

Agenda of the Joint Meeting of the MNAA Board of Commissioners and MPC Board of Directors



Date/Time: Wednesday, July 17, 2024, at 1:00 p.m.
Place: Nashville International Airport – Tennessee Board Room
Board Members: Nancy Sullivan, Chair
Jimmy Granbery, Vice Chair
Andrew Byrd, Secretary
Bobby Joslin
Joycelyn Stevenson
Dr. Glenda Glover
Glenn Farner

I. CALL TO ORDER

II. PUBLIC COMMENTS

No requests for public comments received to date. Deadline is July 16, 2024 at 1:00 a.m.

III. APPROVAL OF MINUTES

June 12, 2024 Minutes of the Joint Meeting of the MNAA Board of Commissioners & MPC Board of Directors

IV. CHAIR'S REPORT

V. PRESIDENT'S REPORT

VI. ITEMS FOR APPROVAL

1. Adams & Reese Engagement (Board)
2. MNAA and MPC Board Committee Member Assignments (Board)
3. Purchase of Airfield De-icing Equipment (Operations)
4. Purchase of Airfield Rubber Removal Equipment (Operations)
5. Replacement of Trench Drains on Terminal Arrival & Departure Levels (Operations)
6. Professional Services Contract for SMWBE Engineering Staff Augmentation (Operations)
7. Purchase of Environmental Credits for Central Ramp Stream Mitigation (Operations)
8. MNAA Rental Car Service Center Lease Terms/Agreement (Finance)
9. Service Contract for Cellular Distributed Antenna System and Wi-Fi Monitoring, Management & Maintenance (Finance)
10. Location of Future CONRAC Preferred Site (Board Workshop)

VII. INFORMATION ITEMS

1. Central Ramp Expansion (Operations)
2. Solicitation of 2nd Fixed Based Operator (FBO) at John C. Tune (Operations)
3. Annual Review of FY24 Strategic Accomplishments (Management)
4. CEO FY24 Key Performance Indicators Preliminary (Management)
5. Executive Session – Discussion with Outside Legal Counsel (Management)

VIII. ADJOURN

Minutes of the Meeting of the MNAA Board of Commissioners and MPC Board of Directors



Date: June 12, 2024

Location: Metropolitan Nashville Airport Authority
Tennessee Boardroom

Time: 1:00 p.m.

Board Members Present: Joycelyn Stevenson, Chair; Jimmy Granbery, Vice Chair; Andrew Byrd, Secretary; Bobby Joslin, Nancy Sullivan; and Dr. Glenda Glover

Board Members Absent: None

MNAA Staff Present: Doug Kreulen, Neale Bedrock, Lisa Lankford, Trish Saxman
Marge Basrai, Kristen Deuben, Adam Floyd, KC Hampton, Ijeoma Ike, Eric Johnson, Carrie Logan, Rachel Moore, Ted Morrissey, Stacey Nickens, Josh Powell, Robert Ramsey, and Davita Taylor

I. CALL TO ORDER

In accordance with the 3rd Amended and Restated Bylaws of the MNAA Board of Commissioners, Section 2.3, Chair Stevenson called the MNAA Board of Commissioners and MPC Board of Directors Meeting to order at 1:00 p.m., pursuant to Public Notice dated June 7, 2024.

II. PUBLIC COMMENTS

Chair Stevenson stated there were no public comment requests received.

III. APPROVAL OF MINUTES

Chair Stevenson called for a motion to approve the Minutes of the May 15, 2024 Joint Meeting of the MNAA Board of Commissioners and MPC Board of Directors. A motion to approve was made by Vice Chair Granbery and seconded by Commissioner Glover.

Chair Stevenson asked Ms. Saxman for a roll call:

Chair Stevenson – Yes

Vice Chair Granbery – Yes

Commissioner Byrd – Yes

Commissioner Joslin – Yes

Commissioner Sullivan – Yes

Commissioner Glover – Yes

The motion passed with a vote of 6 to 0.

IV. CHAIR'S REPORT

Chair Stevenson thanked the Board for electing her to serve as Chair and stated it has been a pleasure to serve as Secretary, Vice Chair and Chair. Chair Stevenson also thanked President Kreulen and the MNAA Team and stated she has had a front row seat at MNAA and learned a lot of what goes on behind the scenes. Chair Stevenson congratulated Commissioner Sullivan on her new position as the MNAA Board Chair beginning July 1, 2024 and stated she is here to support her. Chair Stevenson stated she hopes to continue on the MNAA Board and she is always here to support MNAA. Thank you very much. Big round of applause.

V. PRESIDENT'S REPORT

President Kreulen congratulated Chair Stevenson and the MNAA staff would like to thank her for her service on the MNAA Board of Commissioners. President Kreulen presented several photographs of Chair Stevenson serving as current Chair, Vice Chair and Secretary. He thanked Chair Stevenson for all she has done for the MNAA Board.

President Kreulen stated the Tennessee Department of Transportation (“TDOT”) annual JWN Inspection was conducted on May 13, 2024. The inspection includes runway, taxiway, apron, nav aids and infrastructure. President Kreulen noted TDOT made a recommendation for rubber removal based on a visual observation. MNAA has equipment that measures friction breaking capability on the runway, which the MNAA team took out to JWN and tested the need for rubber removal. In July, staff will bring for Board approval the purchase for rubber removal equipment.

President Kreulen stated that Big Edition, a digital media company, recognized BNA as the 3rd Best Airport for Food & Restaurants, behind San Francisco and New Orleans. A May 21, 2024 article in the Business Insider recognized BNA as one of the seven coolest airports and had a great quote from a travel writer who has visited all 50 states “When I arrive at the Nashville International Airport, I immediately know I’m in Nashville.” BNA visitors hear country music legends like Reba McEntire over the intercom system, experience live music and enjoy dishes that made Nashville such a food destination. On May 22, 2024 Forbes magazine recognized BNA as one of the four

Best Airports for Beer Lovers. BNA has 6 total local breweries, Fat Bottom Brewing, Little Harpeth Brewing, TailGate Brewery, TN Brew Works and Yazoo Brewing Company. Our concession program continues to receive national attention under Fraport and Paradies leadership, and we are very thankful.

President Kreulen reported the security plan for the BNA Passport Program has been approved by Transportation Security Administration (“TSA”). BNA has completed testing and plans to go live by July 1, 2024.

President Kreulen stated several MNAA team members attended the Japan-America Society of Tennessee (“JAST”) 2024 Annual Meeting on May 24, 2024. The Ambassador of Japan Shigeo Yamada and the Consul-General of Japan Shinji Watanabe were also in attendance and the team heard about the growing influence of Japanese businesses.

President Kreulen stated the MNAA Finance team was awarded the Government Finance Officers Association (“GFOA”) Certificate of Achievement for Excellence in Financial Reporting. This is the highest form of recognition in governmental accounting and financial reporting and is something we always strive for and a good indication when we are heading into our audit that we are in a good position. Our audit begins now and goes through the end of September.

President Kreulen stated British Airways set a new record in May 2024, with 16,284 passengers on the London flight. It averaged 99.6% load factor in the month of May, with 99.5% of the 272 seats going to London every day of the month. If you look at the number of passengers that are deplaning, 93.6% of the aircraft if full. It is great business for air service to sell additional international service when you are doing in the high 90s for European air service every day.

President Kreulen thanked the Board for the Resolution honoring former Chair Bill Freeman, which he presented on June 6, 2024. He also presented to Mr. Freeman a commemorative taxiway light form 2R/20L and a P-51 silhouette. Mr. Freeman’s wife and sons were also in attendance. Commissioner Byrd stated very well done.

President Kreulen stated the Federal Aviation Administration (“FAA”) Part 139 Annual Inspection at BNA is ongoing and we the debriefing will be tomorrow afternoon. TSA inspection is also ongoing and will last 30-45 days. TSA found one minor incident that has now been corrected. The

Customs and Border Protection (“CBP”) has challenges with their staffing. The Commissioners may get calls and may see on social media that BNA is bringing in more people and we want to bring in more international passengers, but CBP is down to basically one shift. CBP only operates 3:00 – 11:00 p.m. daily and we are starting to receive feedback from passengers regarding the time it takes to get through customs. CBP is converting to more electronic measures, adding new apps, to get passengers through faster. The MNAA team is taking this on and we have written both senators and our congressional representatives and intend to keep up the pressure because that is a real limitation to the airport, especially if we get new international flights.

Commissioner Byrd asked why it takes so long to get through. President Kreulen replied CBP may only man 2 of the 8 booths. CBP only has 8 people on staff and we are tracking through the trade association and are using that as our background research for letters to federal representatives. CBP is short 4,000 officers and they have permission to hire 150 this year, so you can imagine all the airports are fighting for some of those officers. It is a challenge we have; we have built a beautiful facility that is designed to process 1,000 passengers per hour. Commissioner Byrd asked what time that the British Airways flight lands. President Kreulen replied around 5:00 p.m. Commissioner Byrd stated so this window of 3:00 – 11:00 p.m. is when it is stacked and the question is how we are stacked. President Kreulen replied CBP is less than 50% manned, they have 7 people and are authorized for 16. If someone is on leave that day and there are only 5, so there are not enough people to get passengers processed. President Kreulen stated MNAA is working on this and we want the Commissioners to be aware in the event they get a call.

President Kreulen reported BNA is continuing to grow. May 2024 was 10.8% bigger than last year, June 2024 is trending 11% over last year, and FY24 year-to-date will be about 8% over last year. A normal airport grows at 2.5%, so our 8% is 3.2 times more growth than other airports. If you look at the entire State of Tennessee you will see 67% of all passengers that flew out of the five Tennessee commercial airports, flew out of BNA. That shows how much larger we are than Memphis, Knoxville, Chattanooga and Tri-Cities.

President Kreulen reported the Committee 30-day Outlook for July will be very busy and noted the day will start with the Board Workshop at 9:30 a.m. until 11:30 a.m. for the CONRAC Site Selection. The Committees have several approvals for equipment, professional services, construction, concessions and other items. The Management Committee will have the FY24 Strategic Goals Accomplishments. The Committee 60-Day Outlook for August has several

approvals in both Operations and Finance Committees. The Operations Committee has the Terminal II Siting Study Update, 6 of 11. The Management Committee has the approval for CEO FY24 Performance Evaluation.

Commissioner Granbery stated regarding the international entry, he was recently at Dulles and there was an electronic Global Entry, where passengers could scan and were done. BNA may not need those additional officers if we go electronic. President Kreulen replied Mr. Adam Floyd, COO, has been our point person engaging with Larry Allen with CBP and that is their standard answer. There is no way if they are 4,000 officers short and they only authorize 150, that is quite a few they will not have and they are telling us that they are going to update technology but how long does that take. Commissioner Granbery stated there are several kiosks that you went up, put your hand in there and it spit out a document that you hand it to one person. President Kreulen stated normally CBP asks the airport to buy that equipment for them because they do not have the money. Everything MNAA bought 4 years ago brand new, they declared are obsolete and have not resupplied it. MNAA may have to spend money to get them out of the problem and to better serve our customers.

VI. ITEMS FOR APPROVAL

1. Construction Contract for Demolition of Selected Buildings (Operations)

President Kreulen introduced Robert Ramsey, EVP, Chief Development Officer, to brief the Board on the Construction Contract for the Demolition of Selected Buildings. Mr. Ramsey stated the project is for demolition of certain buildings to support the construction of the new FAA Air Traffic Control Tower ("ATCT"). This site will take 3 buildings out of that area, the TDOT Aerial Survey Building, Enterprise Auto Shop, Enterprise North Canopy. Mr. Ramsey presented a photograph showing the demo area, the existing ATCT and the new ATCT location. In addition, an alternate building for demo is 1400 Murfreesboro Pike. MNAA advertised a Request for Proposal ("RFP") in March and in April 2024 2 proposals from Complete Demolition Services and Renascent, Inc. were received. The proposals were evaluated on mandatory requirements, experience and qualifications, schedule, price and SMWBE. Of the two proposals, Renascent had the highest score. The SMWBE goal was 9.48% MBE and 4.83% WBE and Renascent's proposal exceeded both of those goals with 11.6% MBE and 8.61% WBE. The anticipated start date is July 2024 and duration of the contract is 90 days

with completion date of October 2024. This will be 100% MNAA funded. This was recommended for approval by the Operations Committee by a vote of 2 to 0.

Mr. Ramsey recommended the Board of Commissioners authorize the Chair and President and CEO to execute the proposed contract with Renascent for \$1,014,800.

Chair Stevenson asked Commissioner Joslin if he had any comments. Commissioner Joslin stated the Operations Committee voted 2 to 0 to recommend approval by the Board. Commissioner Joslin made a motion for approval and Vice Chair Granbery seconded the motion.

Chair Stevenson asked Ms. Saxman for a roll call:

Chair Stevenson – Yes

Vice Chair Granbery – Yes

Commissioner Byrd – Yes

Commissioner Joslin – Yes

Commissioner Sullivan – Yes

Commissioner Glover – Yes

The motion passed with a vote of 6 to 0.

2. FY25 Commercial Insurance Policies Renewal (Finance)

President Kreulen introduced Kristen Deuben, VP, Finance, to brief the Board on the FY25 Commercial Insurance Policies Renewal. Ms. Deuben reported that all insurance policies are now on a July 1, 2024 through July 1, 2025 cycle. MNAA plans to renew all policies effective July 1st going forward. Marsh conducted targeted marketing on select lines of coverage as they performed extensive marketing in the previous year. The total not to exceed for the FY25 Commercial Insurance Policy is \$5,338,848 which is a 4.8% increase from the prior year.

Ms. Deuben provided an overview of the key reasons for the 4.8% increase over FY24. Property Insurance increased 7.3% due to the total insured value of assets increasing from \$2.51B last year to \$2.99B in current year. This increase is based on replacement values on current assets, as well as the addition of the Grand Lobby/IAF and Satellite Concourse. The policy limit for all of our property is \$1.625B, which is based on Marsh modeling which

estimates the maximum foreseeable loss due to fire, flood, storms and earthquakes. Worker's Compensation insurance increased to \$273K, an increase of 27.2%, due to projected wages increasing from \$39.4M to \$50M and our experience modification factor increasing from 0.69 to 0.77 due to the increasing trend in average cost per claim over past 5 years. The Automobile policy increased to \$196K, an increase of 30.5%, due to number of vehicles increasing from 152 to 158 and cost of vehicles increasing from \$9.25M to \$10.5M (+\$1.25M). This amount was offset by 3 policies that were renewed in the previous year. This was recommended for approval by the Finance Committee by a vote of 2 to 0.

Ms. Deuben requested that the Board of Commissioners approve the FY25 commercial insurance policies renewal at a NTE amount of \$5,338,848 and authorize the President and CEO to execute the FY25 policies.

Commissioner Glover asked if MNAA insures all assets and what the policy is for assets. Ms. Deuben replied it depends on the class of assets. Commissioner Glover asked if laptops, computers and other hardware are insured. Ms. Deuben replied no, we do not insure those.

Commissioner Granbery asked about the average cost of the 158 vehicles and snow equipment. President Kreulen replied when we were going over this to make sure we had covered for Commissioners questions, we have fire trucks at \$1.1M. Commissioner Byrd asked after we meet our deductible if it is dollar for dollar replacement value. Ms. Deuben replied once we meet our deductible we would then get reimbursed. Commissioner Glover asked if we have the State of Tennessee insurance or our private insurance. Ms. Deuben replied we have our own insurance. President Kreulen stated it is supposed to be dollar for dollar, but it is hard to get the insurance companies to pay. Vice Chair Granbery stated we are still fighting JWN insurance payments from the 2020 tornado.

Commissioner Byrd stated the Finance Committee voted 2 to 0 to recommend approval by the Board. Commissioner Byrd made a motion for approval and Commissioner Glover seconded the motion.

Chair Stevenson asked Ms. Saxman for a roll call:

Chair Stevenson – Yes

Vice Chair Granbery – Yes

Commissioner Byrd – Yes

Commissioner – Yes

Commissioner Sullivan – Yes

Commissioner Glover – Yes

The motion passed with a vote of 6 to 0.

VII. INFORMATION ITEMS

1. BNA Development Update (Operations)

President Kreulen updated the Commissioners on BNA Development and stated all but 200 feet is complete on the widening of the discrete inbound. He showed a photograph where staff plans to sod in that area, and where trees were removed because they were blocking roadway signs and occasionally the airport received comments stating they could not see the signs. President Kreulen presented a photograph of the new Concourse D extension showing the roof and the new sidewalk where 5 new gates and the new concessions node will be added. President Kreulen stated we heard earlier at 1:00 p.m. the blasting as they continue to move Donelson Pike. Concourse A is finalizing the design and staff plans to send out Request for Proposals (“RFP”) for construction which will be awarded later this year. Mr. Ramsey confirmed that the RFP will be sent out next week.

2. JWN Development Update (Operations)

President Kreulen updated the Commissioners on JWN Development and stated JWN set a new record for fuel sales of \$325K for the month of May. If they do that again it will be the first year ever greater than 3M gallons of fuel. BNA is at 10M gallons, and doing about 1M gallons a month and may get to 12M gallons. The Metro Nashville Police Department (“MNP”) hangar lease has been signed by Mayor O’Connell and we are waiting for it be the filed officially with Metro Clerk. Then a kickoff meeting will be scheduled for the construction of that hangar. From State hangar to the new tower, the 10 parcels are all leased and we should be getting ready to release the JWN FBO RFP in the near future. President Kreulen stated the Commissioners asked the question at the Committee meeting last week of the size comparison of the State hangar and the Lawrence hangar. The State hangar is 28,746 SF and the Lawrence hangar is 30,800 SF. It is interesting that the State focused more on the offices because that is where they do the recruiting, and they have about 8,500 SF of office space and their hangar floor is 20,000 SF. The Lawrence hangar floor is

26,400, so about 6,400 SF more than the State has. President Kreulen stated he will get the size of the doors for next meeting.

Vice Chair Granbery asked if there are any updates on leasing the mezzanine looking down from B. President Kreulen stated the Chief Revenue Officer has the task of doing an RFP for the mezzanine level. Vice Chair Granbery stated there has been some interest. Vice Chair Granbery stated there are 2 spaces. President Kreulen replied yes. The new food court on Concourse A will be phenomenal and may have some great options for a new airline lounge, which would be brought to the Board. Vice Chair Granbery stated the BNA PASSport program will help too. President Kreulen agreed.

President Kreulen concluded the presentation of the informational items.

I. ADJOURN

There being no further business brought before the Board, Vice Chair Granbery made the motion to adjourn, and Commissioner Sullivan seconded the motion, which carried by a vote of 6 to 0. Chair Stevenson adjourned the meeting at 1:33 p.m.

Andrew Byrd, Board Secretary

STAFF ANALYSIS

Board of Commissioners

Date: July 17, 2024
Facility: Nashville International Airport
Subject: Purchase of Airfield De-icing Equipment

I. Recommendation

Staff requests the Board of Commissioners:

- 1) Accept the proposal by M-B Companies, Inc. for the purchase of one (1) new M-B Airfield Deicer; and
- 2) Authorize the Chair and President & CEO to execute the purchase for \$686,656.

II. Analysis

A. Background

The Maintenance Department is responsible for and facilitates the snow removal of all runways at BNA locations. The Authority currently owns and operates four (4) De-icer trucks to facilitate snow and ice removal during winter weather events. Three (3) of the four (4) Maintenance Department's snow removal De-icers have exceeded their useful life expectancy. Our oldest De-icer is 34 years old. During FY 2022, we had seven (7) winter weather events, FY 2023 we had two (2) winter weather events, and FY 2024 we had one (1) weather event. The FY 2024 event lasted seven (7) days and conditions required us to spray over 100,000 gallons of De-icer fluid to keep the runways, taxiways, and ramp open for operations. During these events, we did not have the use of all our current fleet of De-icers due to parts availability and repair times. These downtimes made it extremely difficult to keep two (2) runways open at all times.

The airlines have recommended and approved using the MNA Airline Investment Fund to cover 100% of the cost of one (1) Airfield De-icer truck.

Current De-icer Trucks

- MEQ6277: 1990 Ford LN8000F with Batts 2,000-gallon De-icer (Ramp)
- MEQ6401: 2001 International 5500i with Batts 4,000-gallon De-icer (Runway)
- MEQ6515: 2011 Freightliner M2 106 with Tyler Ice 2,000-gallon De-icer (Runway)
- MEQ6713: 2023 M-B Companies, MB2 4,000-gallon De-icer (Runway)

This purchase is for one (1) M-B Companies MB Cab Forward Heavy Duty 6X4 Chasis 4,000-gallon tank with a 75-foot spray boom. The equipment will be outfitted with radios and lights to be operated on the airfield. The De-icer is a current industry leading vehicle and will improve all aspects of responding to snow events to include a Driver Assist System that allows oversight of all our SRE equipment and aids each operator during snow operations if.

Once received, this new unit will replace MEQ6277, a 1990 Ford LN8000F with Batts 2,000-gallon De-icer that is primarily utilized on the non-movement area (ramp) during snow events. MEQ6277 is the oldest De-icer in the fleet, has high maintenance costs and was down more than the other De-icers during the last snow event, making it unreliable. Disposition of MEQ6277 will be evaluated, and it may either be held as an additional future resource or sold.

MNAA is utilizing a national cooperative purchasing agreement to ensure a mechanism is in place for procurement. MNAA's Purchasing Department approved the use of the State of Minnesota contract 212548 with M-B Companies Inc. for Snowplow Truck Bodies & Snow Fighting Components. This contract was awarded under the Minnesota Cooperative Purchasing Venture (CPV) utilizing a competitive public solicitation process. A quote was requested from the vendor to supply new and unused, well designed, and properly engineered De-icer.

Specifications for the De-Icer include:

- Cab Forward Heavy Duty 6X4 Chassis
- 375 HP, electronic turbocharged diesel engine
- 4,000-gallon capacity stainless steel tank. 20" manhole with 10" cover. Stainless steel ladder
- 75-foot airport spray boom system with adjustable nozzles

M-B Companies, Inc. submitted proposal in May 2024 as follows:

- One (1) MB Cab Forward Heavy Duty 6X4 4,000-gallon De-icer - Each \$686,656.26

B. Impact/Findings

MNAA SMWBE Participation Level:	Race and Gender Neutral
Anticipated Purchase Date:	July 17, 2024
Lead Time:	15–17 month average build process
Anticipated Receipt Date:	November 2025
Contract Cost:	\$686,656.26
Funding Source:	100% MNAA Airline Investment Fund - Approved in FY25 CIP

C. Strategic Priorities

- Invest in BNA
- Plan for the Future
- Prepare for the Unexpected

D. Options/Alternatives

Do Nothing: The "Do Nothing" option requires MNAA to continue to operate the aging 1990 Ford De-icer and resubmit for approval in the FY26 CIP.

III. Committee Review

This item was presented to the Operations Committee on July 10, 2024. The Operations Committee voted 2 to 0 to recommend approval to the Board of Commissioners.

STAFF ANALYSIS

Board of Commissioners

Date: July 17, 2024
Facility: Nashville International Airport
Subject: Purchase Airfield Rubber Removal Equipment

I. Recommendation

Staff requests the Board of Commissioners:

- 1) Accept the proposal by Hog Technologies for the purchase of one (1) Stripe Hog SH15; and
- 2) Authorize the Chair and President & CEO to execute the purchase for \$964,293.

II. Analysis

A. Background

The Maintenance Department requests to bring the runway rubber removal responsibilities and facilitation in-house for all runways at BNA. The Authority currently contracts the work to a contractor that has a current rubber removal rate of \$0.67 per square yard (SY) and each cleared area is approximately 11,111 SY. This totals \$7,444.47 and there is a \$1,353.04 mobilization charge for each use, which totals \$8,797.41 per clearing. Typically, five (5) runway ends are cleared twice per year, and the other three (3) ends are cleared as needed, normally once annually. Thirteen (13) end clearings per year at \$8,797.41 per end clearing equates to an annual cost at approximately \$114,400 for runway rubber removal end clearings.

In addition to rubber removal, the waterblasting system would be utilized for cleaning painted markings across the airfield. Regular cleanings can extend the life of the markings, allowing for longer amounts of time between needed remarking projects and airfield area closures. Our current contractor charges \$0.27 per square foot (SF) to clean markings and \$0.80 per SF to remove markings. The mobilization fee for cleaning paint markings is \$902.03 per visit. The runway edge lines for all four (4) runways equates to 208,200 total SF. To clean these markings once per year costs an estimated \$56,214 annually. Additionally, each runway has approximately 122,020 SF of reflective paint (not including numbers) that have an annual cleaning fee of \$32,945.40 each, which is \$131,781.60 annually for all four runways plus mobilization fees of \$3,608.12 annually.

The authority has never owned a waterblasting system. Owning our own system would allow for greater flexibility in the timing of rubber removal and cleaning markings. Airfield closures would no longer be scheduled around a contractor's availability, and our maintenance team would be much more flexible with weather delays. Additionally, the waterblasting system could be used on the ramp, roadways, and in parking lots.

This purchase is for one (1) Hog Technologies Stripe Hog SH15, a PTO Engine-Driven 40,000 PSI (2,750 Bar) with blasting width up to 96 inches and a flow rate of up to 15 gallons per minute. The rubber removal rate is 60,000 SF per hour. The equipment will be outfitted with radios and lights to be operated on the airfield.

The machine has an average life span of over 10 years, with some machines still operating for over 20 years when properly maintained.

With an annual rubber removal cost of \$114,400, and annual cleaning cost of reflective paint markings and runway edge lines of \$192,500 for all four runways, the purchase of this machine would save an estimated \$306,900 annually. This machine pays for itself in less than three and a half years, plus would allow for greater flexibility to use the machine during scheduled closures instead of waiting on contractor availability.

MNAA plans to utilize a national cooperative purchasing agreement to ensure a mechanism is in place for procurement. MNAA's Purchasing Department approved the use of the Sourcewell contract #111522-WTB with Hog Technologies. A quote from the vendor was requested to supply a new, unused, well-designed, and properly engineered waterblasting system, with the following specifications:

Specifications include:

- SH15 Stripe Hog Waterblasting System
- Mack Terra Pro Chassis
- 48 inch Triple Head and spare parts package
- 5-Axis Arm with upgraded actuator
- HD Camera Package
- Winterization Option
- On-site training
- Extended Warranty

Hog Technologies submitted a proposal in May 2024 as follows:

- One (1) Hog Technologies Stripe Hog SH15 - Each \$964,293.00

B. Impact/Findings

MNAA SMWBE Participation Level:	Race and Gender Neutral
Anticipated Purchase Date:	July 17, 2024
Lead Time:	Six (6) month average build process
Anticipated Receipt Date:	December 2024
Contract Cost:	\$964,293.00
Funding Source:	100% MNAA Airline Investment Fund - Approved in FY25 CIP

C. Strategic Priorities

- Invest in BNA
- Plan for the Future
- Prepare for the Unexpected

D. Options/Alternatives

Do Nothing: The “Do Nothing” option requires MNAA to continue to rely on contractors for runway rubber removal and resubmit for approval in the FY26 CIP.

III. Committee Review

This item was presented to the Operations Committee on July 10, 2024. The Operations Committee voted 2 to 0 to recommend approval to the Board of Commissioners.

STAFF ANALYSIS

Board of Commissioners

Date: July 17, 2024
Facility: Nashville International Airport (BNA)
Subject: Replacement of Trench Drains on Terminal Arrival & Departure Levels
Project No. 2418

I. Recommendation

Staff requests the Board of Commissioners:

- 1) Accept the bid for Schedule 1 by BC Mason Group, LLC for the Curbside Trench Drain Improvements at BNA; and
- 2) authorize the Chair and President & CEO to execute the proposed contract for the amount contained herein.

II. Analysis

A. **Background**

The Curbside Trench Drain Improvements consist of efforts necessary to support trench drain replacement and drainage repairs in the elevated terminal roadway on the arrival and departure levels at Nashville International Airport. Improvements will consist primarily of removing and replacing the trench drain and cover grate, incidental concrete repairs, and minor repairs to the drain conveyance downspouts and piping.

An Invitation to Bid ("ITB") was advertised on May 6, 2024, and consisted of three (3) bid schedules. The bid schedules were based on linear feet of trench drain replacement, with the goal being to maximize the area of work that could be completed within the project budget.

Schedule 1 – Approximately 640 LF of Trench Drain Replacement

Schedule 2 – Approximately 895 LF of Trench Drain Replacement

Schedule 3 – Approximately 1,150 LF of Trench Drain Replacement

Schedule 1 included the areas of greatest need for trench drain replacement, with Schedule 2 and Schedule 3 scopes being expanded to include additional trench drain replacement and total trench drain replacement.

On June 6, 2024, one (1) bid was received. Below is a tabulation of that bid:

Contractor	Schedule 1	SMWBE % Sch. 1	Schedule 2	SMWBE % Sch. 2	Schedule 3	SMWBE % Sch. 3
BC Mason Group, LLC	\$585,207.50	9.89% MBE & 4.00% WBE	\$690,609.50	11.53% MBE & 4.00% WBE	\$798,814.65	12.53% MBE & 3.92% WBE

The FY24 project budget for this project was \$750,000, which included design and construction. After subtracting design fees and accounting for soft costs and unanticipated items, only Bid Schedule 1 was within the project budget. Based on the bid received, Schedule 1 provides the highest value and most efficient project within the program budget.

The SMWBE participation level established for the project was 8.67% MBE and 3.56% WBE. BC Mason Group, LLC committed to the SMWBE participation level by utilizing SDM Construction, LLC, Borra Consulting, Sunago Supply, and EverReady Transportation, LLC.

BC Mason Group, LLC’s bid for Schedule 1 is approximately 20% lower than the Engineer of Record’s (Garver, LLC) opinion of probable construction cost of \$748,000.00.

The Metropolitan Nashville Airport Authority (MNA) and Garver, LLC, have evaluated the bid and determined the bid from BC Mason Group, LLC, to be responsive and responsible and recommend award to BC Mason Group, LLC.

B. Impact/Findings

MNA SMWBE Goal:	8.67% MBE and 3.56% WBE
Contractor SMWBE Participation:	9.89% MBE and 4.00% WBE
Anticipated Contract Start Date:	September 2024
Duration of Contract:	50 Calendar Days
Contract Completion Date:	December 2024
Contract Cost:	\$585,207.50
Funding Source:	100% MNA

C. Strategic Priorities

- Invest in BNA
- Plan for the future

D. Options/Alternatives

Do Nothing: The “Do Nothing” option will result in the continued deterioration of the current trench drain, leading to expensive emergency repairs in the future.

III. Committee Review

This item was presented to the Operations Committee on July 10, 2024. The Operations Committee voted 2 to 0 to recommend approval to the Board of Commissioners.

STAFF ANALYSIS

Board of Commissioners

Date: July 17, 2024

Facility: Nashville International Airport

Subject: Professional Services Contract for SMWBE Engineering Staff Augmentation

I. Recommendation

Staff requests the Board of Commissioners:

- 1) accept the Statement of Qualifications by Rohadfox Transportation, Inc. to provide staff augmentation services at Nashville International Airport (BNA); and
- 2) authorize the Chair and President & CEO to execute the Staff Augmentation Professional Services Contract with Rohadfox Transportation, Inc., together with the previously approved contracts (WSP USA Inc., Innova Solutions, and Accura Engineering Inc.), for an annual not-to-exceed aggregate contract value of \$8.7 Million ; and
- 3) authorize the President and CEO to execute any amendments for the Staff Augmentation Professional Services Contract as long as the total value of the contracts does not exceed the \$8.7 Million annual not-to-exceed amount.

II. Analysis

A. **Background**

In late 2016, the Metropolitan Nashville Airport Authority (MNA) began utilizing Staff Augmentation as a means to add staff during the implementation of the BNA Vision Program. MNA normally performs project management with full-time employees hired by MNA; however, with the significant increase in the number and size of capital projects to support the BNA Vision and New Horizon programs, additional staffing is necessary to successfully complete these projects.

On August 8, 2023, MNA issued a Request for Qualifications (RFQ) for firms interested in providing staff augmentation services. Given the unique nature of this work and the limited availability to subcontract this work, the solicitation was developed so that target marketed firms (SMWBE) could submit to supply staff augmentation services as a prime.

On October 18, 2023, the Board approved three of four firms as part of an aggregate annual \$8.7M staff augmentation professional service contract(s).

- Project Management by any qualified firm – WSP USA, Inc.
- Project Management by qualified SMWBE firm – Accura Engineering, Inc.
- Project Controls by any qualified firm – Innova Solutions

The Project Controls SMWBE Firm Category Statement of Qualifications (“SOQ”) did not meet Selection Criteria and MNAA has now resolicited the Contract for Project Controls Services to be provided by a qualified SMWBE firm only.

On February 2, 2024, MNAA issued a Request for Qualifications (“RFQ”) for SMWBE firms interested in providing staff augmentation services for Project Controls.

This staff augmentation contract will be for the duration of the BNA Vision and New Horizon programs, which is anticipated to last seven years. It is anticipated that some positions will last as long as seven years and some positions may only last one or two years depending upon the phasing of the work and/or may be part time for a duration. The contract is for one (1) year with six (6), one (1) year options with the total combined value of all the four (4) Staff Augmentation contracts not to exceed \$8.7M annually. Firms under this solicitation are precluded from working as prime consultants on any future MNAA contracts to prevent any potential conflicts of interest.

On March 11, 2024, seven (7) SOQ’s were received. Two (2) firms were determined to be non-responsive for not being certified SMWBEs.

Submissions were received from the following responsive firms: Atlas Management Corporation, Bentley Miller & Company, CI2 Aviation, ESP Enterprises, Inc., and Rohadfox Transportation, Inc.

The selection committee evaluated the SOQs based on the criteria below:

1. Organization and Personnel
2. Project Challenges
3. SMWBE participation

The selection committee evaluated the SOQs and their scores are below. The selected firm is highlighted.

Firm Name	Score
Atlas Management Corp. (MBE, DBE, SBA)	185
Bentley Miller & Company (MBE, DBE)	205
CI2 Aviation (MBE, ACDBE)	158
ESP Enterprises, Inc. (DBE, MBE)	95
Rohadfox Transportation, Inc. (MBE)	259

B. Impact/Findings

Anticipated Contract Start Date: August 2024
Duration of Contract: 1 year, with six (6) one-year options
Contract Completion Date: June 2031
Contract Cost: \$8,700,000 NTE Annual Aggregate (per year)
Funding Source: Project Budget | Task-by-Task

C. Strategic Priorities

- Invest in BNA and JWN
- Plan for the Future

D. Options/Alternatives

Do Nothing: The “Do Nothing” option will result in not being able to successfully carryout the implementation of the BNA Vision and New Horizon programs.

III. Committee Review

This item was presented to the Operations Committee on July 10, 2024. The Operations Committee voted 2 to 0 to recommend approval to the Board of Commissioners.

STAFF ANALYSIS

Board of Commissioners

Date: July 17, 2024

Facility: Nashville International Airport (BNA)

Subject: Purchase of Environmental Credits for Central Ramp Stream Mitigation
Project No. 2501

I. Recommendation

Staff requests the Board of Commissioners:

- 1) approve the purchase of stream mitigation credits from the Cedar Forest Mitigation Bank; and
- 2) authorize the Chair and President & CEO to execute the proposed contract to purchase the first two (2) releases for up to \$5,740,000 and accept First Right of Refusal for all credits as they are released.

II. Analysis

Background

The Central Ramp Expansion requires stream encapsulation and will need permits from The Tennessee Department of Environment and Conservation (“TDEC”) and the United States Army Corps of Engineers (“USACE”) and Nashville Metro Water Services’ Stormwater Variance Committee (“MWS”), all of which include requirements for mitigation of the loss of stream length.

Mitigation requirements are quantified by comparing the health of the existing stream and the proposed impact. MNAA contracted with Garver USA, LLC to complete the Hydrological Determination and Stream Quantification Tool in June 2024. The report determined that a total of 1,254 stream credits will be required to permit the full build out of Central Ramp Expansion.

MNAA coordination with available banks, fee programs, and the permitting agencies revealed that for this project, the purchase of credits from Cedar Forest Mitigation Bank will provide the most timely and cost-efficient solution to comply with USACE and TDEC’s requirements.

Cedar Forest Mitigation Bank is in the Stones River watershed in Lebanon, Wilson County, Tennessee. BNA is in its service area. Cedar Forest Mitigation Bank will release up to 6,000 linear feet of stream credits and 7 wetland credits in groups of 475 to 1,975 credits per year between 2024 and 2032. The first release, scheduled for July 2024, will include up to 820 credits, followed by a second release of 820 credits in Spring of 2025. The total number of credits in each release is based on performance criteria of the mitigated site, such as stream stability, water quality, and presence of plant and animal

life. Therefore, the actual number of credits in each release may vary and the maximum potential of 6,000 credits will not be guaranteed. The agreement will contract MNAA to purchase the total actual number of credits that are released within 60 days of being notified of the first and second credit release.

TDEC and USACE prefer Cedar Forest Mitigation Bank over any other available mitigation banks because it is in the airport’s watershed. Further, if a preferred mitigation option is available to a project sponsor, both agencies will not accept alternative mitigation plans. MWS gives preference to mitigation plans that benefit sites within the Davidson County limits, regardless of the project’s watershed. There are currently no available mitigation opportunities in Davidson County. It is possible that credits from Cedar Forest Mitigation Bank will not be acceptable to MWS, so MNAA may need to develop a second mitigation plan specific to MWS requirements.

Credits are in high demand in Middle Tennessee and are usually reserved by contract. To best prepare for a successful completion of the Central Ramp Expansion project on schedule, MNAA recommends committing to purchase the first two credit releases from Cedar Forest Mitigation Bank, for a total of up to 1,640 credits, to cover the project’s needs. Both USACE and TDEC will allow MNAA to pre-purchase credits, therefore, if there are any credits over the amount of 1,254 purchased (up to 384 credits), they can be saved and applied to future permits requiring mitigation, such as future MNAA facility relocation or Terminal II enabling. By committing to purchase both the first and second releases at \$3,500 per credit, Cedar Forest Mitigation Bank also agrees to give First Right of Refusal to MNAA for all future releases, which may be helpful as BNA continues to grow.

A. Impact/Findings

Number of credits needed for Central Ramp Expansion:	1,254 stream credits
Cost of Cedar Forest Mitigation Bank Credits (FY24 and FY25):	up to \$5,740,000 (1,640 credits)
Funding Source:	100% MNAA

B. Strategic Priorities

- Invest in BNA
- Plan for the future

C. Options/Alternatives

Do Nothing: If BNA does not purchase the credits from Cedar Forest Mitigation Bank, other credits may not be available this year. Other acceptable options for mitigation, such as permittee-responsible mitigation, will be more expensive, time consuming, and carry more risk of failure. If BNA does not contract with Cedar Forest Mitigation Bank, the contract will be offered to the developer community and the opportunity to access these credits will be lost. Other mitigation banks in BNA’s service area are not available at this time.

III. Committee Review

This item was presented to the Operations Committee on July 10, 2024. The Operations Committee voted 2 to 0 to recommend approval to the Board of Commissioners.

STAFF ANALYSIS

Board of Commissioners

Date: July 17, 2024
Facility: Nashville International Airport
Subject: MNAA Rental Car Service Center Lease Terms/Agreement

I. Recommendation

Staff requests the Board of Commissioners:

- 1) accept the terms recommended for the Rental Car Service Site Lease Agreements; and
- 2) authorize the Chair and President & CEO to execute lease agreements for each Rental Car Service Site.

II. Analysis

A. Background

Ten rental car companies operate at Nashville International Airport under MNAA has concessions agreements, which stipulate terms for ticket counter space and CONRAC space. These were executed in 2011 for a 15 year term.

MNAA currently has rental car service site agreements for 5 parcels, representing 9 companies. These contracts were executed in 1987, for a 15-year term, with two extensions of five years each and have been on a month-to-month basis since 2012.

- Enterprise (3 companies)
- Hertz (3 companies)
- Avis (3 companies)

The last rental car service site facility agreement rental increase was in 2012. A Fair Market Value Assessment ("FMVA") was conducted by Airport Business Solutions ("ABS") in 2022, however it was not acted upon because the scope of the appraisal only included airport comparisons and did not encompass local market conditions. MNAA performed an internal analysis of local property values to better understand the current local Nashville market rates. In March 2024, ABS conducted another appraisal utilizing both airport and the local market rates, and the final appraisal was in line with the internal analysis.

MNAA staff has reviewed the current service site agreements and determined that new service site lease agreements are required with updated terms and conditions added. The current rental car service site facility agreements do not prohibit non-Airport Business, such as long-term storage of damaged vehicles; and the rental or sale of vehicles and subleasing to be conducted at the rental car service sites. This additional activity is not captured by the concession agreement,

and as such the Authority does not gain from the activity. FAA Grant Assurances require a fee and rental structure that makes the airport as self-sustaining as possible.

B. Fair Market Value Assessment Benchmarks

The FMVA assessment for the property ranged from:

- \$1.75 psf for land
- \$3.00 - \$5.00 psf for canopy and car wash areas
- \$6.50 - \$10.00 psf for building areas

Airport Benchmarks

- Piedmont Triad international (GSO)
- McGhee Tyson (TYS)
- Blue Grass (LEX)
- Raleigh-Durham International (RDU)
- Detroit Metropolitan (DTW)
- Birmingham Shuttlesworth International (BHM)
- Memphis International (MEM)
- Savannah-Hilton Head International (SAV)
- Louisville International (SDF)
- Minneapolis-St. Paul International (MSP)
- Tampa International (TPA)
- Pittsburg International (PIT)
- San Diego International (SAN)
- Washington Dulles International (IAD)

Local Property Benchmarks

- 2506 Elm Hill Pike
- 2842 Lebanon Pike
- 713 Ermac Drive
- 704-706 Ermac Drive
- 10 Bridgestone Park
- 101 Pitts Lane @ Old Hickory Blvd.
- 2535 Perimeter Place Drive
- 628 & 634 Ermac Drive
- 2331 Atrium Way

C. Lease Terms

Rates: Based on ABS FMV Assessment

3% annual escalation

Term: 5 years

Cancellation Clauses:

- 1) Operational Need (30-day written notice)
- 2) Convenience (180-day written notice)

Conditions: Non-Airport business cannot be conducted on premises

D. Impact/Findings

Lease Start Date: August 1, 2024, pending negotiations

Lease Termination Date: July 31, 2029, pending negotiations

Revenue:

	Today			Proposed			
	Area	Average Rate	Annual Revenue	Reallocated Area	Average Combined Rate	Annual Revenue	Increase
Avis/Budget/ Payless	349,000	\$0.41	\$ 143,200	178,000	\$1.79	\$ 318,376	\$175,176
Enterprise/ National/ Alamo	388,000	\$0.50	\$ 193,365	300,000	\$2.01	\$ 604,019	\$410,654
Hertz/Thrifty/ Dollar	305,000	\$0.48	\$ 146,750	215,000	\$2.03	\$ 435,427	\$288,677
	1,042,000	\$0.46	\$ 483,315	693,000	\$1.96	\$1,357,822	\$874,507

E. Strategic Priorities

- Invest in BNA
- Plan for the Future

F. Options/Alternatives

The Board of Commissioners could decline to accept the proposed terms, and request that MNAA staff revise the terms of the future rental car agreements. If the terms are approved by the Board of Commissioners and not approved by the rental car company(s), the space would be competitively solicited.

III. Committee Review

This item was presented to the Finance Committee on July 10, 2024. The Finance Committee voted 2 to 0 to recommend approval to the Board of Commissioners.

STAFF ANALYSIS

Board of Commissioners

Date: July 17, 2024

Facility: Nashville International Airport

Subject: Service Contract for Cellular Distributed Antenna System and Wi-Fi Monitoring, Management & Maintenance

I. Recommendation

Staff requests the Board of Commissioners:

- 1) Accept the proposal by Boldyn Networks US Services, LLC “Boldyn” for distributed cellular and Wi-Fi Monitoring, Management, Development, and Maintenance contract services; and
- 2) Authorize the Chair and the President & CEO to execute the awarded contract for the amount contained herein.

II. Analysis

A. Background

Since 2010, MNAA has provided Cellular Distributed Antenna System (DAS) and Wi-Fi services for the public through a concessions contract with Concourse Communications Nashville, LLC “Boingo”. In February 2024, the MNAA Board of Commissioners was briefed on a proposed transition to an MNAA-owned business model that included direct license agreements with cellular carriers and a contracted service provider for infrastructure management and approved an extension of the Boingo agreement until no later than December 31, 2024 to transition these services to MNAA control and ownership.

This structure provides MNAA the following benefits:

- 1) Enables MNAA to control and coordinate expansion of DAS and Wi-Fi infrastructure with future MNAA facility development to meet passenger growth needs.
- 2) Estimated to increase MNAA gross revenue through direct contracts with cell carriers, eliminating sharing revenues with a third-party Concessionaire.
- 3) Capital contributions can be negotiated with cell carriers and used to fund future capital investment.

B. Solicitation Results

To provide service to monitor, manage, enhance, and maintain the MNAA infrastructure, a contract services Request for Proposal “RFP” was issued on March 8, 2024 resulting in the following:

- 9 competitive proposals (3 non-responsive/6 responsive)
 - Boldyn Networks US Services, LLC (Awarded 394 points)
 - Slice Wireless Solutions, Inc. (Awarded 330 points)
 - Internetwork Engineering (Awarded 286 points)
 - Boingo Wireless, Inc. (Awarded 264 points)
 - Communication Technology Services, LLC (Awarded 221 points)
 - Symphony Technology Solutions (Awarded 174 points)

Final interviews were conducted with Boldyn Networks US Services, LLC and Slice Wireless Solutions. The RFP was scored on a best value basis; evaluation criteria included:

- Experience and Qualifications
- Management Plan / Transition Plan
- Reporting Capabilities
- Bid Costs.

The scoring committee included representatives from MNAA IT, Engineering, Customer Service, Concessions, and Business Development and Diversity, with Cell Site Capital and the Paslay Group providing technical and business advisory support.

The proposal by Boldyn was found superior by the evaluation committee and was recommended for award of the contract based on exhibiting comprehensive industry and airport experience, a strong and clear technical and operations plan, and direct customer service and service level standards that exceeded expectations. The Boldyn contract will provide the following core services:

- 24/7 Cellular DAS and Wi-Fi network monitoring, management, and maintenance
- Providing 24/7 customer call center for direct end-user customer support
- Supporting and implementing a smooth transition from the incumbent 3rd party to an MNAA Airport-owned infrastructure model
- Assisting MNAA with integrating existing infrastructure with capital expansion projects

C. Impact/Findings

MNAA SMWBE Participation Level:	Race and Gender Neutral (0%)
Anticipated Contract Start Date:	July 18, 2024
Duration of Contract:	Five (5) years with two (2) additional MNAA 1-year options
Contract Completion Date:	July 17, 2029 base term; July 17, 2031 with term options
Proposed Cost:	\$2,377,572, divided into contract years as follows:

Exhibit J Cost Proposal – Boldyn Networks US Services, LLC

Contract Year	Proposed Cost
Year 1 One Time Setup Cost	\$ 520,830
Year 1	\$ 242,317
Year 1 Subtotal	\$ 763,147
Year 2	\$ 249,586
Year 3	\$ 257,074
Year 4	\$ 264,786
Year 5	\$ 272,729
Year 1-5 Subtotal	\$ 1,807,322
Additional Option Year 1*	\$ 280,911
Additional Option Year 2*	\$ 289,339
Total	\$ 2,377,572

This cost proposal includes one-time, year 1 transition costs and the management of additional coverage areas in years 2 and 4 for the Concourse D Extension and new Concourse A terminal spaces.

Funding Source: MNAA Operating and Maintenance “O&M” Budget

D. Strategic Priorities

- Invest in BNA
- Plan for the Future

E. Options/Alternatives

1. Do Nothing: The “Do Nothing” option will result in the loss of cellular DAS and Wi-Fi service at BNA.
2. Rebid the contract: This will not leave time for an uninterrupted transition to a new contractor without renegotiating a second extension with the existing contract provider.

II. Committee Review

This item was presented to the Finance Committee on July 10, 2024. The Finance Committee voted 2 to 0 to recommend approval to the Board of Commissioners.

FY24 Strategic Goals & Objectives

Invest in BNA/JWN

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
- ✓ Extend the Short Term Credit Facility by January 2024 and prepare a new Short Term Credit Facility in 2025

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 2023, and respond to results

5. Data Driven Business Decisions

- X 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

- X Implement new credit card program to support corporate credit card/p-card policy by December 2023
- X 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, and publish and implement revised Procurement Policy
- ✓ Implement Project Management Tracking Program to improve Financial reporting, tasks and special project schedules & compliance
- ✓ Implement improvements to real estate management, and transition real estate to Chief Revenue Officer

Plan for the Future

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 (May 2024)
- ✓ Open hotel (February 20, 2024)
- ✓ Complete 30% Baggage Handling System design and 70% facility design for BHS Improvements to 40 MAP
- ✓ 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 MNAA North Development area by Nov 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 Process 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)

Prepare for the Unexpected

14. Business Diversity Leadership

- ! Complete actions in response to five 2021 Disparity Study findings, including B2Gnow enhancements
- X Publish certified SMWBE, DBE and ACDBE Performance for community distribution
- X 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

- X 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 line

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

FY24 Year-End Rating: 86.4%	
✓ Met Goal	X Behind Goal
! Partially Met Goal	- Hold/Re-Evaluate