

# Minutes of the Joint Meeting of the MNAA and MPC Operations, Engineering & Strategic Planning Committees



Date: December 7, 2022

Location: Metropolitan Nashville Airport Authority  
Tennessee Boardroom

Time: 9:00 a.m.

Committee Members Present:

Bobby Joslin, Chair; Nancy Sullivan, Vice Chair; and  
Dr. Glenda Glover

Committee Members Absent:

None

Others Present:

Jocelyn Stevenson, Andrew Byrd, Doug Kreulen, Neale  
Bedrock, Lisa Lankford, Rachel Moore and Trish Saxman

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## I. CALL TO ORDER

Chair Joslin called the Joint Meeting of the MNAA and MPC Operations, Engineering & Strategic Planning (Operations) Committee to order at 9:00 a.m. pursuant to Public Notice dated December 2, 2022.

## II. APPROVAL OF MINUTES

Chair Joslin asked for a motion to approve the Minutes from the November 9, 2022 Operations Committee meeting. Vice Chair Sullivan made a motion and Commissioner Glover seconded the motion. The motion carried by vote of 3 to 0.

## III. CHAIR'S REPORT

Chair Joslin had no Chair's report.

## IV. PRESIDENT'S REMARKS

President Kreulen informed the Committee that he met with Chairman Freeman in his office yesterday, to review items that the Commissioners had approved and the October Retreat. President Kreulen also shared that he briefed Chairman Freeman on discussions during the November Management meeting relative to the Bylaws and improvements MNAA may make to them over time. Chairman Freeman was appreciative of the information and asked that President Kreulen relay to the Committee that since he is not on the Operations Committee, he decided not to come today but that he plans on attending the Board

meeting next week. Chairman Freeman asked President Kreulen to pass on to Vice Chair Stevenson and all the other Committee members that he appreciates all that they are doing in his absence.

President Kreulen updated the Committee that the Arts at the Airport (“AaA”) Board met and selected an artist for three International Arrivals Facility (IAF) murals. The AaA issued a Request for Qualifications (“RFQ”) in September through the Call for Artist Entry and received 43 applications of which 3 artists were selected to submit site-specific proposals. An artist was selected and the AaA wants to go back and make a few tweaks to the murals. Although it is only a \$60,000 contract, it requires Board approval due to it affecting terminal space. The contract will be an item for January approval.

V. ITEMS FOR APPROVAL

President Kreulen introduced Traci Holton, VP, Deputy COO & Chief Engineer, to brief the Committee on several items for approval.

1. Professional Services Contract for Curbfront Operations and Improvements Study

Ms. Holton reported that the Professional Services Contract for Curbfront Operations and Improvements Study will conduct a comprehensive analysis of the passenger pick-up and drop-off curbs, cell phone lots, ground transportation center and internal airport roadways, and deliver improvement options that reflect operational changes, physical changes and/or technological improvements. On September 26, 2022 an RFQ was issued, and on October 26, 2022 three Statements of Qualifications were received. One was deemed non-responsive for failure to meet the SMWBE participation, and the other two (Atkins & InterVISTAS) were evaluated. Both were comparable with recent airport experience, key personnel’s professional qualifications and experience, qualifications and experience of subconsultants, understanding of the problem and its impact on Airport operations, and SWMBE participation. The selection committee shortlisted and interviewed both firms in person in late November. InterVISTAS was the highest scoring proposer/interviewer demonstrating the best understanding of needs of project and experience with projects of similar scope. The SWMBE goal of the project was 5.7% MBE or WBE and InterVISTAS committed to 15% MWBE using Shrewsberry and Connico. This is a Not to Exceed (“NTE”) \$500K contract.

Commissioner Glover inquired if this is an effort to improve operations. President Kreulen replied yes, and as discussed before, this is for curbside and internal airport roads. As we go from 18.5M to 21M passengers by June 30, 2023, staff will be conducting studies on all ten items identified as challenges for the success of this terminal. The maximum passenger capacity for this terminal is approximately 35.5M and if MNAA gets bigger than 35M, staff will have to start planning for a future terminal. Parking and the Baggage Handling System are separate studies. MNAA capped this study due to our CIP budget of \$500K. MNAA staff may have to come back to the Board and ask for additional funds and support for studying rental cars. MNAA has fixed everything indoors, and we are now examining how to get passengers in and out of the airport swiftly, which is why we are conducting so many studies.

Commissioner Glover asked if this study would have to be changed when the terminals reconnect. President Kreulen stated it is designed to look at today and what we need to support up to 35M passengers. Commissioner Glover asked if InterVISTAS is the only firm MNAA is utilizing to conduct studies to improve all the external operations. President Kreulen stated it will all be integrated—right now baggage handling is with Messer; roads and curbside are with InterVISTAS; and parking is with Ricondo. They all know we are working towards 35.5M passengers with this terminal. Commissioner Glover asked at some point if the Board will be able to see the studies together. President Kreulen stated yes, the staff will share the results of the studies with the Board over the next several months. The good news is that we know that the finish line is 35.5M passengers. For a future terminal, we may have to start planning now. Vice Chair Sullivan inquired whether the firms were asked during the interview process to provide suggestions for improvements or to identify measures that MNAA could implement immediately. Ms. Holton stated the firm's suggestions for improvements were more long-term solutions, and she will follow-up with that information at the next meeting. President Kreulen stated this is for the strategic side of the house, and in January when we start to widen that road, the study is for that plan. That cell phone lot is probably not in the best location, as it slows drivers down, and the valet storage lot may also need to be moved. We are making some interim changes but these studies should drive the long-term answer.

Commissioner Byrd asked about the curbside graphic Ms. Holton presented, and President Kreulen replied that it shows what happens today. When the terminal was built in 1987, it was not designed

for Origin and Destination traffic, it was for hub traffic. As passengers enter today, the lanes start to reduce. This study pinpoints the bottlenecks that we have today and InterVISTAS recommendations.

Commissioner Granbery commented that eight lanes were mentioned and asked where these eight lanes will go. President Kreulen stated the lanes will be tiered and the plan is to build each level without interfering with airport operations.

Commissioner Granbery stated that part of the study also includes the cell phone lot and he asked if the lot would be moved or expanded, and if there will be information boards in that parking area. President Kreulen stated that the issue is that one of our cell phone lots holds 50 cars and the other cell phone lot, off of exit 216A, holds 100 cars, which is not big enough and obstructs drivers getting off the highway. He noted that staff is evaluating moving the cell phone lot to Genesco. President Kreulen highlighted two challenges: 1) people arrive at the terminal curbside before the passenger is ready for pick-up and 2) MNAA does not make any money on the cell phone lots. Another option is for drivers to go into the garage and park for 20 minutes; however, most do not want to spend the money. The Department of Public Safety arrested someone this week who did not want to move their vehicle, which rarely happens. MNAA strives to provide good customer service and the Board and staff have done a really good job of growing the airport. The Colonial pipeline strike did not help us, and it stopped TDOT's work. MNAA and TDOT are behind as a result of the strike, and are now trying to catch up, while at the same time Nashville is continuing to grow. This is the biggest challenge and we try to educate the public in our community presentations.

Commissioner Byrd asked if the 50-car cell phone lot is convenient, and if both lots are full. President Kreulen stated yes, they are both full, and the 50-car lot was a great location back when we had 13M passengers, but not at 18M passengers. Illegal parking also adds to the congestion. We dispatch officers to handle that issue and to keep traffic flowing.

Chair Joslin asked for a motion to approve as presented. Vice Chair Sullivan made a motion and Commissioner Glover seconded the motion. The motion passed with a vote of 3 to 0.

2. Change Order for Baggage Handling System (BHS) Short Term Improvements

Ms. Holton presented the next item for approval, the Change Order for BHS Short-Term Improvements, which will provide bag porters to mitigate impacts and provide operational smoothness for upcoming work in the C Concourse screening matrix. Change Order 1 was executed in November due to TSA requiring certification testing not originally known to be a TSA requirement. Change Order 2 is for bag porters to mitigate impact and provide operational smoothness to keep the bags moving if the system has hiccups. Ms. Holton stated MNAA is bringing this to the Board due to the change orders together exceeding the \$500K. President Kreulen stated that he asked staff to bring these change orders forward based on past practices from the former-CEO. Ms. Holton concluded by mentioning that the baggage handling system is constantly utilized and that when MNAA upgrades the system or when the system malfunctions, we need porters to keep bags moving.

Chair Joslin asked for a motion to approve as presented. Vice Chair Sullivan made a motion and Commissioner Glover seconded the motion. The motion passed with a vote of 3 to 0.

3. Change Order to HP Terminal Lobby and IAF Wi-Fi/Distributed Antenna System ("DAS")

Ms. Holton presented the third item for approval: a Change Order to HP terminal lobby contract for IAF Wi-Fi and DAS to the new terminal lobby and IAF, for \$3.5M NTE. Chair Joslin asked if Wi-Fi is free to our customers. President Kreulen responded that though customers do not pay, it will cost MNAA \$3.5M to give free Wi-Fi services to passengers. Vice Chair Sullivan asked for clarification that Wi-Fi was not included in the original contract, and Ms. Holton said she was correct.

Chair Joslin asked for a motion to approve as presented. Vice Chair Sullivan made a motion and Commissioner Glover seconded the motion. The motion passed with a vote of 3 to 0.

4. Change Order Contract to Holder Satellite Concourse Wi-Fi/DAS

Ms. Holton presented the Change Order to Holder Satellite Concourse Contract for Wi-Fi/DAS, for \$1M NTE. Vice Chair Sullivan asked if we could get a hot spot in the main terminal. President Kreulen stated too many people want to access that same hot spot. Commissioner Granbery asked if you have to pay for Wi-Fi in the terminal, to which President Kreulen replied only if you want high-speed Wi-Fi or want to stay on the internet for an extended period of time, otherwise you can get onto the internet for free. He noted that we are now rated as the fourth fastest Wi-Fi system, and we get very high

ratings because of it. Commissioner Glover remarked that once you get on the plane, the Wi-Fi does not work. President Kreulen stated yes, the airlines block the signal and all of our signals are designed to stay in the concourse. Commissioner Granbery stated his IT folks advise against accessing public Wi-Fi and asked everyone's thoughts on using public Wi-Fi. President Kreulen mentioned that in past passenger surveys respondents wanted free Wi-Fi and more electrical sockets. President Kreulen stated most passengers at BNA are downloading movies for their kids or are on social media platforms. Vice Chair Sullivan asked if we are still conducting surveys at Wi-Fi sign-on. President Kreulen stated yes, Boingo still has that survey.

Chair Joslin asked for a motion to approve as presented. Commissioner Glover made a motion and Vice Chair Sullivan seconded the motion. The motion passed with a vote of 3 to 0.

VI. INFORMATION ITEMS

1. BNA Development Update

Ms. Holton updated the Committee on BNA Development. Ms. Holton reported that we are on track for the January 24, 2022 opening of the checkpoint and main concourse areas. Ms. Holton presented updated pictures of the escalators, the artwork that has started, and checkpoint security screening system that is being installed. MNAA will have 14 lanes in by end of this week. The large screens are being tested and are on track.

As of November 30, 2022, there are 217 invitations sent and 73 RSVPs. President Kreulen stated the reception event was reviewed and we will be sending reminders in January to anyone that has not RSVP'd, which will be about two weeks out. MNAA has over 100 staff attending and working the event. We have ordered food for 400 but we plan for approximately 200 attendees. The event is scheduled to start at 5:00 PM, with ceremony and brief remarks at 6:00 PM and then photos inside of the terminal. When guests leave, they will get a BNA tumbler. Commissioner Granbery asked if invites were sent to the Board and if spouses are included. President Kreulen stated yes, invites were sent with plus ones, and Ms. Saxman will resend to the Board.

Chair Joslin stated that it is amazing to get to this point, and we should all be proud. President Kreulen remembers discussions on what would happen if the economy had a hiccup, but we have continued,

even through Covid. Chair Joslin stated this has really come to fruition, and is a groundbreaking for this City and State.

Commissioner Byrd asked if there are any plans for an additional breakfast reception or an event to invite guests to show what we have done. President Kreulen stated we have had multiple chamber events and tomorrow the International Business Council will be here to tour. Commissioner Byrd asked if past Commissioners are invited to event. President Kreulen confirmed they have all been invited, as well as former mayors, state legislators, the governor's cabinet and contractors. Chair Joslin stated he spoke with former Commissioner Dexter Samuels recently, and President Kreulen stated he has not RSVP'd yet, and to let him know he would like for him to attend.

Referring back to the image of the checkpoint security screening system, President Kreulen stated that we have 18 of the new scanning devices. Ms. Holton explained that when the device illuminates blue, that means it is powered on and when the device turns red, it is scanning. Robert Ramsey, EVP and Chief Operating Officer, explained these are the latest technology, with higher resolution and detection capability.

## 2. JWN & BNA Development Update (Real Estate)

President Kreulen introduced Carrie R. Logan, Associate General Counsel, who gave an update on BNA & JWN Real Estate Development. Ms. Logan stated the 75-acre Panattoni Non-Aviation Development Agreement allowed a termination right before building permits have been granted and an alternative financial proposal was received on October 26, 2022 which is now being reviewed and which triggered an additional review of FFA paperwork. Panattoni is still awaiting Metro permits. Ms. Logan stated regarding 5.5-acre Westside Notice of Availability ("NOA"), MNAA received an unsolicited proposal on November 15, 2022; however, the tenants in that area share a nonexclusive easement for the taxes and fees which requires an easement fee that the first proposal did not include. An updated proposal was received yesterday and is now being reviewed.

Chair Joslin asked if we are adding an easement fee to the NOA. President Kreulen stated yes, on the Westside. The unsolicited proposal used our Tune NOA template, but omitted a lot of information, so now we have to compare and we need to get paperwork to conform to standard. The review will be complete at the beginning of the year. Commissioner Granbery asked if we are back to where we

started, now entertaining a second unsolicited proposal, and if it comes back to the Board would the decision be the same. He expressed a concern for the time required for staff analyzing unsolicited proposals. President Kreulen stated he would describe it as extra work for staff. MNAA was not going to issue a NOA until later, but these two companies want it. They used the Tune NOA and stated they would pay market rate, so we are being stewards. Commissioner Granbery asked how we would know if the proposal was strong enough, and President Kreulen stated staff would be evaluating the impact of the economy on the JWN proposals due on December 20<sup>th</sup>. Commissioner Byrd asked is there any way we can say it is not for sale. President Kreulen stated, yes, but the solicitation is from the largest hospital in Nashville along with a couple of others, so we are being responsive. President Kreulen stated MNAA is doing its due diligence and will see if we take offer or bid it out.

Ms. Logan reported regarding JWN Development, she is continuing to work on Parcels 1-5. Meetings have been held with prospective tenants and redlines are continuing to turn. She is still optimistic it will be on the January Board agenda. Relative to parcels 6-10, Parcel 10 was removed by addendum, and proposals are due December 20, 2022, which is also the day that Metro intends to have the MNPD hangar on the Metro Council agenda. Ms. Logan stated Metro may be our first executed agreement. President Kreulen stated he had followed with Chief Drake and Kristen Wilson last night, and they are hoping everything goes smoothly at the Metro Council meeting.

Commissioner Granbery stated that Metro council passed the License Plate Recognition (“LPR”) and asked if we have anything like that. President Kreulen responded yes, and Chair Joslin asked if it has been successful here. President Kreulen stated yes, we have implemented license plate recognition systems, which are lifesaving tools for our police officers as they enhance our security awareness. President Kreulen explained that MNAA has two systems. Our license plate recognition technology records vehicle license plate information upon a vehicle’s entry into any of our parking garages. When a driver pulls a ticket, that ticket is linked to that license plate. This prevents swapping tickets and fraud. The second system, which directly reports to the Airport Communication Center, monitors the roadways. President Kreulen mentioned that people that will come from other cities and steal cars from the rental car lots. We now have a much better heads up by reading their license plates.

Commissioner Glover stated she is looking forward to MNAA’s celebration of Martin Luther King, Jr. Day. President Kreulen stated that Stacey Nickens, AVP of Corporate Communications, and her team



do a great job of promoting holidays and will be leading our efforts to promote Martin Luther King, Jr. Day.

VII. ADJOURN

There being no further business brought before the Operations Committee, Chair Joslin adjourned the meeting at 9:50 a.m.



Jimmy Granbery, Board Secretary