

Agenda of the MNAA Management, Audit & Compliance Committee



Date/Time: Wednesday, July 12, 2023, at 10:00 a.m.
Place: Nashville International Airport - Tennessee Board Room
Management Committee Members: Jimmy Granbery, Committee Chair
Masami Tyson, Committee Vice Chair
Jack Johnson
Bobby Joslin

I. CALL TO ORDER

II. APPROVAL OF MINUTES

None. No Management Committee Meeting in June.

III. CHAIR'S REPORT

IV. ITEMS FOR APPROVAL

None

V. INFORMATION ITEMS

1. FY24 Strategic Goals
2. CEO FY23 Performance Evaluation Inputs
3. Executive Session

VI. ADJOURN

FY24 Strategic Goals & Objectives

1. Airline Use & Lease Agreement

- Obtain approval (either AULA or AOA) of all airlines and implement requirements in new Agreement

2. Financial Commitments

- Ensure MNAA is following obligations in the Official Statement and Debt Management Policy
- Hire a consultant with expertise in hotel lease management and performance to ensure compliance prior to December 2023 opening
- Renew Short Term Credit Facility by January 2024 and prepare for FY25 Bond Offering

3. BNA Concessions Program

- Open 15 locations in the Grand Hall by September 25, 2023
- Open 7 locations in the satellite concourse by October 20, 2023
- Implement program to allow non-ticketed passengers to shop and dine in the concourses prior to December 2023

4. Staffing and Employee Satisfaction

- Complete hiring of all prioritized FY24 positions
- Achieve and maintain 95% staffing level by December 31, 2023
- Solicit contractor and conduct 2023 Employee and Augmented Staff Surveys by October 2022, and respond to results

5. Data Driven Business Decisions

- Establish plan for improving data driven decisions and process controls, including CEO briefings
- Implement plan to respond to evaluation of insourcing/outsourcing of janitorial, shuttle, parking/valet, landscaping, and overall maintenance contracts

6. Procurement & Contracts

- Implement new credit card program to support corporate credit card/p-card policy by December 2023
- Complete comprehensive review of Procurement Policy, including benchmarking trips to large hub airports
- Implement Contract Management Program in Procurement to improve contract compliance and monitoring
- Implement Project Management Tracking Program to improve Financial reporting, tasks and special project schedules & compliance
- Implement improvements to real estate management, including consultant to review proposals and provide brokerage services

7. BNA Vision and New Horizon

- Open Marketplace and International Arrivals Facility (IAF) (September 25, 2023)
- Open Satellite Concourse and Shuttle Station (October 20, 2023)
- Complete TARI Phase I Road-Widening (December 2023)
- Open hotel (December 31, 2023)
- Complete design and begin construction of Baggage Handling System improvements
- Complete relocation of tenants to Multi-Purpose Building & demo Air Freight Building
- R/W 2L Proposed Extension
 - Award contract for Environmental Impact Statement (EIS)
 - Award contract for Uniform Relocation Act (URA) requirements, appraisals, surveys and environment assessments

8. Permit Boundaries

- Implement BNA and JWN Permit Boundaries with Metro Codes/Planning

9. Tune Taking Off

- Complete leases & construction of North Development area by November 30, 2023
- Ensure FBO tenant rebuilds Hangars 1, 2 and 3
- Develop and release RFP for 2nd FBO

10. Complete Strategic Studies with coordinated long-range phasing plans for implementation

- Finalize Curbside and Roadway Access Plan for 35M passengers
- Finalize Future Parking/Garage(s) Plan
- Develop Plan for Opening Virtual Tower and Additional RON/Deice Pads
- Begin Environmental Impact Statement for Runway Extension
- Identify Future Rental Car Facility Location and Sizing
- Identify Site and Program for ARFF Station(s)
- Publish Plan to Expand Fuel Farm Capacity
- Initiate Multi-Concourse Terminal Siting Study for 70M passengers
- Complete Logistics/Transportation Study for Future Warehousing & Distribution

11. International Air Service

- Continue to pursue Europe and Asia air service

12. State/Federal Government Affairs

- Update BNA/JWN Economic Impact to demonstrate airports value to Middle TN and quantify benefit of funding; Coordinate with State
- Obtain approval of the 5-year State Funding Proposal in coordination with TAACA

13. Board Management Policy Updates

- Implement Board Transition Plan
- Publish Board approved enhancements to Corporate Governance (Ethics/Bylaws)

14. Business Diversity Leadership

- Complete actions in response to five 2021 Disparity Study findings, including B2G enhancements
- Publish certified SMWBE, DBE and ACDBE Performance for community distribution
- Develop & publish CEO approved Business Plan to enhance Diversity and Inclusion

15. 24/7 Operations

- Evaluate options/contingency plans for ensuring 24/7 elevator and escalator continuous operation
- Enhance Terrazzo and Restroom Cleaning

16. Succession Planning

- FY24 Performance Management Program
 - Improve evaluation system to better measure performance and reward high performance
 - Procure and implement system for managing Performance Management process
- Organizational Development
 - Develop comprehensive plan for organizational development, including talent acquisition, onboarding, individual development and succession planning
- Evaluate and implement improvements to recognition of exceptional performers and specialty/shift differential pay

17. Building & Property Appraisals

- Develop and implement program to get appraisals done on building and infrastructure to ensure we reflect total insurable value for property insurance

18. 2nd Water Line to Airport (TARI)

- Begin construction of the redundant water feed (complete October 2024)

19. Airfield Design Standards

- Develop and publish CEO approved Airfield Engineering Design and Compliance Standards Manual

20. Internal Department Business Continuity Plans

- Implement internal procurement processes to ensure business continuity in times of emergencies
- Implement plans for critical business finance processes in case of outages