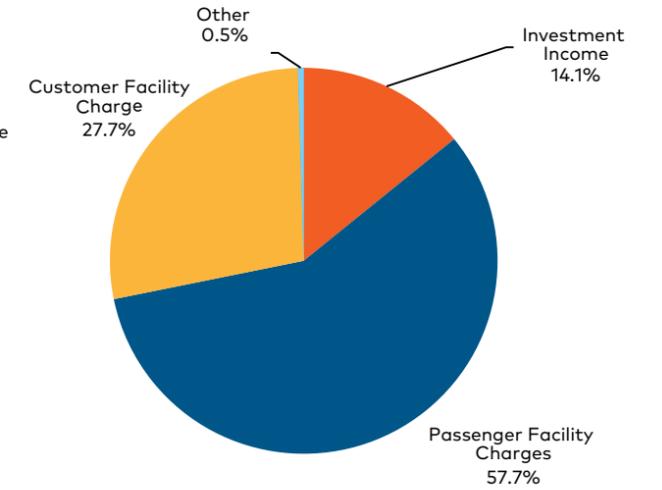
Percent increase over previous year



## Operating Revenues

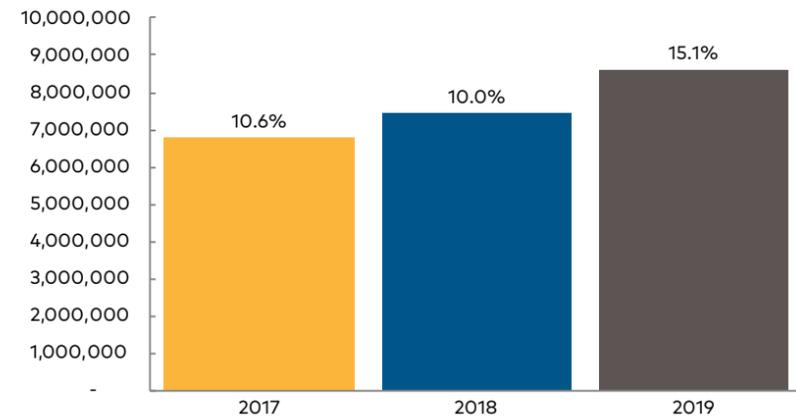


## Non-Operating Revenues

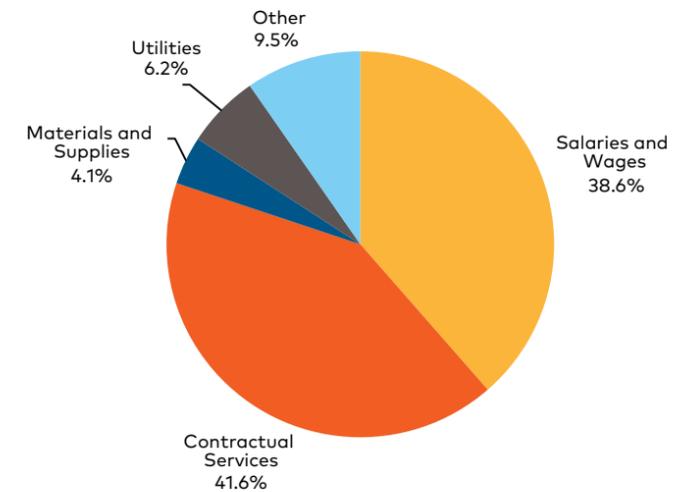


## Enplanements

Percent increase over previous year



## Operating Expenses



Do you know how the airport is funded?



### Federal & State Capital Improvement Grants

- Federal Aviation Administration
- Tennessee Dept. of Transportation



### Airlines

- Terminal & Ramp Rental Fees
- Landing Fees



### Concessions & Car Rentals

- Food & Beverage
- Retail



### Parking

# **BNA** Nashville International Airport

4 runways

15 airlines

71 nonstops

540 daily commercial flights

54,308 tons of cargo

more than 17 million passengers

# **B|JWN** John C. Tune Airport

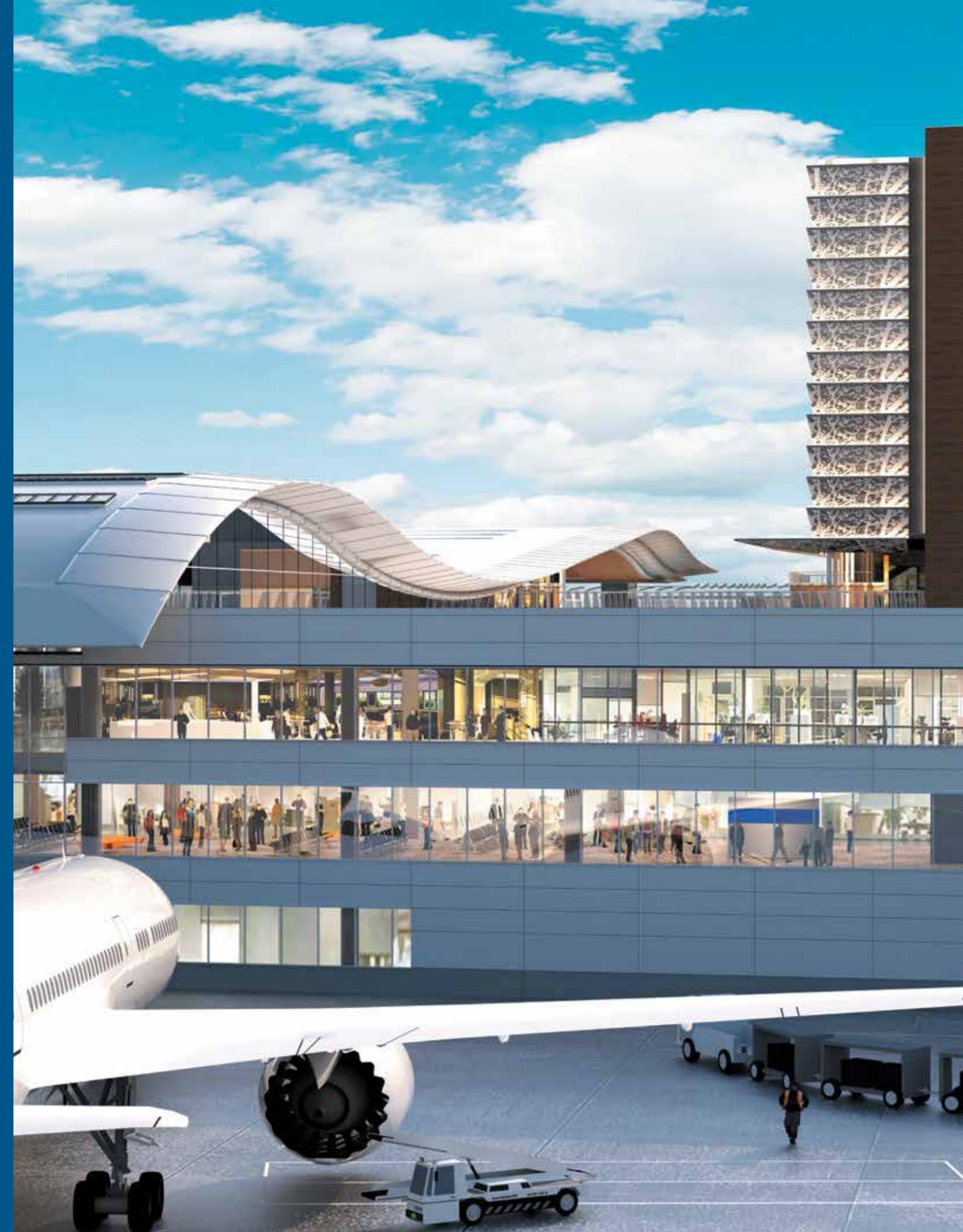
4 executive hangars

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



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Nashville, Tennessee 37214

[flynashville.com](http://flynashville.com)

