



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

August 21, 2024



Call to Order

August 21, 2024

Public Comment

Tennessee Code Annotated, Title 8, Chapter 44, Part 1

MNAA Policy ID: 33-007, Public Comment Policy, effective July 13, 2023

No Requests for Public Comment Received by Tuesday, August 20, at 1:00 am

Approval of Minutes

July 17, 2024, Joint Meeting of the MNAA Board of Commissioners & MPC Board of Directors

Chair's Report

Nancy B. Sullivan, P.E., Board Chair

President's Report

Douglas E. Kreulen, A.A.E.

President and CEO

Flying Solo Series Summer Installment

July 24 – October 21, 2024

- Wesley Howe
- Meemi J.L.
- Jessica Lewis
- Michelle O’Patick-Ollis
- Kelly Spell
- Various students from Southwest Airlines sponsored initiative (Concourse D)



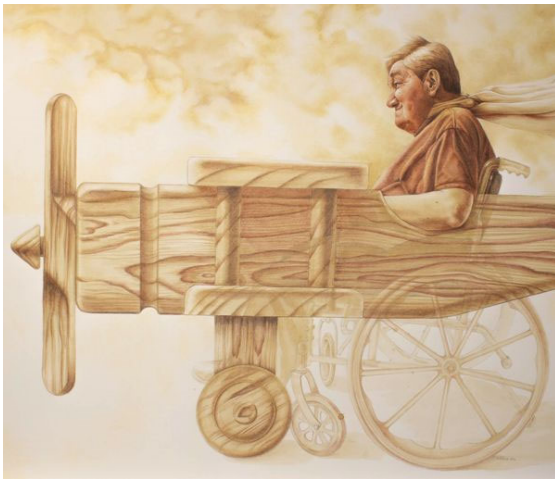
Wesley Howe
Level 1, IAF Exit Waiting Area



Meemi J.L.
A/B Exit Waiting area, near TN Tribune



Jessica Lewis
Level 1, IAF Exit Waiting Area



Michelle O’Patick-Ollis
Level 1, IAF Exit Waiting Area



Bob Rahmanian "Neurowaxx"
Level 1, IAF Exit Waiting Area



Kelly Spell
Concourse A, Near Gate A2



BNA 27th Aviation Golf Classic Check Presentations

- July 30, 2024
- Tennessee State University Engineering Department – \$15,000
- Operation Stand Down Tennessee – \$15,000
- Mental Health Cooperative – \$10,000





Terminal Lobby/IAF Recognized by Engineering News Record (ENR) with Award of Merit

- August 2, 2024
- Engineering News Record (ENR) Southeast
 - Submitted by Hensel Phelps





Leadership Takes Home Top Honors from AMAC

- August 4 – 7, 2024
- Doug Kreulen, Chairman's Award
 - Significantly advancing AMAC's mission of promoting minority and women's employment and contracting opportunities in the aviation & aerospace industries
- Davita Taylor, Local Industry Icon Award
 - Unwavering dedication to enhancing diversity & business development



Local Veterans Honored at Williamson County Fair

- August 10, 2024
- Heroes included
 - U.S. Army Veteran Sergeant Harvey Chrisman
 - U.S. Air Force Veteran Staff Sergeant Rich Krejsa
 - U.S. Army Veteran and West Point Graduate Lt. Col. Greg Hoover (not pictured)





Welcome New Leadership

- August 12, 2024
- Chief Brian Findlen, AVP, Department of Public Safety

MNAA Leaders Selected for 2024-2025 Leadership Programs



Robert Ramsey
Leadership Nashville
Class of 2024-2025



Randy Dorsten
Leadership Brentwood
Class of 2024-2025



Aaron Flake
L'Evate
Class of 2024-2025

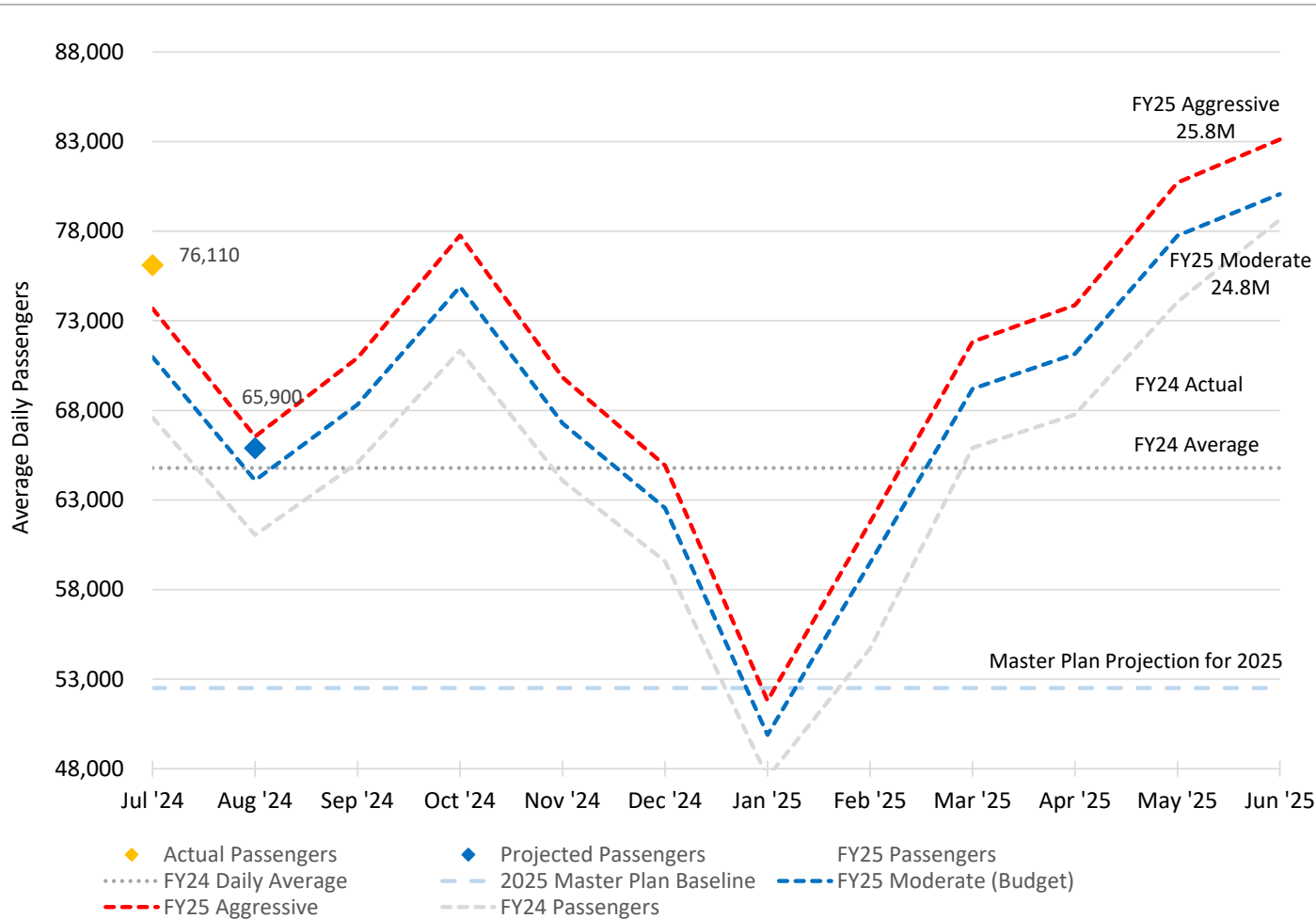
- 295 Security Requirements Inspected: 100% PASS
- 81 Tests Performed: 93.82% Pass, 6.18% Fail
- 6 Findings - 4 resolved
 - 1) Improper ID Display (TSI wearing CHA Badge)
 - 2) Piggybacking (D-1 Elevator)
 - 3) AOA Challenge Procedures (Sky Harbour)
 - 4) SIDA Intrusion Detection System (ACC Dispatcher)
 - 5) AOA Intrusion Detection system (ACC Dispatcher) - finalizing resolution
 - 6) ASP Content (Door/gate charts not current) - finalizing resolution
- Notable observations
 - ASC collaboration/partnership & LEO Response times
 - Badging Office inspection performance
- Future Security Enhancements:
 - Single Operational Access Control System (Cameras & Motion Detection)
 - Enhanced AOA Perimeter fencing (height & additional deterrence)
 - Researching additional LIDAR sensors/applications

TSA Annual Inspection Results

(June 4 – July 25, 2024)

- August 1, 2024, out-brief

FY25 BNA Passengers



- FY25 Forecast: 5%, 7%, 9%
 - Projected 25.3M
- July FY25 Actual (+13%)
 - New Monthly Record
 - 2.36M total passengers
 - 76,110 daily passengers
- August FY25 Projected* (+8%)
 - 2.04M total passengers
 - 65,900 daily passengers

*August projections based on TSA data through August 19, 2024

Operations

- Approvals
 - 1) Construction Contract for Curbside Ticket Counter Weather Protection
 - 2) Construction Manager at Risk Contract for Concourse A Reconstruction
- Information
 - 1) BNA Development Update (Genesco grading complete)
 - 2) JWN Development Update
 - 3) Board Workshop (Terminal II & CONRAC) (Update 6 of 10) - *tentative*

Finance

- Approvals
 - 1) 1st Amendment to Paradies Concessions Agreement

Management

- Approvals
 - 1) FY24 CEO Performance Evaluation
 - 2) FY25 CEO KPIs

Committee 30-day Outlook

- September 11 & 18, 2024
- Board Workshop – Sep 18, 2024 – 9:30 am
- Executive & Senior Staff Off-Site Business Meeting – Sep 19 & 20, 2024

Operations

- Approvals
 - 1) Maintenance & Service Contract for BNA Conveyance (Elevators/Escalators)
 - 2) On-Call Contract for Tree Clearing, Grubbing and Grading
 - 3) Construction Contract for Concourse A Ramp Paving
 - 4) 2nd FBO at JWN
- Information
 - 1) Terminal II Siting Study Update 7 of 10
 - 2) BNA Development Update
 - 3) JWN Development Update

Finance

- Approvals
 - 1) Customer Facility Charge (“CFC”) Increase
 - 2) Amended & Restated Note Purchase Agreement with Bank of America
 - 3) 2nd Amendment to Paradies Concessions Agreement
 - 4) 10th Amendment to Fraport Concessions Agreement
 - 5) Human Capital Management System
- Information
 - 1) Procurement Policy (Annual Review – Bylaws Requirement)

Management - TBD

Committee 60-day Outlook

- October 9 & 16, 2024
- Board Retreat – Oct 16, 2024
 - 9:00 am – 3:00 pm
 - Gaylord Springs Golf Links

Items for Approval

August 21, 2024

- New Horizon I Program Scope and Budget (Operations)

Item for Approval

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

- October 2021: New Horizon concept introduced to Board
- November 2021 – May 2022: Holder/Corgan conducted program development study and estimated the program to at \$1.462B. Landrum & Brown determined the program was generally affordable with Series 2024 & 2026 Bonds
- November 2022 – October 2023
 - Baggage Handling System Expansion design-build; Concourse D Extension design-build; Concourse A design; and TARI Phase 2 approved by Board
- October 2023 – June 2024: Additional projects identified
 - Central Ramp Expansion
 - CONRAC
 - Other facilities, land and roadway requirements
- June 2024: Decision to split New Horizon into 2 programs
 - **New Horizon I (airside)**
 - New Horizon II (landside)
 - 3rd program for Future MNAA Campus Requirements (in development)
 - Terminal II (phased)

New Horizon I Program Scope and Budget

- Background

NEW HORIZON I (AIRSIDE) COST SUMMARY

	Current Budget	Revised Budget	Budget Variance		Project Contingency (~10%)
Baggage Handling System Improvements	\$ 125,000,000	\$ 243,000,000	\$ 118,000,000	(1)	\$ 22,090,909
Concourse D Extension*	\$ 287,000,000	\$ 287,000,000	\$ -		\$ 26,138,432
Concourse A Reconstruction*	\$ 855,000,000	\$ 855,000,000	\$ -		\$ 77,939,456
Future Air Freight Building	\$ 25,000,000	\$ -	\$ (25,000,000)	(2)	\$ -
Central Ramp Expansion	\$ -	\$ 156,000,000	\$ 156,000,000	(3)	\$ 14,181,818
ART (~ 0.4%)*	\$ 4,000,000	\$ 4,000,000	\$ -		\$ -
PROGRAM CONTINGENCY (~5%)	\$ -	\$ 75,000,000	\$ 75,000,000		\$ -
NEW HORIZON I TOTAL	\$ 1,296,000,000	\$ 1,620,000,000	\$ 324,000,000		\$ 140,350,615

Total Contingency Remaining = \$75M program + \$140M project ~ \$215M

Notes:

(1) budget increase due to system expansion to 40 MAP and added redundancy

(2) removed from New Horizon I

(3) new project

New Horizon I (Airside)

Committee Review: Operations Committee voted 3 to 0 to recommend approval on August 14, 2024

Staff Recommendation: Staff recommends that the Board of Commissioners:

- Accept the proposed New Horizon I program Scope and Budget of \$1.62B, and
- Authorize the President and CEO to proceed with New Horizon I program execution

- Contract for Progressive Design-Build for Central Ramp Expansion (Operations)

Item for Approval

Traci Holton, PE, C.M.
VP, New Horizon

Design-Build Contract for Central Ramp Expansion CGMP 1

Project Description: Expand terminal apron to provide seven (7) parking and deicing positions.

Contractor: Kiewit Infrastructure South Co.

Total Contract Cost:

CGMP 1 – Preconstruction	\$ 28,821,386
CGMP 2 – Material processing & early procurement	TBD
CGMP 3 – Site prep / fill	TBD
CGMP 4 – Apron paving	TBD
Estimated GMP	\$150,000,000

Schedule: Contract Start: July 2024
Contract End : September 2027

SMWBE: 7.65% MBE and 5.51% WBE

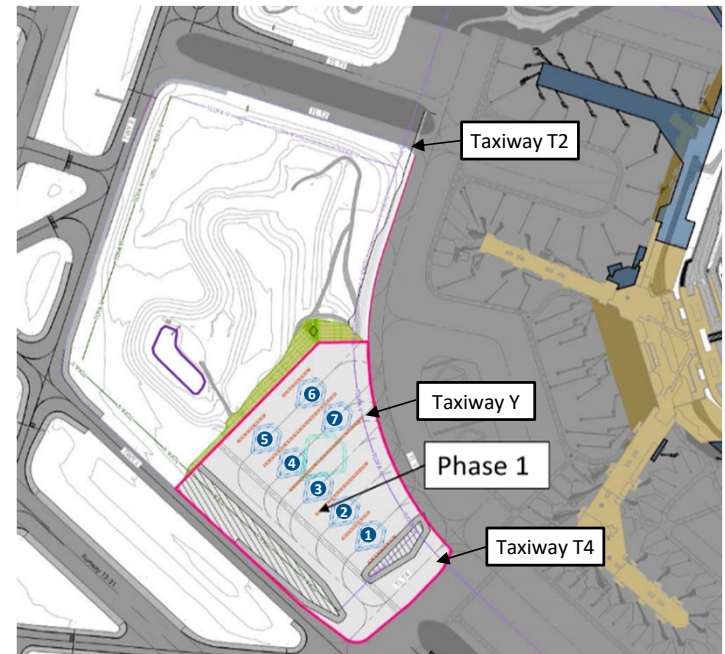
Funding Source:



■ MNAA Capital, allocated to the Airlines through the Rates & Charges Model

Committee Review: Operations Committee voted 3 to 0 to recommend approval on August 14, 2024.

Staff Recommendation: Board of Commissioners accept the proposal by Kiewit for the Central Ramp Expansion and authorize the Chair and President and CEO to execute CGMP1 for \$28,821,386.



- Art Selection for Concourse D Extension (Operations)
 - Circular Node
 - Connector

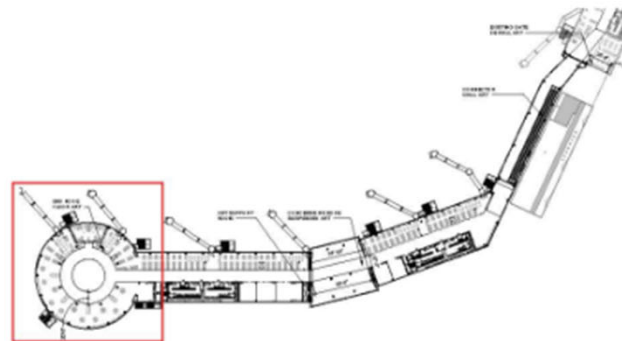
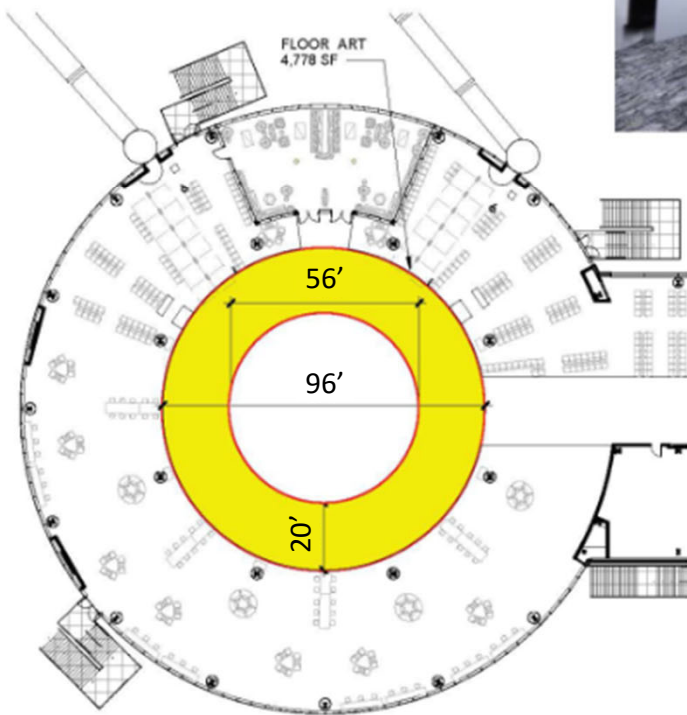
Items for Approval

Stacey Nickens
VP, Corporate Communications &
Marketing

Art Selection for Concourse D Circular Node

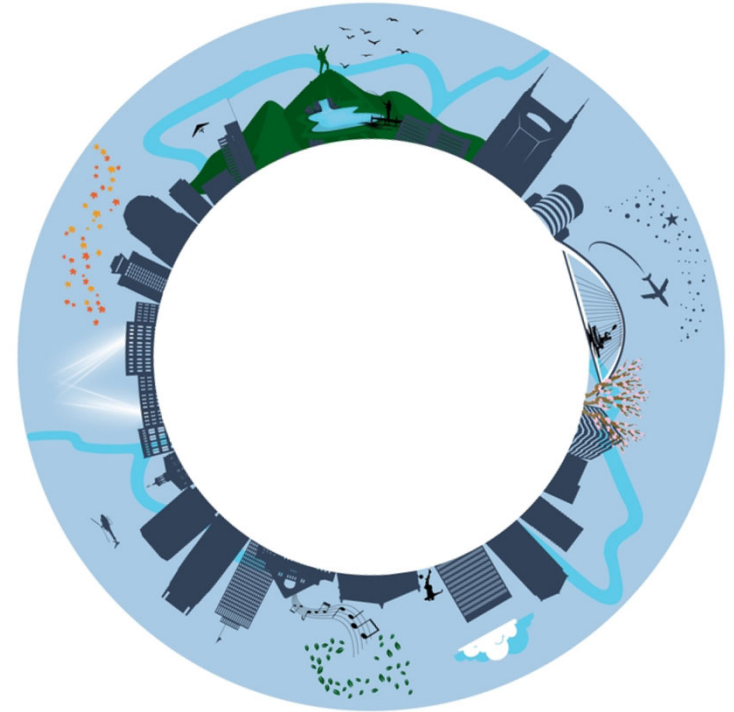
Overview of Location

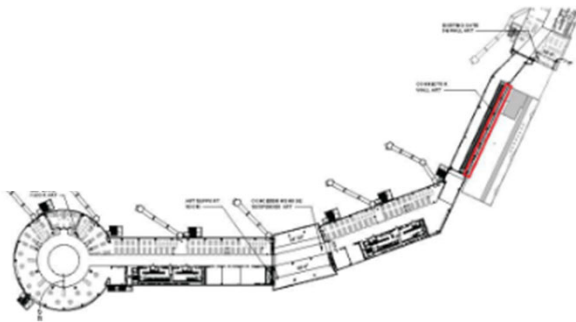
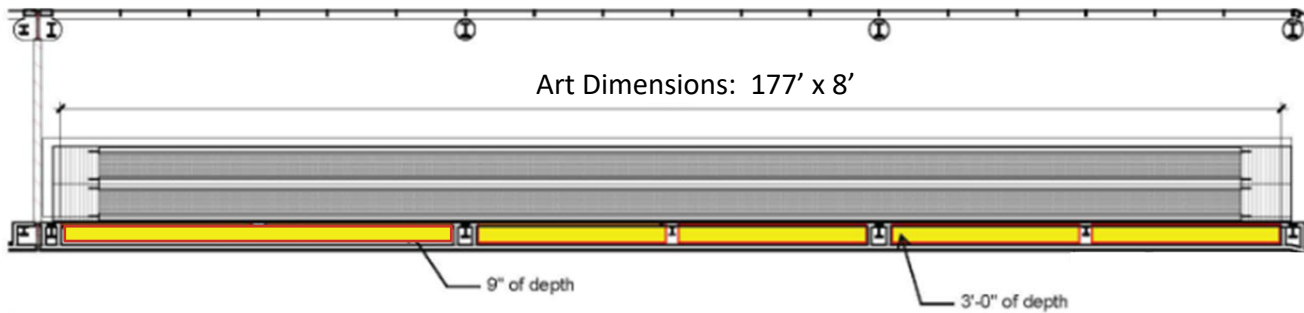
- The terrazzo floor art is a circular floor space in the middle of a round area that is to be designed by the designated artist.
- The location is entered from a central axis and surrounded by hold room seating with carpeted flooring.
- The edge of this circular node space gives close to 360-degree views of parked aircraft, the BNA airfield and surrounding scenery.



Concourse D Extension Circular Node Art Finalist

- **Artist:** Brenda Stein
- **Contract Cost:** \$75,000 (design)
- **Schedule:** August 2024 - Integration into Construction/Design Team
Late 2024 - Final Design & Fabrication
Early 2025 (prior to July 2, 2025 opening) - Installation
- **Funding Source:**  100% MNAA
(1% Public Art budget)
- **Committee Review:** Operations Committee voted 3 to 0 to recommend approval on August 14, 2024.
- **Staff Recommendation:** Staff requests that the Board of Commissioners:
 - 1) Accept the recommendation of the Arts at the Airport (AaA) Foundation Board public art selection committee and the President and CEO to commission Brenda Stein to design the work for the Concourse D Extension terrazzo circular node, and
 - 2) Authorize the Chair and President and CEO to execute the 1% Public Art Contract for \$75,000.





Art Selection for Concourse D Connector

Overview of Location

- The public artwork is integrated into six expansive wall sections that bridge the existing concourse to the new Concourse D Extension.
- Considerations include proximity to the public traveling along the moving walkway, various points of view from the concourse as well as the tarmac, and the length of the artwork zone.

Concourse D Extension Connector Art Finalist



- **Artist:** New Hat
- **Contract Cost:** \$200,000
- **Schedule:** August 2024 - Integration into Construction/Design Team
Late 2024 - Final Design & Fabrication
Early 2025 (prior to July 2, 2025 opening) - Installation
- **Funding Source:**  100% MNAA
(1% Public Art budget)
- **Committee Review:** Operations Committee voted 3 to 0 to recommend approval on August 14, 2024.
- **Staff Recommendation:** Staff requests that the Board of Commissioners:
 - 1) Accept the recommendation of the Arts at the Airport (AaA) Foundation Board public art selection committee and the President and CEO to commission New Hat to design and install the work for the Concourse D Extension connector, and
 - 2) Authorize the Chair and President and CEO to execute the 1% Public Art Contract for \$200,000.

- Contract Renewal for Radio Communication Services (Operations)

Item for Approval

Adam Bouchard, C.M., FRAeS
VP, Operations

Contract Renewal for Radio Communication Services

Project Description: Approve the Service Agreement with Motorola Solutions to provide maintenance and support for MNAA’s radio system. The Service Agreement provides maintenance and support for hundreds of MNAA radios used to communicate and manage the day-to-day business of the Airport across Airport Operations, Maintenance, the Airport Communications Center, and the Department of Public Safety.

Contractor: Motorola Solutions

Schedule: Start Date: September 15, 2024
Contract Duration: 6 years with no renewal options

Contract Cost:	Contract Cost Year 1	\$ 532,000
	Contract Cost Year 2	\$ 534,520
	Contract Cost Year 3	\$ 565,811
	Contract Cost Year 4	\$ 598,980
	Contract Cost Year 5	\$ 634,139
	Contract Cost Year 6	\$ 671,407
	Total Cost NTE:	\$3,536,857



Funding Source: MNAA O&M, allocated to the Airlines through the Rates & Charges Model

Committee Review: Operations Committee voted 3 to 0 to recommend approval on August 14, 2024.

Staff Recommendation: Board of Commissioners accept the Service Agreement with Motorola Solutions for radio system maintenance and support and authorize the Chair and President and CEO to execute the proposed contract for \$3,536,857.

- 2nd Amendment to Professional Services Contract for Cellular DAS and Wi-Fi Consulting (Finance)

Item for Approval

Eric L. Johnson, CCIM, C.M.
SVP & Chief Revenue Officer

Second Amendment to Professional Services Contract for Cell/DAS/Wi-Fi Consulting

Project Description: Cell Site Capital provides technical consulting services to support the Authority transition from third-party owned and managed Cellular DAS and Wi-Fi infrastructure, to a system owned by the airport. Cell Site Capital will assist the Authority in negotiating license agreements with the three cellular carriers.

Contractor: Cell Site Capital, LLC

Total Contract Cost:

Original Contract:	\$ 330,000
Amendment 1:	170,000
Amendment 2:	<u>750,000</u>
	\$1,250,000

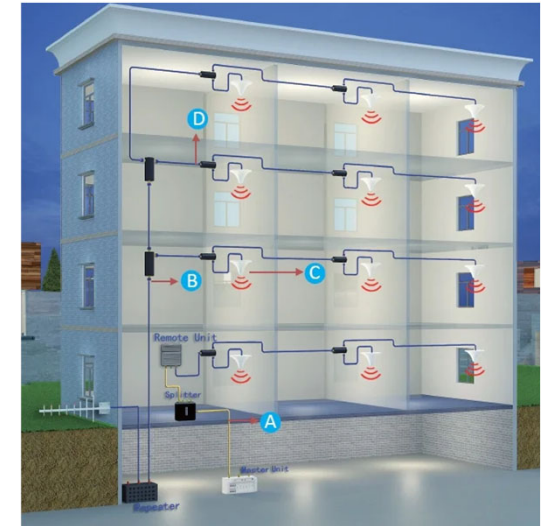
Schedule: Contract Start: June 1, 2023
Contract End : June 30, 2025

SMWBE: Race & Gender Neutral

Funding Sources:



■ 100% Concessions O&M



Committee Review: Finance Committee voted 2 to 0 to recommend approval on August 14, 2024.

Staff Recommendation: Board of Commissioners accept the Second Amendment to the consulting contract between MNA and Cell Site Capital, LLC, and authorize the Chair and President and CEO to execute the amendment for \$750,000.

Information Items

August 21, 2024

- BNA Development Update (Operations)
- JWN Development Update (Operations)
- Quarterly Retirement/OPEB/Treasury Investment Reports (Finance)
- BNA Concessions Program Update (Finance)
 - Quarterly Sales Report, 2024 CYTD Q2
 - Concourse D Extension Update
 - BNA PASSport Results
- FY24 CEO Performance Key Performance Indicators (KPIs) (Management)
- FY24 CEO Compensation Benchmarking (Management)
- FY25 Strategic Goals (Management)
- FY25 CEO KPIs (Management)

Information Items

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



Concourse End Exterior



Entry View



Integrated Hold Room End



Concessions Node



Mezzanine Terraces



Restroom Block

BNA

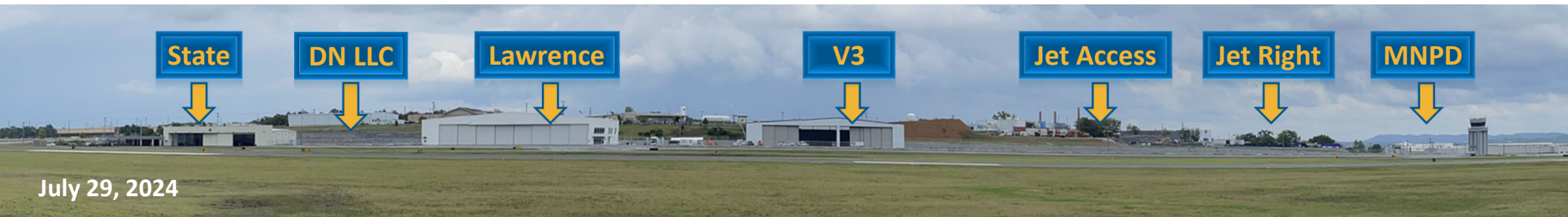
Development Update: Concourse A Design

- Opens July 3, 2028
 - Existing Concourse A closes for demo July 3, 2025
- Adds sixteen gates
 - 14 group III, 2 group V
 - Common Use Boarding at all gates
- Two 120' moving walkways
- Increases facilities by 400K sq ft
 - 1 additional baggage claim device
 - 24 additional ticket counters
 - 28K sq ft concessions space
- Unique finishes in tune with Terminal and Concourse D
- Additional Amenities
 - Larger & more efficient restrooms
 - Mother's Room; Service Animal Relief Area
 - Departures Level Outdoor Terrace
 - Mezzanine Airline Lounges (20K sf total) w/outdoor terrace & indoor balcony
- Central Utility Plant



BNA Development Update: Expansion Locations

JWN Development Update



Solicitation of 2nd FBO Schedule

- | | |
|---|---|
| ✓ Release RFP | July 17, 2024 |
| ✓ Pre-proposal Meeting & Site Visit | August 8, 2024 |
| - 36 attendees | |
| - 20 potential bidders | |
| • Addendum Due (102 questions received) | August 19, 2024 |
| • Proposals Due | September 6, 2024 <i>(may extend up to 3 weeks)</i> |
| • Board Approval | October 11, 2024 |
| • Contract Award | October 28, 2024 |
| • Contract Start | November 25, 2024 |

Midfield Solicitation

- Planned after 2nd FBO Award

Retirement Plan

- **FY24-Q4 Market Value: \$84.8M (+\$1.3M)**
 - Gross Return: 0.81% (FYTD 10.85%)
 - As of June 30, 2024, the retirement plan is 95% funded

OPEB

- **FY23-Q4 Market Value: \$43.2M (+\$0.3M)**
 - Gross Return: 0.86% (FYTD 12.23%)
 - As of June 30, 2024, the OPEB plan is 169.3% funded

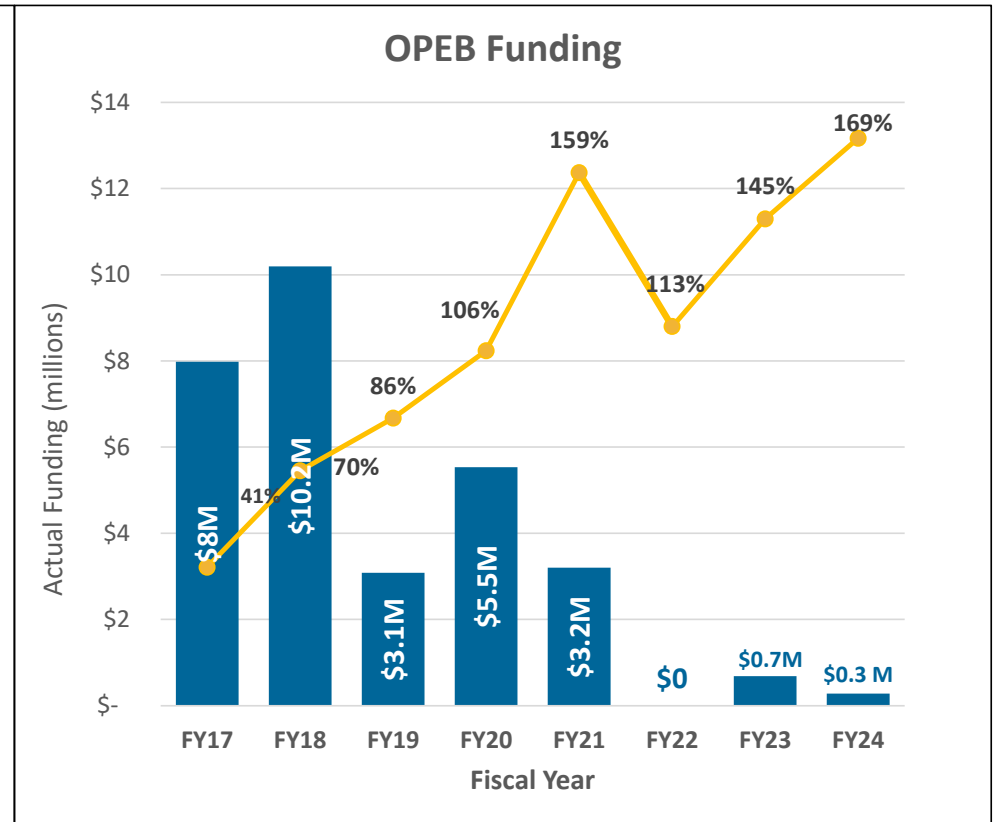
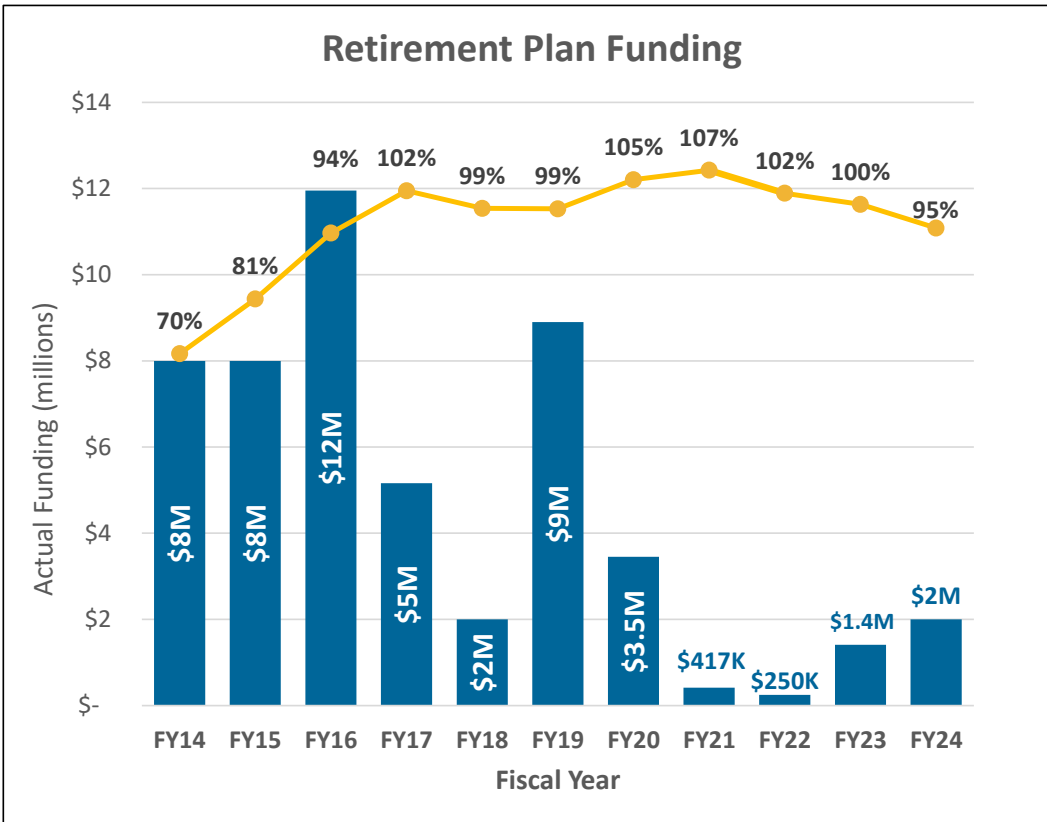
Treasury Investments

- **FY24-Q3 Available Funds: \$1.23B (99.6% invested)**
- **FY24-Q3 Earnings: \$13,821,298 (5.37% yield)**

Quarterly Retirement / OPEB / Treasury Investment Report

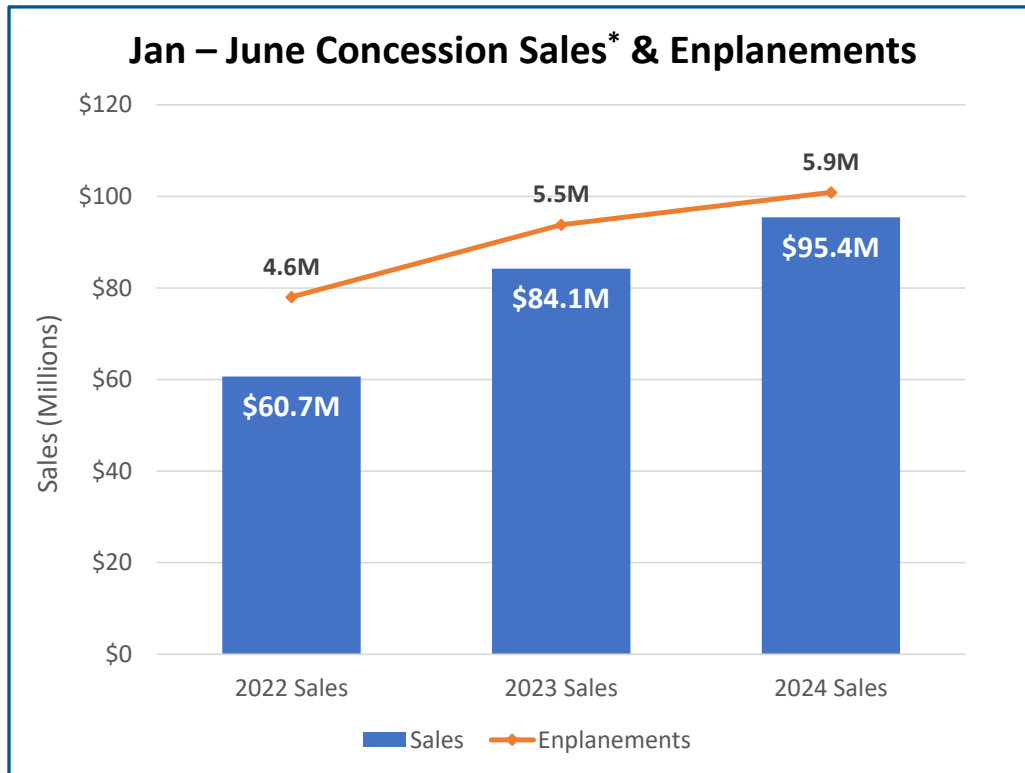
- Quarter ending June 30, 2024

Retirement Plan & OPEB Funding



■ Actual Funding
 —●— Funding Percentage

**2024 CYTD Q2 Sales are up 13.7% over 2023 CYTD Q2
(Enplanements were up 7.4%)**



Source: MNA Website, Enplaned Passenger Information; Fraport's June 2024 Sales Report; Paradies-Lagardere Monthly Sales Reports

*Includes Fraport Terminal and Paradies Satellite Concourse performance

2024 CYTD Q2 Concession Sales

Fraport:

- Sales: \$91.6M
- Sales/Enplanement: \$17.16

Paradies (Satellite Concourse):

- Sales: \$4.1M
- Sales/Enplanement: \$7.49



BNA Concessions Program Update

Concourse D Extension Concessions

- 5 Food & Beverage & 3 Retail Locations
- 30% Design Approval Date: 5/31/24
 - All locations met 30% design approval
 - All locations submitted 95% designs
 - 7 locations approved to Code
 - 1 location reviewed and asked to revise/resubmit
- Construction Start Date: 3/4/25
- Tenant Opening Date: 7/2/25

BNA PASSport (July 2024)

- 2,419 Applications / 1,099 passes issued
- Positive media & customer response



FY24 CEO Key Performance Indicators

KPI Evaluation Criteria	90% Eligibility	100% Eligibility	110%+ Eligibility	Actual	Results
Financial (50%)				Financial	
Operating Income (BNA+JWN+MPC) (25%)				<u>Pending Year-End Close</u>	
Operating Revenue	Meets budget: \$302.4M	5% over budget: \$317.5M	10% over budget: \$332.6M	8/12/24 Finance > \$302.4M	90% +
Operating Expense	Meets budget: \$178.0M	5% under budget: \$169.1M	10% under budget: \$160.2M	8/12/24 Finance < \$178.0M	90% +
Fiscal Responsibility / Strength (25%)					
Senior Debt Coverage	1.25	1.3 - 1.5	Greater than 1.5	April 2024 Budget Approval - 11.8	110%
Sr/Subordinate Debt Coverage	1.1	1.2 - 1.25	Greater than 1.25	April 2024 Budget Approval - 6.95	110%
Days Cash on Hand	500 days (OS)	550 - 650 day (Policy)	Greater than 650 days	April 2024 Budget Approval - 896	110%
Pension Funding	80% - 89%	90% - 100%	Greater than 100%	June 2024 USI FYE Report - 95%	100%
OPEB Funding	80% - 89%	90% - 100%	Greater than 100%	June 2024 USI FYE Report - 169%	110%
Operational (50%)				Operational	
Overall Airport Satisfaction (25%)				<u>June 2024 Survey</u>	
	80% - 84% top 2 box	85% - 90% top 2 box	Greater than 90% top 2 box	92%	110%
Strategic Goals (25%)				<u>June 2024 Final Results</u>	
Invest in BNA/JWN	Meets expectations: 70% - 79%	Exceeds expectations: 80% - 90%	Outstanding: Greater than 90%	86.4%	100%
Plan for the Future					
Prepare for the Unexpected					
				Total	102.0% +

CFO Input

CSO Input

- Financial
 - Operating Revenue
 - Increased ~ \$50M, annually for past 3 years
 - Revenue exceeds expenses by ~ \$125M
 - FY24 Treasury Investments
 - Earned \$52.6M, positive trend for past 7 years
 - NAE Fund (cash reserve)
 - \$310.7M, projected to increase to \$367.3M (+\$56.5M) with FY24 contribution in January 2025
- Operational
 - Overall airport satisfaction
 - 92%, with positive trend for past 4 years
 - 7 areas showed significant improvement in satisfaction
 - FY24 Strategic Goals & Objectives Score = 86.4%

FY24 CEO Key Performance Indicators

- Significant Accomplishments

- Next Steps
 - Board of Commissioners will review and evaluate results presented
 - Board of Commissioners, at their sole discretion, will determine bonus to award CEO, based on
 - CEO’s ability to meet or exceed targeted expectations applicable to his position
 - In accordance with and subject to the terms of any applicable performance-based metrics, compensation plan or program
 - Board Approval – September 18, 2024

FY24 CEO Key Performance Indicators

- Ref: CEO Employment Agreement, Effective 7/1/2022

- Data included in analysis
 - 41 Large and Medium Hub airports
 - Economic Research Institute – ERI for Executive Officer jobs in Nashville, TN with revenues of \$350M
 - ACI-NA Wage Database
- MNAA CEO salary falls between average and high for Large & Medium Hub Airports.
 - Average Salary: \$507,037
 - High Salary: \$729,121
- MNAA CEO salary falls below average for Chief Executive Officers, all Industries, in Nashville, TN, generating \$350M in revenue per year.
 - Average Salary: \$845,636
 - High Salary: \$1,131,711

FY24 CEO Compensation Benchmarking

- Ref: CEO Employment Agreement amendment, effective 9/20/23
- ADK selected through competitive solicitation to conduct CEO Compensation Benchmarking Study
 - Report delivered 7/22/24

FY25 Strategic Goals & Objectives



Invest in BNA/JWN

1. **Achieve Financial Commitments** (Basrai)
 - Issue a new Short Term Credit Facility by December 31, 2024, and prepare for a FY25 or early FY26 bond issuance
 - Ensure debt service coverage and days cash on hand are maintained above policy requirements
 - Continually update funding model to ensure adequate access to capital
2. **Continue to Develop BNA Concessions Program** (Johnson)
 - Complete 8 concessions in Concourse D by July 2, 2025
 - Develop and issue concessions solicitation for Concourse A
 - Develop and issue solicitation for Mezzanine Lounge(s)
 - Develop plan to increase advertising revenue by December 15, 2024
3. **Organizational Review** (Cooper, Lankford)
 - Complete comprehensive review of Human Resources, Business Diversity Development and Procurement and develop plan to continue improvement of long-range department performance (Cooper)
 - Develop requirements, including recommended roles and required resources, for analytical data center by January 31, 2025 (Lankford)
4. **Improve Procurement Efficiency and Service** (Cooper)
 - Complete comprehensive review of Procurement Program, including verification of compliance with all local, state and federal requirements, benchmarking against other large hub airports, and evaluation of efficiency and transparency
 - Update Procurement Policy and Procedure Manual and implement updates
 - Implement new credit card program to support corporate credit card/p-card policy by December 31, 2024
5. **Continue Advocacy of State Support for Long-range Capital Funding** (Lankford)
 - Complete BNA/JWN Economic Impact Study and coordinate with State of Tennessee and TAACA
6. **Attract and Retain the Best Employees** (Cooper)
 - Complete compensation survey, specialty/shift-differential pay, and provide recommendations to CEO by January 31, 2025
 - Evaluate and develop proposal for improvements to supplemental benefits
 - Conduct recruiting outreach with industry professional organizations and institutions to establish a pipeline of critical skill needs
7. **Sponsorships and Marketing** (Lankford)
 - Implement Sponsorship Portal and develop reporting for sponsorship spend
 - Determine effectiveness of sponsorship and marketing spend
8. **Improve Customer Experience** (Floyd)
 - Develop plan that merges customer service and customer experience to provide proactive and urgent response to all facets of customer journey, including required roles and resources by December 15, 2024

Plan for the Future

9. **Improve Airport Access** (Ramsey)
 - Complete, manage and maintain Roadway/Traffic Management Model
 - Finalize Future Parking/Garage(s) Plan for 70M passengers
10. **Enhance Airline Efficiency** (Ramsey, Floyd, Johnson)
 - Complete design and begin construction of improvements to Baggage Handling System (Ramsey)
 - Complete construction of Concourse D Extension by July 2, 2025 (Ramsey)
 - Complete design of Concourse A and award CMAR contract for enabling to begin July 3, 2025 (Ramsey)
 - Award professional services contract for design of Central Ramp (Ramsey)
 - R/W 2L Proposed Extension (Ramsey, Johnson)
 - Award contract for Uniform Relocation Act (URA) requirements, appraisals, surveys and environmental assessments (Johnson)
 - Respond to FAA Agency Review decision (Continue EIS or begin EA) (Ramsey)
 - Coordinate improvements to Air Traffic Control Procedures (Floyd)
11. **Expand Air Service** (Lankford, Floyd)
 - Continue to pursue International Air Service and obtain at least one new transoceanic route (Lankford)
 - Develop Corporate Engagement plan for each airline at BNA (Lankford)
 - Facilitate improvements to Customs and Border Protection service (Floyd)
12. **Create Terminal II Strategic Plan** (Ramsey, Basrai, Lankford)
 - Refine preferred site concepts for Terminal II and CONRAC (Ramsey)
 - Develop Terminal II Tenant Relocation Plan (Ramsey)
 - Obtain Board approval to raise Customer Facility Charges (CFCs) to support financing of new Consolidated Rental Car Center (CONRAC) at BNA (Basrai)
 - Develop plan for the funding of New Horizon and Terminal II (Basrai)
 - Develop/produce community storyline for New Horizon and Terminal II Plans (Lankford)
13. **Airport Authority Long-Range Planning** (Ramsey, Johnson)
 - Create an Airport Authority Long-Range Facility/Campus Plan (Ramsey)
 - Initiate and manage development of a new Airport Master Plan (Critical Facilities: Centralized Receiving & Distribution, Air Freight, ARFF Stations, Fuel Storage, Future Airfield) (Ramsey)
 - Develop plan to purchase additional real estate (Johnson)
14. **Expand John C. Tune Airport** (Floyd, Johnson)
 - Complete solicitation and execute lease for 2nd FBO
 - Complete solicitation and execute lease or contract for Midfield Development (Johnson)

Prepare for the Unexpected

15. **Succession Planning** (Cooper, Bedrock, Floyd)
 - Complete solicitation for Human Resources Information System (HRIS), including Performance Management, and develop plan for funding and implementation (Cooper)
 - Begin development of comprehensive plan for organizational development, including training for new managers and defining requirements for leadership positions (Cooper)
 - Develop recommendation for employment agreements for Vice Presidents and above by October 15, 2024 (Bedrock)
 - Develop & publish Talent, Excellence, and Diversity Plan (Cooper)
 - Develop 24/7 duty roster (Floyd)
16. **Business Diversity Leadership** (Cooper)
 - Publish certified SMWBE, DBE and ACDBE Performance for community distribution
 - Complete actions in response to five 2021 Disparity Study findings, including B2Gnow enhancements
17. **2nd Water Line to Airport** (Ramsey)
 - Complete construction of redundant water line by June 30, 2025
18. **Compliance** (Bedrock)
 - Develop recommendation for updated Board and Staff Ethics policies by October 15, 2024
 - Develop recommendation for updated Board bylaws by December 15, 2024
 - Develop recommendation for comprehensive Compliance Program by December 15, 2024
 - Provide quarterly updates and recommendations to executive staff on legal issues and challenges impacting airports
19. **Operational Excellence** (Floyd)
 - Develop FAR 139 and TSA 1542 program to be used as benchmark for large hub airport performance for annual preparation
20. **Media Response Plan** (Lankford)
 - Develop real-time Media Response Plan to improve media accuracy

NOTE: Scoring of items that are due for completion after the end of the fiscal year will be based on projected completion date

Issued: July 8, 2024

FY25 Strategic Goals

- Developed by Executive and Senior Staff
- Performance will be reviewed at Executive/Senior Staff Off-Site Business Meetings in September 2024 and March 2025

KPI Evaluation Criteria	90% Eligibility	100% Eligibility	110%+ Eligibility
Financial (50%)			
Operating Income (BNA+JWN+MPC) (25%)			
Operating Revenue	Meets budget: \$350.0M	5% over budget: \$367.5M	10% over budget: \$385.0M
Operating Expense	Meets budget: \$199.8M	5% under budget: \$189.8M	10% under budget: \$179.8M
Fiscal Responsibility / Strength (25%)			
Senior Debt Coverage	1.25	1.3 - 1.5	Greater than 1.5
Sr/Subordinate Debt Coverage	1.1	1.2 - 1.25	Greater than 1.25
Days Cash on Hand	500 days (OS)	550 - 650 day (Policy)	Greater than 650 days
Pension Funding	80% - 89%	90% - 100%	Greater than 100%
OPEB Funding	80% - 89%	90% - 100%	Greater than 100%
Operational (50%)			
Overall Airport Satisfaction (25%)	80% - 84% top 2 box	85% - 90% top 2 box	Greater than 90% top 2 box
Strategic Goals (25%)			
Invest in BNA/JWN	Meets expectations: 70% - 79%	Exceeds expectations: 80% - 90%	Outstanding: Greater than 90%
Plan for the Future			
Prepare for the Unexpected			

FY25 CEO Key Performance Indicators

- Next Steps
 - Board of Commissioners review and approve or revise CEO FY25 KPIs
 - Board Approval: September 18, 2024



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

Meeting Adjourned

Staff Reports

August 21, 2024

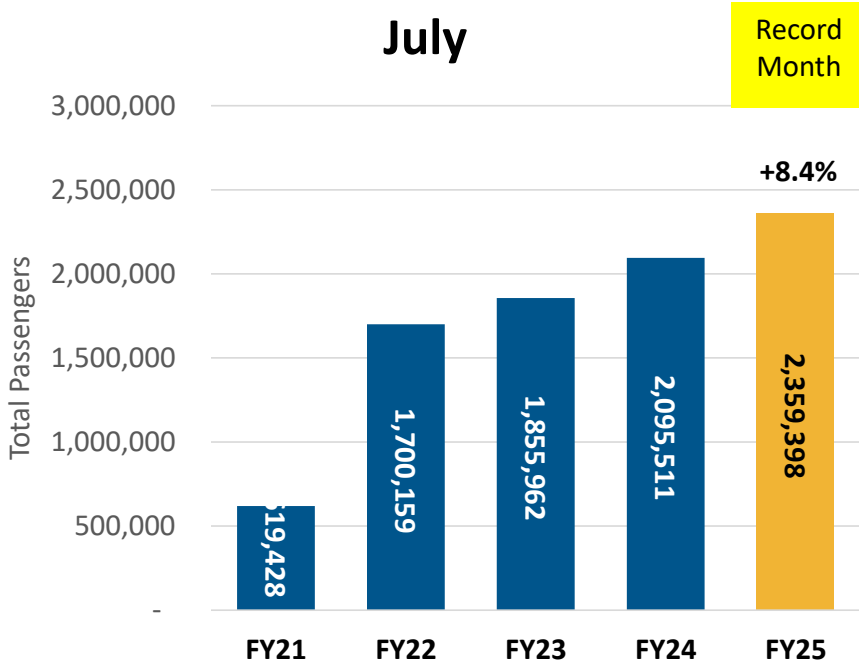
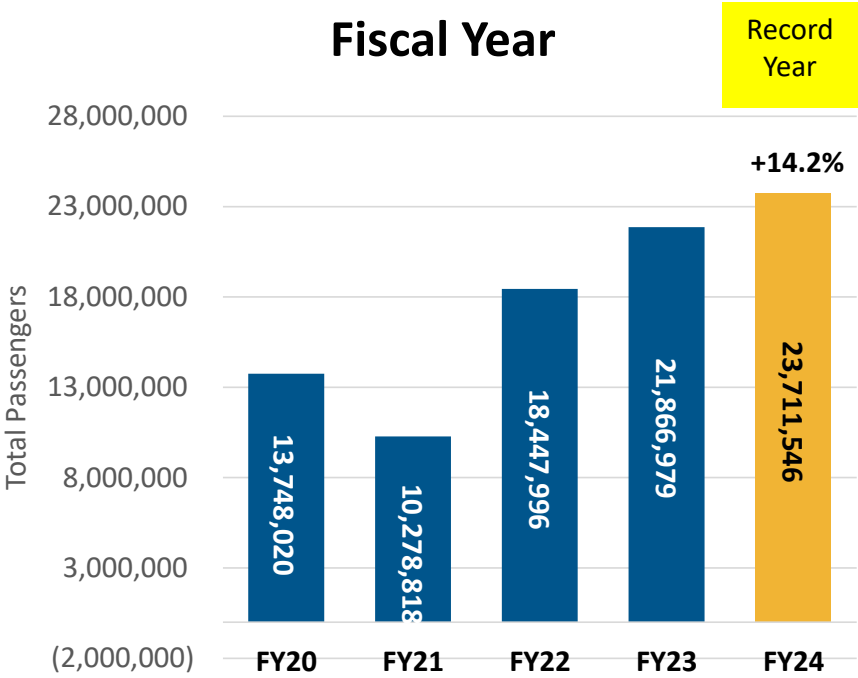
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Operations Report

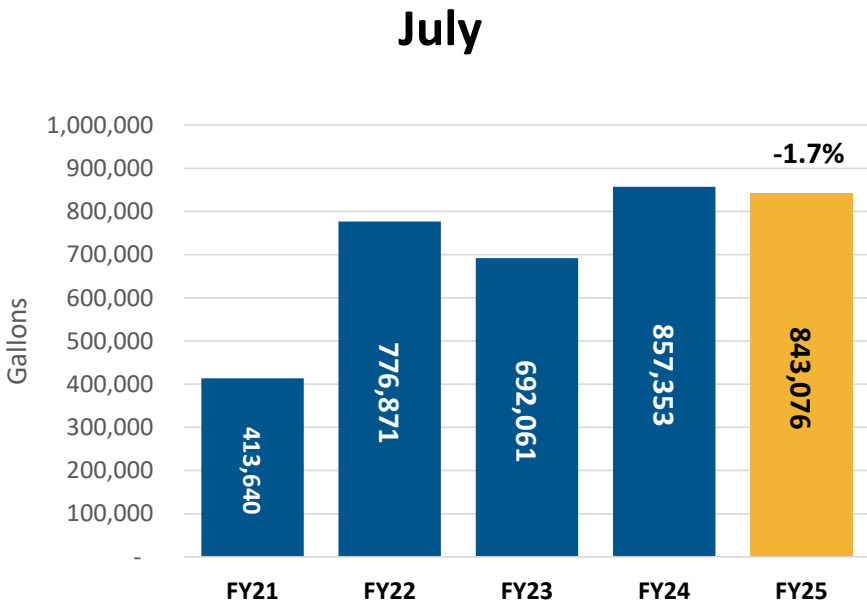
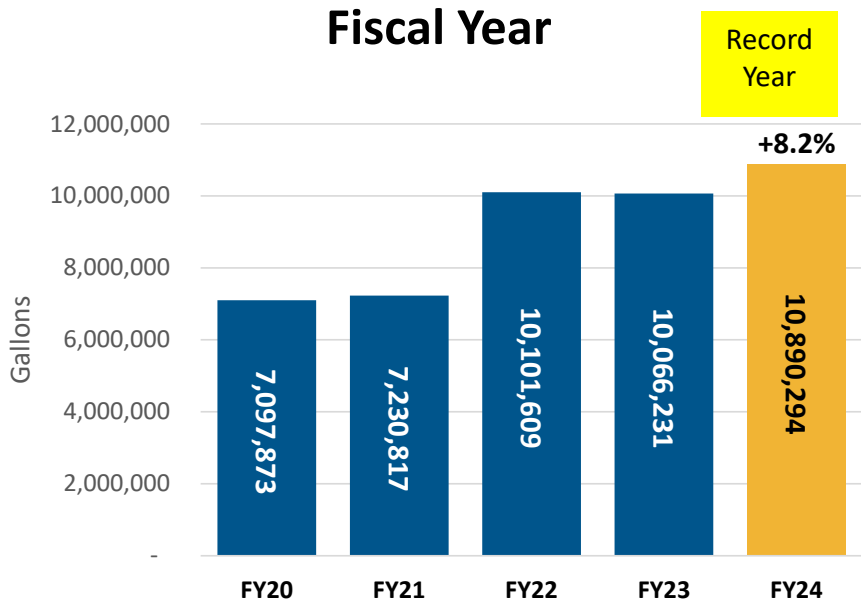
Adam Floyd, C.M.

SVP, Chief Operating Officer

BNA Total Passengers

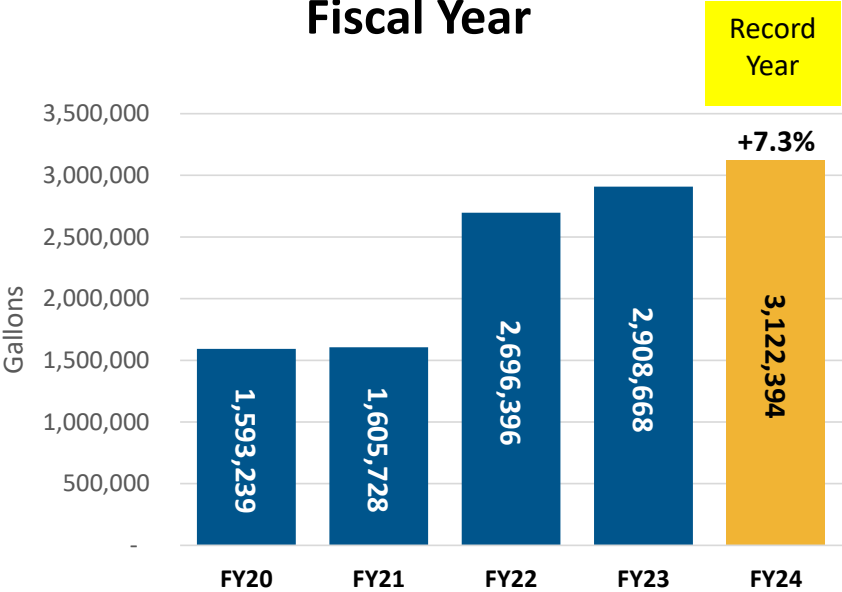


BNA Fuel Sales

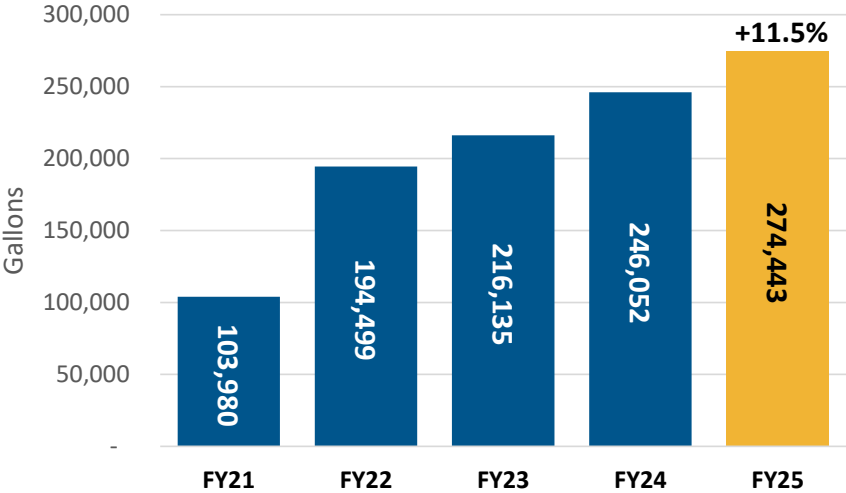


JWN Fuel Sales

Fiscal Year



July



Development Report

Robert Ramsey, P.E., A.A.E., I.A.P.

EVP, Chief Development Officer

Vision 1.0 Program Budget Update: August 2024

Project Name	Current Budget	Estimate at Completion (EAC)	Budget Variance	Project Contingency: Original/Balance
VISION PROJECTS	\$ 1,224,563,416	\$ 1,216,823,921	\$ 7,739,495	\$121,290,987 / \$0
Parking and Transportation Center	\$ 112,565,500	\$ 112,565,500	\$ -	\$5,100,000 / \$0
Concourse D & Terminal Wings	\$ 287,637,753	\$ 287,637,753	\$ -	\$33,964,557 / \$0
Garage C & Airport Administration Building	\$ 180,995,368	\$ 180,995,368	\$ -	\$20,341,202 / \$0
Garage B	\$ 97,428,000	\$ 89,688,505	\$ 7,739,495	\$2,700,000 / \$0
Terminal Lobby & IAF	\$ 480,436,795	\$ 480,436,795		\$54,865,228 / \$0
Terminal Access Roadway Improvements Ph 1	\$ 65,500,000	\$ 65,500,000	\$ -	\$4,320,000 / \$0
VISION ENABLING PROJECTS	\$ 62,390,352	\$ 62,390,351	\$ -	\$1,408,000 / \$1,053,523
ART	\$ 5,112,550	\$ 5,112,550	\$ -	
PROGRAM CONTINGENCY	\$ 12,941,682	\$ 20,681,178	\$ (7,739,495)	
Total	\$ 1,305,008,000	\$ 1,305,008,000	\$ -	\$122,698,987 / \$1,053,523*

Total Contingency Remaining = \$20.7M program + \$1.1M project ~ \$21.8M

Vision 2.0 Program Budget Update: August 2024

Project Name	Current Budget	Estimate at Completion (EAC)	Budget Variance	Project Contingency: Original/Balance
VISION 2.0 PROJECTS	\$ 229,500,000	\$ 206,374,473	\$ 23,125,527	\$12,392,941 / \$1,440,000
Satellite Concourse	\$ 134,500,000	\$ 129,147,970	\$ 5,352,030	\$8,952,941 / \$0
Runway 2L/20R Extension EA/Preliminary Design/Property Acquisition	\$ 15,000,000	\$ 15,000,000	\$ -	\$0 / \$0
Concourse A Site Prep / Fill / EA	\$ 49,000,000	\$ 31,226,503	\$ 17,773,497	\$2,000,000 / \$0
Concourse A Ramp Paving	\$ 31,000,000	\$ 31,000,000	\$ -	\$1,440,000 / \$1,440,000
PROGRAM CONTINGENCY	\$ -	\$ 23,125,527	\$ (23,125,527)	
Total	\$ 229,500,000	\$ 229,500,000	\$ -	\$12,392,941 / \$1,440,000

Total Contingency Remaining = \$23.1M program + \$1.4M project ~ \$24.5M

New Horizon I Program Budget Update: August 2024

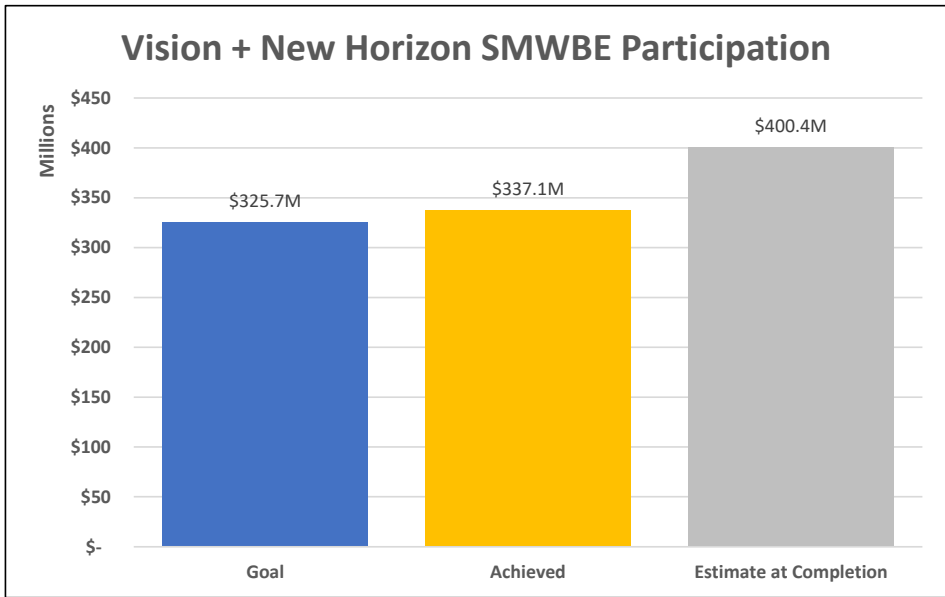
Project Name	Current Budget	Estimate at Completion (EAC)	Budget Variance	Project Contingency: Original/Balance
New Horizon I Projects (Airside)	\$ 1,541,000,000	\$ 1,541,000,000	\$ -	\$140,350,615 / \$140,350,615
Baggage Handling System Improvements	\$ 243,000,000	\$ 243,000,000	\$ -	\$22,090,909 / \$22,090,909
Concourse D Extension	\$ 287,000,000	\$ 287,000,000	\$ -	\$26,138,432 / \$26,138,432
Concourse A Expansion	\$ 855,000,000	\$ 855,000,000	\$ -	\$77,939,456 / \$77,939,456
Central Ramp Expansion	\$ 156,000,000	\$ 156,000,000	\$ -	\$14,181,818 / \$14,181,818
ART	\$ 4,000,000	\$ 4,000,000	\$ -	
PROGRAM CONTINGENCY	\$ 75,000,000	\$ 75,000,000	\$ -	
Total	\$ 1,620,000,000	\$ 1,620,000,000	\$ -	\$140,350,615 / \$140,350,615

Total Contingency Remaining = \$75M program + \$140M project ~ \$215M

NOTE: New Horizon I Program Scope and Budget August 2024 Approval Item

SMWBE Participation – BNA Vision & New Horizon – July 2024

To be updated



	Vision 1 & 2	New Horizon	Total
Contract Amount	\$1,380M	\$309.3M	\$1,689M
Goal	\$273.4M	\$52.3M	\$325.7M
Achieved	\$330.8M	\$6.3M	\$337.1M
Estimate at Completion	\$339.6M	\$60.9M	\$400.4M

Includes MBE, WBE, SBE & DBE

Source: Vision Project Controls – Pending validation by BDD

Finance Report

Marge Basrai, CPA, CGMA, CM
EVP, Chief Financial Officer

- *FY24 year-end financials will be provided September/October 2024*

- February 15: FY24 Engagement Letter entered into Tennessee Comptroller of Treasury's Division of Local Government Contract and Report System ("CARS")
- March 24: Executed FY23 Engagement with Plante & Moran
- June 24 - 28: Interim Fieldwork (off-site)
- August 7: Plante Moran/Board Chair Audit Review (virtual)
- August 19 - 30: Fieldwork (on-site)
- August 28: Plante Moran/CEO Audit Review (virtual)
- September 30: Draft Financial Statements and footnotes to Metro Nashville
- October 15 - 31: Finalize Audit and Annual Consolidated Financial Report ("ACFR")
- November 13: Results to Management Committee

FY24 External Audit Update

- FY24 year-end financials will be provided September/October 2024

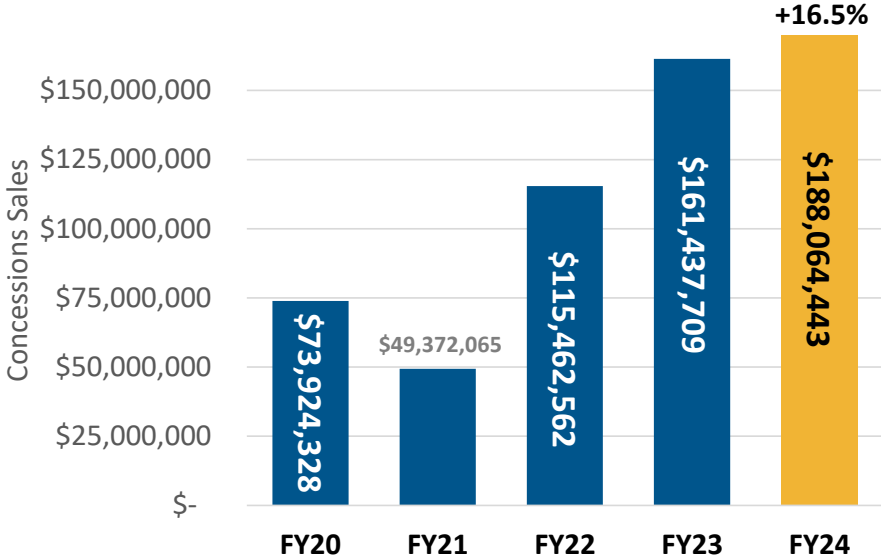
Commercial Development Report

Eric Johnson, CCIM, CM

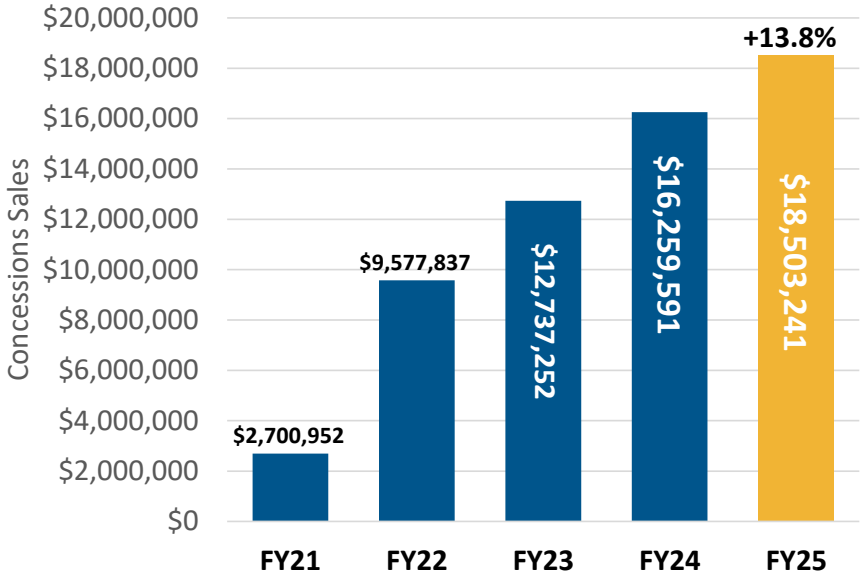
SVP, Chief Revenue Officer

Concession Sales

Fiscal Year



July



Sales per Enplaned Passenger

July 2023: \$15.75

July 2024: \$15.82

*includes Fraport & Paradies