

FY25 Strategic Goals & Objectives

- 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

- 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 design/build contract for Central Ramp (Ramsey)
 - R/W 2L Proposed Extension (Ramsey, Johnson)
 - Develop real estate acquisition plan for the R/W 2L proposed extension (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)

- 15. Succession Planning (Cooper, 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 & 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 March 15, 2025
 - 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