

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



Date: July 9, 2025

Location: Metropolitan Nashville Airport Authority
Tennessee Boardroom

Time: 9:00 a.m.

Committee Members Present:

Jimmy Granbery, Committee Chair; Bobby Joslin,
Committee Vice Chair; Nancy Sullivan

Committee Members Absent:

None

Other Board Members Present:

Andrew Byrd, Joycelyn Stevenson, Glenn Farner

MNAA Staff & Guests Present:

Doug Kreulen, Cindy Barnett, Lisa Lankford, Trish Saxman,
Marge Basrai, John Cooper, Kristen Deuben, Adam Floyd,
Ryan Hall, Traci Holton, Eric Johnson, Lisa Leyva, Carrie
Logan, Syed Mehdi, Rachel Moore, Ted Morrissey, Stacey
Nickens, Brandi Porter, Josh Powell, Robert Ramsey, and
Berta Fernandez (Landrum Brown)

I. CALL TO ORDER

Chair Granbery called the Joint Meeting of the MNAA and MPC Operations, Engineering & Strategic Planning (Operations) Committee to order at 9:00 a.m. pursuant to Public Notice dated July 4, 2025.

II. PUBLIC COMMENT

Chair Granbery stated there were no public comment requests received.

III. APPROVAL OF MINUTES

Chair Granbery asked for a motion to approve the minutes from the June 11, 2025 Operations Committee meeting. Vice Chair Joslin made a motion, and Commissioner Sullivan seconded the motion.

Chair Granbery asked Ms. Saxman for a roll call:

Chair Granbery – Yes

Vice Chair Joslin – Yes

Commissioner Sullivan – Yes

The motion passed with a vote of 3 to 0.

IV. CHAIR'S REPORT

Chair Granbery thanked President Kreulen for his leadership and the MNAA Staff for all their hard work. He congratulated MNAA on the opening of Concourse D Extension.

V. ITEMS FOR APPROVAL

1. CGMP 1 of 5 for Progressive Design-Build Contract for Parking/CONRAC/TARI

President Kreulen introduced Traci Holton, VP, New Horizon, to brief the Commissioners on the Component Guaranteed Maximum Price 1 (CGMP1) for Progressive Design-Build Contract for Parking/CONRAC/TARI. Ms. Holton stated the project is for 4 miles of new roads, a 3,000 space parking garage, and a 4,800 vehicle capacity Consolidated Rental Car Facility (CONRAC). CGMP 1 is for preconstruction. A Request for Proposal was advertised on April 21, 2025, and MNAA received 4 proposals. The proposals were evaluated on mandatory requirements, team/individual qualifications and experience, technical approach, and price. Since Messer-Sundt's scores exceeded the next highest rated firm by 18.3% the Selection Committee elected not to do interviews and proceed with Messer-Sundt. The total contract cost for CGMP1 is \$78,643,118 with a contract start date of July 2025.

Commissioner Farner asked what the efficiency is of combining the three projects into one project. Ms. Holton responded it gives flexibility for contractors to figure out an aggressive schedule for a complex project and to bid out all components. Commissioner Farner asked if it includes the roads. Ms. Holton replied yes and stated you would have a lot more people than if you were doing the roads horizontally and separately, you would have a different mix of people. Ms. Holton replied it is really hard to coordinate all those pieces and parts because there is so much going on, including maintaining traffic into the Ground Transportation Center (GTC) and traffic in and out of the garage and valet. It would be very hard to go do if not as a design-build in two parts, and typically all vertical structures have some roadway component just not quite this complex. President Kreulen added that Sundt is key on roadways and civil and Messer is key on garages. Commissioner Sullivan stated it would help with accountability. Ms. Holton stated that there will be lots of modeling and we will be bringing it all back to the Commissioners.

Chair Granbery stated the numbers in the bids are far apart, Hensel Phelps and Holder were together and Messer was much lower, and asked if Traci was concerned about the low bid. Ms. Holton replied not at all because MNAA has experience with Holder, HP and Messer. Messer comes in with very lean staff, especially the private control side, they are very lean and very confident. Also, their overall construction is pretty lean on staffing and we also know, looking at HP and Holder, they are very similar in how they operate and how they staff jobs, but Messer has always been lean. She is not concerned on how they will perform on these two garages.

Chair Granbery asked if the architect would give you any front order magnitude of what they think this will be. Ms. Holton replied we expect a ROM from them at the end of this month, normally, we would ask for that before we interview, but we did not interview. And we still think we are at the \$650M mark, but we will see what they come back with. Chair Granbery asked what the delta difference is. Ms. Holton stated it is around a \$1B program. Ms. Holton replied the delta difference is the soft costs. We may see some of it with NES. The Commissioners already approved \$10M for TARI Phase 3 with NES, which will be part of this. There is no need for environmental costs, but there will be utility costs. She stated we are anticipating 11 more blasts, and NES has to get poles out of the way. It is a pretty complicated cut-over in three different phases. President Kreulen stated a lot of the drilling and blasting is getting rid of the old Donelson. Now that the diverging diamond is open, they are chipping away to bring it down to normal elevation.

Commissioner Farner asked if the \$650M includes the roads. Ms. Holton replied yes. Commissioner Byrd stated this is going to be a massive undertaking. He drove to the airport the other day and missed a turn and ended up on Stewart's Ferry Pike, and he thinks it will be hard for the average working people to understand what is going on around here, and thinks we need to do an excellent job on communicating with people. President Kreulen stated that when we started BNA Vision in 2018 and had never done anything this big; we had to communicate what is happening so they would understand. It is like starting over again with this one, and we will have to communicate our progress and phases. Ms. Holton stated MNAA has a dedicated Communications team member who resides in the PMO and will make sure to send out communications.

Ms. Holton requested the Operations Committee recommend to the Board of Commissioners to authorize the Chair and President and CEO to execute the Contract for Component Guaranteed Maximum Price #1 (CGMP1) with Messer Sundt JV for \$78,643,118.

Chair Granbery asked for a motion to approve as presented. Vice Chair Joslin made a motion and Commissioner Sullivan seconded the motion.

Chair Granbery asked Ms. Saxman for a roll call:

Chair Granbery – Yes

Vice Chair Joslin – Yes

Commissioner Sullivan – Yes

The motion passed with a vote of 3 to 0.

2. CGMP 4 of 4 for Progressive Design-Build Contract for Central Ramp

Ms. Holton stated the CGMP 4 of 4 for Progressive Design Build Contract for Central Ramp Expansion consists of the pavement, lighting and pavement markings. The contractor is Kiewit Infrastructure South Co. and CGMP 4 is \$54,453,666 NTE and the total Guaranteed Maximum Price (GMP) is \$228,665,336 NTE. The contract start date is July 2025. President Kreulen stated this was a big part of our video that we just completed for Concourse D Extension and Southwest's COO, Waterson, commented that they will be able to do de-icing on the central ramp. On Monday, BNA had two different ground stops and another ground stop diverted 16 Southwest jets to BNA. We normally park 20 Southwest jets and had 37 jets from one airline, so this gives extra space and the ability to park extra jets when there are diversions.

Ms. Holton requested the Operations Committee recommend to the Board of Commissioners to authorize the Chair and President and CEO to execute the Amendment for Component Guaranteed Maximum Price #4 (CGMP4) with Kiewit for \$54,453,666 NTE and a Guaranteed Maximum Price (GMP) for \$228,665,336 NTE.

Chair Granbery asked for a motion to approve as presented. Vice Chair Joslin made a motion and Commissioner Sullivan seconded the motion.

Chair Granbery asked Ms. Saxman for a roll call:

Chair Granbery – Yes

Vice Chair Joslin – Yes

Commissioner Sullivan – Yes

The motion passed with a vote of 3 to 0.

3. Construction Contract for Dedicated Valet/Hotel Lane

Ms. Holton stated the Construction Contract for Dedicated valet/Hotel Lane includes constructing roadway improvements and lane widening in several locations around the Terminal complex. She stated these include adding an additional lane to the Valet/Hotel approach, extending the right turn on the Airport Connector, modifying the CONRAC/Garage 2 exit intersection and adding a lane to the GTC entrance and exit. The project also includes rough grading and erosion control north of Parking Lot C. The work items include pavement demolition, new asphalt pavement, concrete curb and gutter, a drainage system, adjustment of public utilities, and grading/earthwork. An Invitation to Bid (“ITB”) was advertised on April 28, 2025 and MNAA received 4 bids on June 18, 2025. Civil Constructors was the low bid and they were a little higher than the Engineer of Record’s opinion of probable construction cost. This kind of work with an aggressive schedule is pretty tough to estimate and we think it is a responsive and responsible bid. This is a short-duration contract to start as quickly as possible with a contract end date of November 2025.

President Kreulen explained we need more capacity to get into the GTC, instead of one lane, it will be two lanes. When you leave today you will see an island of grass that will soon be gone and that will give people more ability to move. We are going to relieve the pressure of getting in and also exiting.

Commissioner Sullivan asked if the work can be done at night so we will not tie up the traffic. Ms. Holton replied we did not require night work, a lot of this is already paved and requires more of striping effort so it is not a huge impact. This only impacts TNCs so we will shift traffic over, it is a pretty wide lane and then the other area is all grass and will not have an impact at all. Commissioner Byrd asked if the yellow lane is a new road construction or a redesignation of existing lanes. Ms. Holton replied both, we are taking the old cell phone lane and making that a

dedicated lane and then it will be two full lanes, and the grass area will now be pavement. Commissioner Byrd asked if there would be new signage. Ms. Holton replied yes, there will be all new signage. Commissioner Byrd stated that signage is a little confusing out there today. President Kreulen stated we will have new signage and additional pavement markings.

Ms. Holton requested the Operations Committee recommend to the Board of Commissioners that it authorize the Chair and President and CEO to execute the construction contract to Civil Constructors, LLC in the amount of \$1,723,976.

Chair Granbery asked for a motion to approve as presented. Vice Chair Joslin made a motion and Commissioner Sullivan seconded the motion.

Chair Granbery asked Ms. Saxman for a roll call:

Chair Granbery – Yes

Vice Chair Joslin – Yes

Commissioner Sullivan – Yes

The motion passed with a vote of 3 to 0.

4. Amendment 1 to Professional Services Contract for Concourse A Reconstruction

Ms. Holton stated Amendment 1 to Professional Services Contract for Concourse A Reconstruction is for the design of central core modifications. Because we are adding 10 gates and because we decided to put the CONRAC where it is with a connection for pedestrians on level 5, we need to expand the central core. The beautiful lobby that opened January 2023 will allow Fentress to design the expansion of the Terminal's vertical circulation core. The expansion will provide additional capacity and redundancy by providing dual up and down escalators from level 1 to level 2, level 2 to 3 and level 3 to 5. Also included is an additional elevator and enhanced door system at the pedestrian bridge entrance into the Terminal Building. Modifications of the hanging art will also be required.

Ms. Holton stated Fentress designed the central core to start with and Hensel Phelps will do this as part of Concourse A and this will be part of CGMP. We are not at GMP with them yet on

Concourse A. We will have the same structural and same architect. We are estimating \$3,000,000 NTE.

Chair Granbery asked what the ROM is on the construction. Ms. Holton replied we have one more set to do, so HP is meeting with the architects and we have to understand the structure a little better. There will be some soft costs associated with it regarding limitations on how we close, when we close, and how we direct passengers, but we think less than \$50M. Chair Granbery asked if this number would flow into the A GMP. Ms. Holton replied possibly or we may add a CGMP, she will return in October. Commissioner Farner stated he thinks this looks fantastic and his concern is when the number of people increase from baggage claim to sky bridge, will those elevators be enough to handle and if not will we put them on the other side. Ms. Holton stated she was not clear on his question; the red is adding a new elevator and we are having discussions of making that an express elevator that will only go to number 5. President Kreulen stated we are doubling every escalator and the biggest challenge will be 10K people parked, coming on moving sidewalks to this bridge and coming down on a day-to-day basis. So, we want to do this before the CONRAC opens. Commissioner Sullivan asked if there is a potential that this may not work. Ms. Holton replied there is a slight chance, it depends on how invasive and how much pain we want to go through and there are other options, this is just the preferred one. She believes it is doable. President Kreulen stated we looked at several versions before deciding on this one and this one keeps with the initial flow and is the easiest we believe for passengers.

Ms. Holton requested that the Operations Committee recommend to the Board of Commissioners authorize the Chair and President and CEO to execute Amendment 1 to the professional service contract to Fentress Architects in the amount not-to-exceed \$3,000,000.

Chair Granbery asked for a motion to approve as presented. Vice Chair Joslin made a motion and Commissioner Sullivan seconded the motion.

Chair Granbery asked Ms. Saxman for a roll call:

Chair Granbery – Yes

Vice Chair Joslin – Yes

Commissioner Sullivan – Yes

The motion passed with a vote of 3 to 0.

VI. INFORMATION ITEMS

1. MNAA Master Plan Update

President Kreulen introduced Syed Mehdi, VP, Airport Strategic Planning, to update the Commissioners on the MNAA Master Plan Update. Mr. Mehdi stated MNAA came to the Board in February 4, 2025 for approval of appointing Landrum and Brown as Consultants for the Master Plan. We have made good progress. Mr. Mehdi introduced Berta Fernandez, Executive Vice President with Landrum & Brown to give the update on where we are with the Master Plan.

Ms. Fernandez thanked Mr. Mehdi and said it is a pleasure to be here today. She stated it is a process that is guided by FAA guidelines. The FAA encourages airports to maintain a Master Plan and update that Master Plan every several years and BNA is ready for an update. There are a lot of projects going on at BNA and lots of growth and opportunity for us to think about what we see coming up at the BNA over the next 20 years. Ms. Fernandez presented a timeline of the Master Plan Process that consists of 10 steps, 2 of which have been completed and 2 are now in progress. They will be coming back later in the year to present the results of the facility requirements. This process goes on for about 2 years. There are some aspects of planning that are taken into consideration throughout the entirety of the process: Project Management, Stakeholder/Public Outreach, Innovation, Sustainability and Environmental. There will be 2 public meetings as part of this process. Also, there are a couple of items such as innovation and environmental that they will take into account throughout the entire process because it is very important for planning. At the end of the process there will be an Airport Layout Plan (ALP) that has been updated. It will include the recommendations that come out of the processes and include an implementation plan that will face and will take into consideration financial feasibility and environmental aspects and sustainability aspects.

Ms. Fernandez stated step 1 is the BNA Visioning Process and Overview. It is an opportunity for them as a consultant/third party to sit down with the operator, MNAA, and have conversations of what we want to achieve out of this master plan. We held two meetings, February 25th and April 22nd. We discussed the issues concerning at BNA and the items that we want to make sure we take into consideration in the Master Plan. We held a couple of roundtables and developed

guiding principles and goals and objectives that will be used throughout the entirety of the process that she showed in the previous slide. Some examples of guiding principles are things like we want to make sure we maintain the safety and security at the airport and balance the capacity of our facilities and make sure what we build for the terminal is balanced with what we do with the runways and what we do with the runways we want to take into consideration that the plan will be financial feasible. We want to make sure that we take into consideration the environmental aspects and sustainability. These are the principles we will be using for master planning and when we get to the point where we are evaluating alternatives, we will use these principals to help us evaluate those alternatives and ultimately pick an implementation plan.

Ms. Fernandez stated Step 2 is the BNA Passenger Forecasts. They developed a forecast for passengers. She presented a slide showing annual passengers they forecasted and developed a number of scenarios, with varying growth rates. The lines represent a range from 44 Million Annual Passengers (MAP) in 20 years and in year 2047 to 60 MAP. The yellow dashed line is the forecast that MNAA uses internally for decision-making purposes. Their recommendation for planning purposes is to use the conceptual planning which is more aggressive and has a higher international passenger volume in line with MNAA strategy for developing this airport and what MNAA sees coming up. It also has a higher percentage of connecting passengers, which is also in line with the strategy of the airlines and we see happening going forward. This will take us to 60 MAP, which is a reasonable level of activity to plan for, and we will use that to understand the needs of the airport over time.

Ms. Fernandez stated another main piece of information that comes out of the forecast is BNA Operations Forecasts. This is landings and takeoffs - how many are landing, taking off, and parking at our gates. The BNA Operations Forecast will help determine things like, when do we need a runway, does our taxi system function well, when do need more and how many gates are needed and where they are going to be put. The forecast has a range between 400K and 535K annual operations, so the forecast takes us out to the conceptual planning level of 535K annual operations. It is a little less than double what we are doing today. It is very important growth and a great opportunity to see into the future how you are going to use all the land that you have available to make sure you can grow to this level. There are other aspects of the forecast that she

does not have listed, but they also do forecast of cargo tonnage and general aviation and other components that are needed for the analysis that will come next.

Ms. Fernandez stated the next steps are to finalize the forecast chapter and have it reviewed by MNAA and will go the FAA for approval in August 2025. They will present the forecast to the Master Plan Committees, the stakeholder committees they formed, the Technical Advisory Committee (TAC) and Community Advisory Committee (CAC). They will meet with these committees and keep them informed of what the Master Plan is doing and the first meeting will also be in August 2025. The next briefing to the Operations Committee will be November 12, 2025 with the first results of the facility requirements analysis.

Commissioner Joslin asked if this is a 10-year plan. Ms. Fernandez replied this is a 20-year plan, the last one was completed in 2020. Commissioner Joslin asked if MNAA had a 10-year plan. Mr. Mehdi replied yes, but we outgrew that Master Plan. President Kreulen stated the last one was done in 2019 and was completed in 2020 and it gives you a 20-year plan and what to do in 5 year buckets. We grew faster than that, knocked out the 2013 and 2019 master plans in 7 years, so we are now trying to get farther out ahead, so this is the initial phase of that.

Commissioner Sullivan asked if this is an independent report so when submitted to FAA in August, if you make sure you are in agreement with MNAA. Ms. Fernandez stated it is not an independent report, they are MNAA consultants and it will be reviewed and approved by MNAA before presented to anyone. Chair Granbery asked about the turnaround time. Mr. Robert Ramsey replied the last time it took 2 years. President Kreulen replied Landrum and Brown is the best and because it is such a big package of information so takes a while to approve.

Commissioner Farnier stated you have 60 MAP in 2047, and asked how confident you are you in those projections. Ms. Fernandez stated it is on the upper end of your range, it could be lower, but we think with the growth rate you have been growing you will get there. It is important that you understand what that means for you, that does not mean that you have to go out and do anything tomorrow, but you understand what it means. Commissioner Byrd asked if the 535K annual operations includes arrivals and departures. Ms. Fernandez replied yes, an operation is one aircraft landing or departing.

President Kreulen thanked Ms. Fernandez. He stated regarding the BNA Passenger Forecasts there are 3 different things to look at. The FAA forecast that they approved is generic, very low growth. Commissioner Sullivan stated we have always been above it. President Kreulen agreed, stating next is the MNAA forecast and everything we are building today is to handle 40 MAP. In the same 10-year period leading up to 2037, as you finish Concourse A you have to start building the next terminal because you are going to go above 40 MAP. This is the high end and if Nashville never slows down you are going to go 30 – 40 MAP pretty early and go up to 60 MAP, and that is why the new terminal will take us to 70 MAP. All of this gets synced together and we are trying to stay ahead with this Master Plan.

2. BNA Development Update

President Kreulen stated on July 1, 2025 the Concourse D Extension preview event took place. MNAA got great coverage in the media and great coverage with our elected officials. Southwest has been promoting the ceremony and the state and city of Nashville too. Trace Adkins was available to help cut the ribbon. All gates and concessions were operational July 8, 2025.

President Kreulen stated Concourse A Ramp Paving has 1,432 out of 1,565 panels placed with substantial completion on July 21, 2025. Regarding the diverging diamond, MNAA did a great job incentivizing TDOT to move ahead faster and were able to get 11 months ahead. Originally it was a \$6M incentive and on July 3, 2025 they were substantially complete which means that MNAA will pay \$3.9M. Money well spent to get 11 months ahead and this allows Ms. Holton's team to go into the demoing phase.

President Kreulen stated MNAA purchased the Enhanced Passenger Processing (EPP) iPad in June 2025. This is a better way to track passengers arriving, and how much time it takes for bags to get off planes and how long to clear customs. We believe that when this goes live in August 2025, we will process passengers in 10-15 seconds. He met with other CEOs in Atlanta and they are all raving about it, they are approximately 4 weeks ahead of us on implementing this and are getting great reviews.

3. JWN Development Update

President Kreulen stated at JWN, Parcel 1, DN LLC, has been painted a beautiful blue and the framing is complete. Parcels 8/9, Jet Access is expecting final approval for the building permit which will trigger construction commencement, and JetRight submitted the 7460 for approval. Parcel 10, MNPD is operating under a temporary Use and Occupancy pending MWS Metro and Backflow approval. Atlantic FBO has 30% construction documents submitted and currently being reviewed by MNAA staff. A page turn meeting will be scheduled between MNAA Staff and Atlantic.

President Kreulen stated regarding Concourse D, he shared with the Commissioners this week lots of feedback he has received and it has all been positive. The MNAA Operations team had a noise meeting with the Oak Hill area residents; Representative Hemmer and Senator Heidi Campbell were there. The team talked about the new arrival and departure procedures that the FAA implemented, and it was all well received.

President Kreulen stated the real estate and operations team on JWN has done some analysis on big hangars, medium hangars, little hangars and more parking lots. We have so much metal coming in that the best business decision may be to expand that area for additional parking in the future which is driving us to the Westside with the road and additional ramp and GA parking. We need to work on it more and then will come back to the Commissioners.

Commissioner Joslin stated it is his understanding that there are 50 people on the waiting list at JWN. President Kreulen agreed stating some people are signed up for all 3 different types of hangars. Commissioner Joslin stated which means you have to build another taxiway. President Kreulen stated he understands that, the tough thing is that there is still only one runway. Chair Granbery asked since the fiscal year just ended if he could he give a year end on year over year fuel sales and operations. President Kreulen replied operations were north of 100K at JWN and almost 300K at BNA. Fuel sales at JWN were 3.4M gallons and BNA burns 16M gallons every 2 weeks.

President Kreulen concluded the presentation of the informational items.

VII. ADJOURN

There being no further business brought before the Operations Committee, Chair Granbery adjourned the meeting at 9:56 a.m.

Andrew W. Byrd, Board Secretary