



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

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September 17, 2025

**BNA**®

# Call to Order

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September 17, 2025

# Public Comment

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

MNAA Policy ID: 33-007, Public Comment Policy, effective September 8, 2025

No Public Comment Requests Received by Monday, September 15, 2025, 1:00 pm

# Approval of Minutes

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

August 20, 2025

# Chair's Report

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Nancy B. Sullivan, P.E.

Board Chair

- Management Committee met on September 10, 2025, to evaluate and review the CEO's FY25 performance.
  - Performance Period: July 1, 2024, to June 30, 2025
- Committee members voted 3 to 0 affirming a rating of 93.75% on FY25 Key Performance Indicators (KPIs).

## Management Committee Report

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- Annual CEO Performance Evaluation & Review

# President's Report

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Douglas E. Kreulen, A.A.E.

President and CEO





# John C. Tune Record Breaking Labor Day Weekend

- September 1, 2025
- 223 jet operations
- 385 total operations



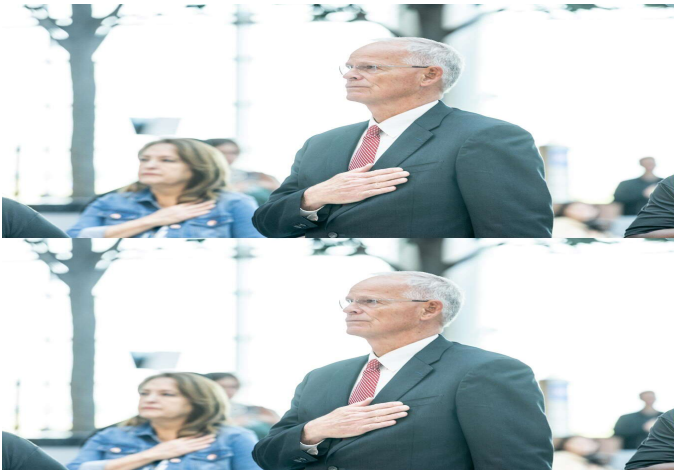


## Transportation Security Administration (TSA) 2025 Inspection

- Inspection: July 10 – August 22, 2025
- Out brief: September 5, 2025
- 140 hours of tests and audits on more than 100 specific items
- First inspection with 0 challenge or piggyback failures
- 2 inspection findings closed with counseling

# 9/11/2001 Remembrance

- September 11, 2025







## Aer Lingus Expanding Dublin Service

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- September 17, 2025
- From 4x per week to 5x per week
  - Tuesday, Wednesday, Thursday, Saturday, Sunday
- 5<sup>th</sup> flight starts April 15, 2026
- Tickets go on sale today



*The Board of Directors of the Tennessee Aviation Hall of Fame  
requests the pleasure of your company at the*



***2025 ANNUAL GALA & INDUCTIONS CEREMONY***

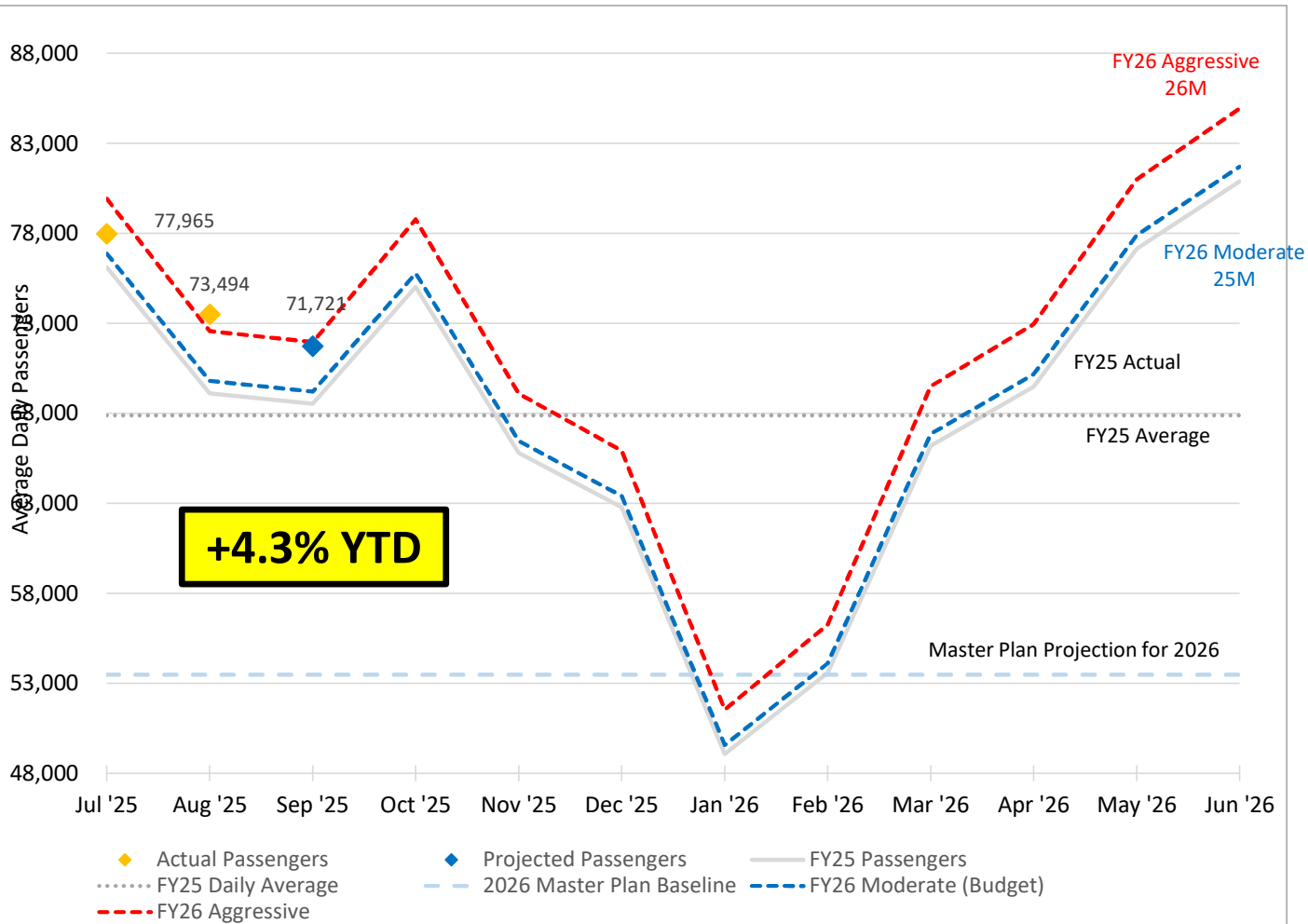
*Saturday, September 27, 2025 at Five-thirty  
Embassy Suites Convention Center in Murfreesboro, Tennessee*

## Honoring Former Chair Bill Freeman

- Tennessee Aviation Hall of Fame Ceremony
  - September 27, 2025
  - 5:30 pm
  - Embassy Suites Convention Center
  - Murfreesboro, TN

# FY26 BNA Passenger Forecast

- FY26 Forecast
  - Moderate (1%) = 25.034M
  - Strategic (3%) = 25.52M
  - Aggressive (5%) = 26.02M
  - 20% transfer rate
- September FY26 Projection
  - 2.2M passengers
  - 5% over FY25
- September FY26 YTD Projection
  - 6.8M passengers
  - 4% over FY25



September projections based on TSA data through September 14, 2025

### Operations

- Approvals
  - 1) CGMP 3 of 4 for Concourse A Reconstruction
  - 2) Design Contract for T/W T4, T/W T5, and T/W T5 Lima Reconstruction
  - 3) Construction Contract for Murfreesboro Road/TW Romeo/Juliet Tunnel Repairs
  - 4) Design Contract for JWN PAPI Light Replacement
- Information: BNA & JWN Development Updates

### Finance

- Approvals
  - 1) Purchase Body Worn Cameras & In Car Cameras for Public Safety Officers
  - 2) 11<sup>th</sup> Amendment to Fraport Lease & Concession Agreement
  - 3) 1<sup>st</sup> Amendment to Lease Agreement between MNAA & Metro for the Luton Center
  - 4) 1<sup>st</sup> Amendment to Construction Term Extension & Leasehold Adjustment for HCA
  - 5) 1<sup>st</sup> Amendment to Construction Term Extension & Leasehold Adjustment for SFA
  - 6) FY26 Bond Issue – Resolutions 2025-15, 2025-16, 2025-17 and 2025-18
- Information: Procurement Policy Annual Review, Terminal Advertising Update - *tentative*

### Management

- TBD

## Committee 30-day Outlook

- October 8 & 15, 2025
- Board Retreat – Oct 15, 2025
  - GEODIS Park
  - 9 am – 3 pm

### Operations

- Approvals
  - 1) Purchase Stream Mitigation Credits (Maxey Ridge Mitigation Bank) - *tentative*
  - 2) Design Contract for Part 139 RSA/TSA Improvements Phase 3 Hotel South
  - 3) Contract for Custodial Services for International Plaza
- Information
  - 1) BNA Development Update
  - 2) JWN Development Update

### Finance

- Approvals – None
- Information
  - 1) Quarterly Retirement/OPEB/Treasury Investment Reports
  - 2) Quarterly BNA Concessions Program Update & Sales Report

### Management

- Approval
  - 1) FY26 CEO Performance KPIs
- Information: FY25 MNAA External Audit Update

## Committee 60-day Outlook

- November 12 & 19, 2025
- Board Baggage Handling System (BHS) Tour after Committee Meetings



# Items for Approval

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September 17, 2025

- Construction Contract for Taxiway Fillet Widening (ADG5/TDG6) (Operations)
- Construction Contract for Taxiway (T/W) Alpha South Crack Repair/Seal Coat (Operations)
- Design Contract for Airport Operations Area (AOA) Fence Replacement (Operations)

## Items for Approval

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Puneet Vedi, AIA, A.A.E., LEED GA  
VP, Airport Capital Development

# Construction Contract for Taxiway Fillet Widening (ADGV/TDG6)

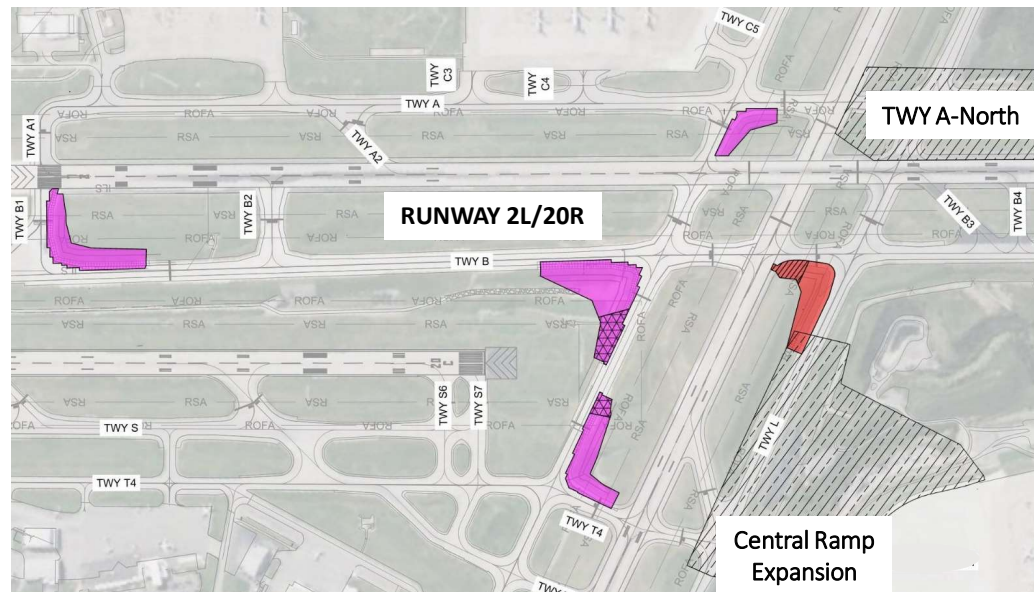
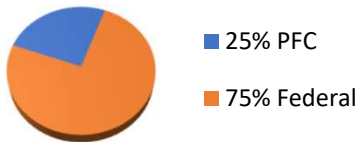
**Project Description:** This project consists of widening taxiway pavement, shoulders, and safety areas at five taxiway fillets. All pavement widening must be constructed using full-depth, full-strength concrete, designed for Airplane Design Group V (ADGV) aircraft loads and Taxiway Design Group 6 (TDG6) turning radius.

**Contractor:** Hi-Way Paving, Inc.

**Total Contract Cost:** \$15,115,907 NTE

**Schedule:** Contract Start: September 2025  
Contract End : August 2026

**Funding Sources:**



Phase 1  
Fall 2025  
Phase 2  
Spring 2026

**Committee Review:** Operations Committee voted 3 to 0 to recommend approval on September 10, 2025.

**Staff Recommendation:** Board of Commissioners authorize the Chair and President & CEO to:  
1) Increase project budget by \$3,081,682, thus amending the FY25 CIP by the same amount, and  
2) execute the contract with Hi-Way Paving, Inc. in the amount of not-to-exceed \$15,115,907.

# Construction Contract for T/W Alpha South Crack Repair/Seal Coat

**Project Description:** This project consists of asphalt rehabilitation of T/W Alpha South (south of T/W Kilo). The rehabilitation scope includes crack repair, asphalt slurry seal coat over the entire taxiway, and 2.5-inch mill and overlay of T/W A2. Project also includes new markings.

**Contractor:** Hi-Way Paving, Inc.

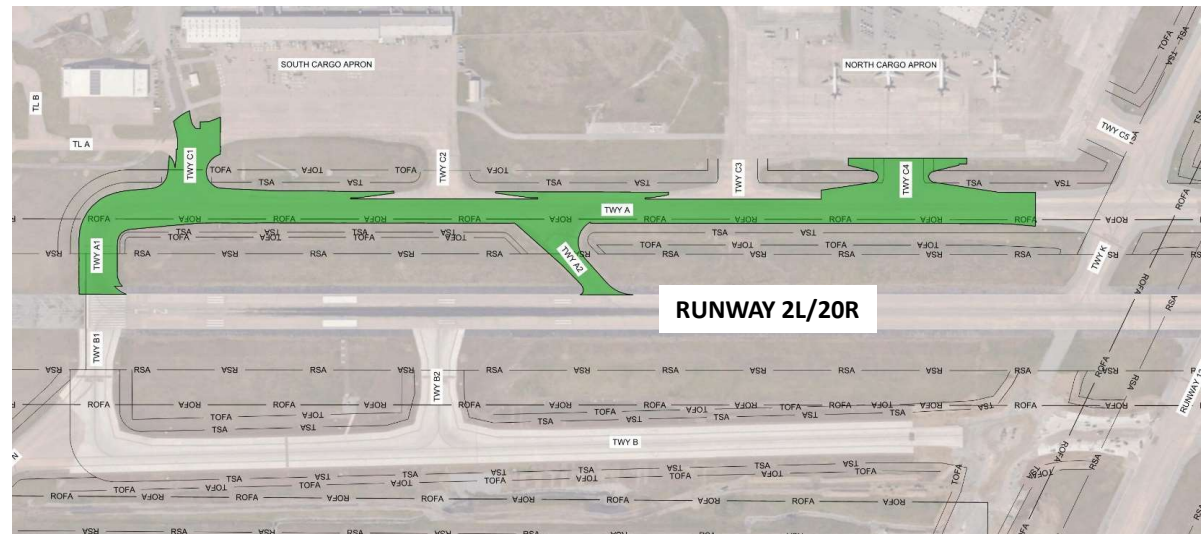
**Cost:** \$1,100,000 NTE  
(\$9.3M of \$10M NTE committed)

**Schedule:** Contract Start: October 2025  
Contract End: November 2025

**Funding Sources:**



■ 100% MNAA (Airline Facility Fund)



**Committee Review:** Operations Committee voted 3 to 0 to recommend approval on September 10, 2025.

**Staff Recommendation:** Board of Commissioners authorize the Chair and President & CEO to approve the proposed Construction Contract with Hi-Way Paving, Inc. in an amount of not-to-exceed \$1,100,000.

# Design Contract for Airport Operations Area (AOA) Fence Replacement

**Project Description:** The AOA fence provides a physical barrier, deterring intruders, and ensuring the safety and security of airport operations. This project will design airfield perimeter fencing standard drawings and Issue for Bid construction plans and specifications for Priority 1 and 2. This is the 1<sup>st</sup> step in executing the Airfield Security & Wildlife Fencing project.

**Contractor:** Garver

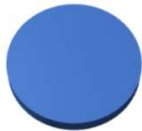
**Initial Cost:** \$111,010 (Year 2)

**Design Cost:** \$419,740 (Year 3)

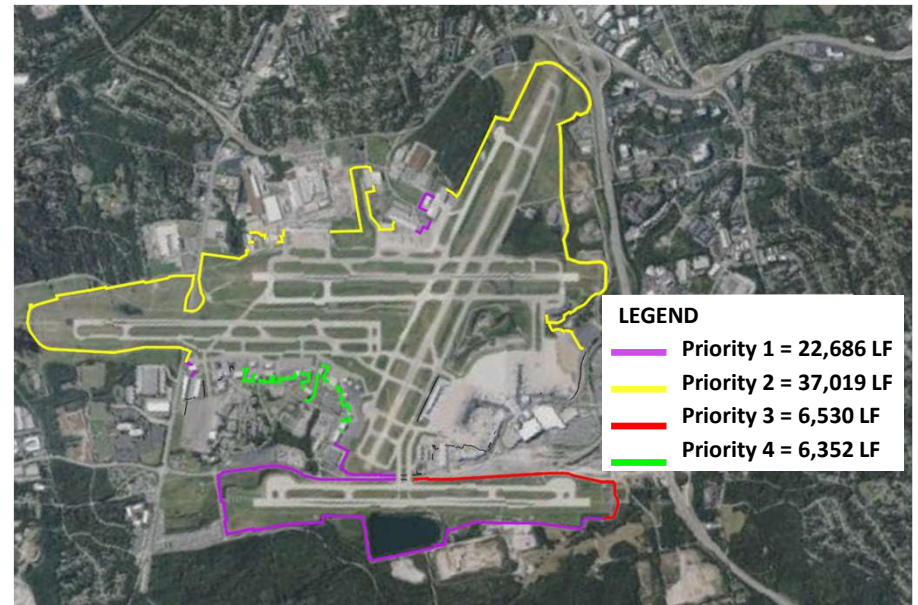
**Cumulative Cost:** \$530,750  
(\$419.7K of \$5M NTE Year 3 committed)

**Schedule:** Contract Start: September 2025  
Contract End : January 2026

**Funding Sources:**



■ 100% MNA  
(Bonds/Airlines)



**Committee Review:** Operations Committee voted 3 to 0 to recommend approval on September 10, 2025.

**Staff Recommendation:** Board of Commissioners authorize the Chair and President & CEO to approve the proposed Design Contract with Garver in the amount of \$419,740, for a cumulative project task order cost of \$530,750.

- Amended FY26 BNA O&M Budget, MNAA Resolution #2025-14 (Finance)

## Item for Approval

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Marge Basrai, CPA, CGMA, C.M.  
EVP, Chief Financial Officer

# Amended FY26 BNA O&M Budget

- On September 10, 2025, the Finance Committee reviewed in detail and voted 3 to 0 to recommend approval of the Amended FY26 BNA O&M Budget
- Key changes include:
  - Reduced FY26 passenger projections from the January 2025 projection of 25.99M passengers to a moderate projection of 25.03M passengers (+1%)
  - Reduced Operating Revenue \$3.5M
    - Parking and Concessions \$2.5M; Signatory Airline Fees \$1M
  - Reduced Operating Expense \$3.5M
    - Salaries and Benefits \$2M; Contract Services and Material & Supplies \$1.5M
  - Increased Net Non-Operating Expense \$3.7M
    - Passenger Facility Charges (\$1.7M); Customer Facility Charges (\$2M)
- Debt service coverage and Days Cash metrics exceed Board approved requirements



# Amended FY26 BNA O&M Budget

## Recommendation:

Staff requests the Board of Commissioners to:

- 1) approve the proposed amended FY26 BNA O&M budget and
- 2) authorize the Chair and President & CEO to execute **MNAA Resolution No. 2025-14.**

## Total Operating Revenue:

\$355,120,000

## Total Operating Expense:

\$195,229,000

## Income before Depreciation & Grants:

\$129,065,000

## Budget Period:

July 1, 2025 – June 30, 2026

BNA Summary (\$000)	Approved Budget FY26	Amended Budget FY26
Non-Airline Revenue	\$224,322	\$221,822
Signatory Airline Revenue	\$134,298	\$133,298
Total Operating Revenue	\$358,620	\$355,120
Operating Expense	(\$198,766)	(\$195,229)
Net Non-Operating Expense	(\$27,126)	(\$30,826)
Income before Depreciation & Grants	\$132,728	\$129,065

- CEO Compensation and Contract (Management)

## Item for Approval

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Nancy B. Sullivan, P.E.  
Board Chair

- Management Committee reviewed CEO compensation and contract on September 10, 2025.
- Recommendation and Motion:
  - Adjust CEO base pay 6%
    - FY24 + FY25 Cost of Living Adjustment
  - Change contract expiration from December 31, 2026, to December 31, 2028
  - Remove option for annual extensions

## CEO Compensation and Contract

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aerial  
innovations  
SOUTHEAST

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

Meeting Adjourned

# Staff Reports

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September 17, 2025

Provided for Information Only

# Operations Report

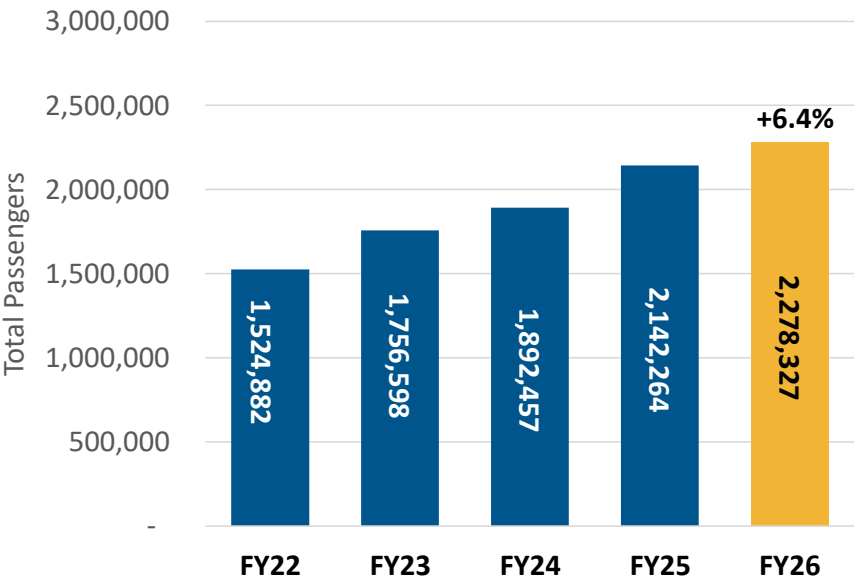
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Adam Floyd, C.M.

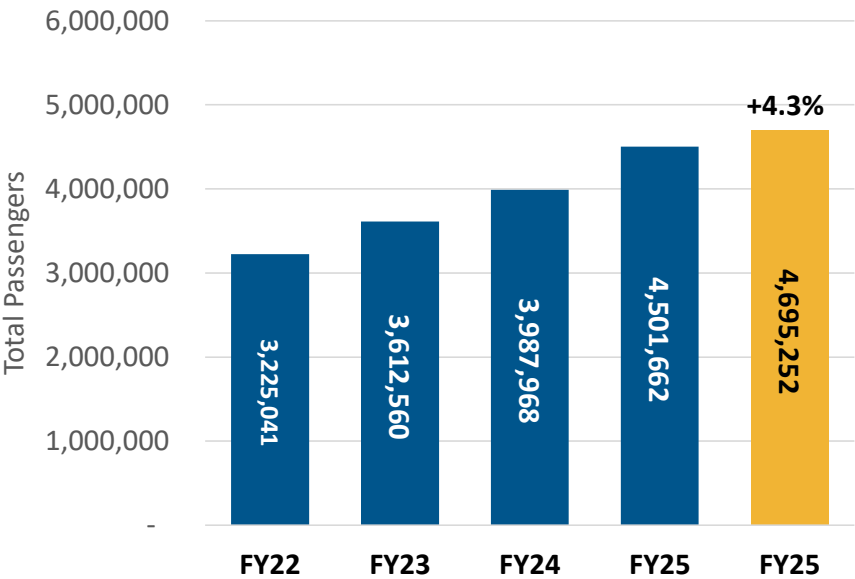
EVP, Chief Operating Officer

# BNA Total Passengers

August



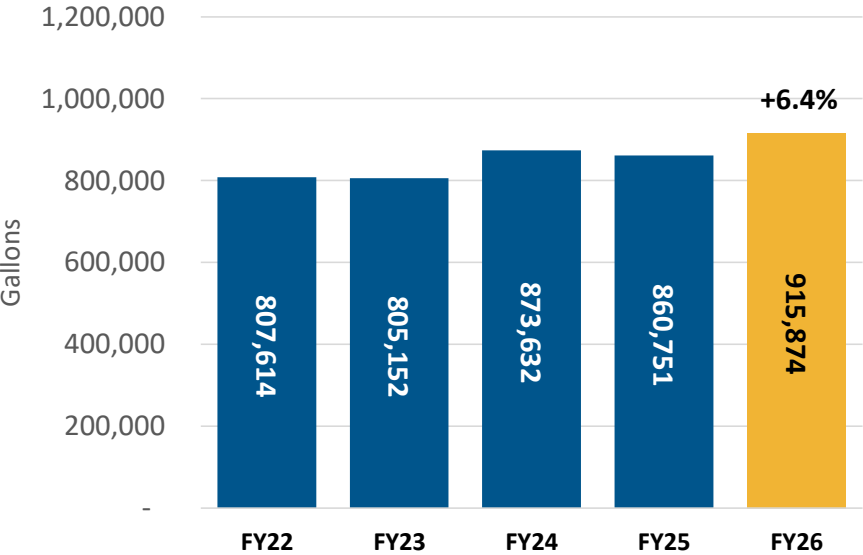
August FYTD



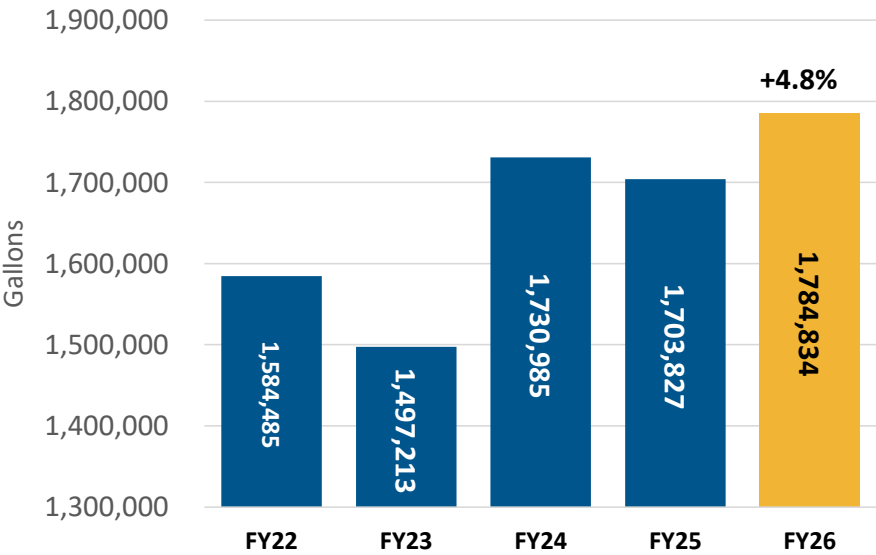


# BNA Fuel Sales (General Aviation)

August

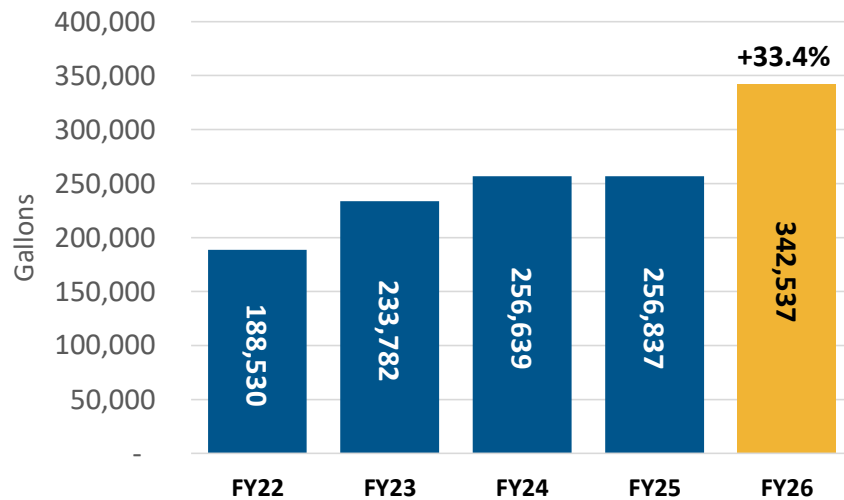


August FYTD

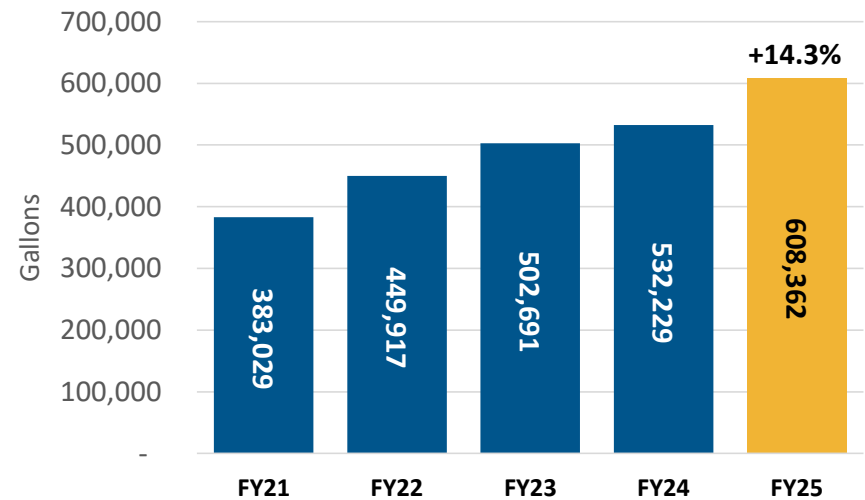


# JWN Fuel Sales

## August



## August FYTD



# Development Report

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

EVP, Chief Development Officer

# Vision 1.0 Program Budget Update: September 2025

Project Name	Current Budget	Estimate at Completion (EAC)	Budget Variance	Project Contingency: Original/Balance
VISION PROJECTS	\$ 1,215,556,009	\$ 1,214,251,354	\$ 1,304,655	\$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	\$ 88,420,593	\$ 88,420,593	\$ -	\$2,700,000 / \$0
Terminal Lobby & IAF	\$ 480,436,795	\$ 479,132,140	\$ 1,304,655	\$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	\$ 62,390,352	\$ -	\$1,408,000 / \$750,258
ART	\$ 5,112,550	\$ 5,112,550	\$ -	
PROGRAM CONTINGENCY	\$ 21,949,088	\$ 23,253,743	\$ (1,304,655)	
Total	\$ 1,305,008,000	\$ 1,305,008,000	\$ -	\$122,698,987 / \$750,258

**Total Contingency Remaining = \$23.3M program + \$750K project ~ \$24M**

# Vision 2.0 Program Budget Update: September 2025

Project Name	Current Budget	Estimate at Completion (EAC)	Budget Variance	Project Contingency: Original/Balance
VISION 2.0 PROJECTS	\$ 229,500,000	\$ 197,373,788	\$ 32,126,213	\$12,392,941 / \$0
Satellite Concourse	\$ 134,500,000	\$ 128,444,328	\$ 6,055,673	\$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	\$ 30,955,731	\$ 18,044,269	\$2,000,000 / \$0
Concourse A Ramp Paving	\$ 31,000,000	\$ 22,973,729	\$ 8,026,271	\$1,440,000 / \$0
PROGRAM CONTINGENCY	\$ -	\$ 32,126,212	\$ (32,126,212)	
Total	\$ 229,500,000	\$ 229,500,000	\$ -	\$12,392,941 / \$0

**Total Contingency Remaining = \$32.1M program + \$0M project ~ \$32M**

# New Horizon I Program Budget Update: September 2025

Project Name	Current Budget	Estimate at Completion (EAC)	Budget Variance	Project Contingency: Original/Balance
New Horizon I Projects (Airside)	\$ 1,589,100,000	\$ 1,568,357,132	\$ 20,742,868	\$140,350,615 / \$86,835,837
Baggage Handling System Improvements	\$ 243,000,000	\$ 243,000,000	\$ -	\$22,090,909 / \$4,417,525
Concourse D Extension	\$ 247,000,000	\$ 226,257,131	\$ 20,742,869	\$26,138,432 / \$0
Concourse A Expansion	\$ 855,000,000	\$ 855,000,000	\$ -	\$77,939,456 / \$77,939,456
Central Ramp Expansion	\$ 244,100,000	\$ 244,100,000	\$ -	\$14,181,818 / \$4,478,856
ART	\$ 4,000,000	\$ 4,000,000	\$ -	
PROGRAM CONTINGENCY	\$ 26,900,000	\$ 26,900,000	\$ -	
Total	\$ 1,620,000,000	\$ 1,599,257,131	\$ 20,742,868	\$140,350,615 / \$86,835,837

**Total Contingency Remaining = \$26.9M program + \$86.8M project ~ \$113.7M**

# New Horizon II Program Budget Update: September 2025

Project Name	Current Budget	Estimate at Completion (EAC)	Budget Variance	Project Contingency: Original/Balance
New Horizon II Projects (Landside)	\$ 1,269,000,000	\$ 1,269,000,000	\$ -	\$115,363,634 / \$115,363,634
Terminal Access Roadway Improvements (TARI)	\$300,000,000	\$ 300,000,000	\$ -	\$27,272,727 / \$27,272,727
Parking Garage (3,000 spaces)	\$310,000,000	\$ 310,000,000	\$ -	\$28,181,818 / \$28,181,818
Surface Parking (5,000 spaces)	\$95,000,000	\$ 95,000,000	\$ -	\$8,636,363 / \$8,636,363
CONRAC (4,700 spaces)	\$564,000,000	\$ 564,000,000	\$ -	\$51,272,726 / \$51,272,726
ART	\$3,500,000	\$ 3,500,000	\$ -	
PROGRAM CONTINGENCY	\$65,000,000	\$ 65,000,000	\$ -	
Total	\$ 1,337,500,000	\$ 1,337,500,000	\$ -	\$115,363,634 / \$115,363,634

**Total Contingency Remaining = \$65M program + \$115.4M project ~ \$180.4M**



# Finance Report

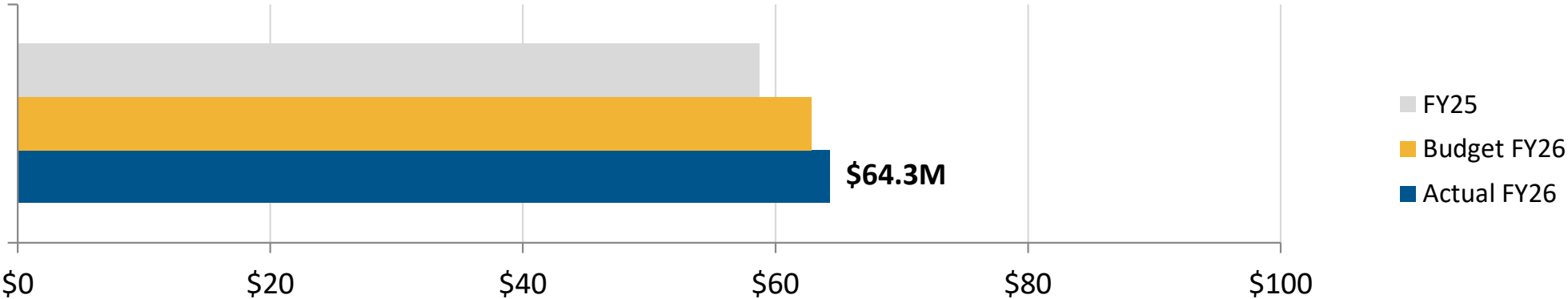
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Marge Basrai, CPA, CGMA, C.M.

EVP, Chief Financial Officer

# BNA – Revenues and Expenses YTD August 2025

Operating Revenues (\$ millions)

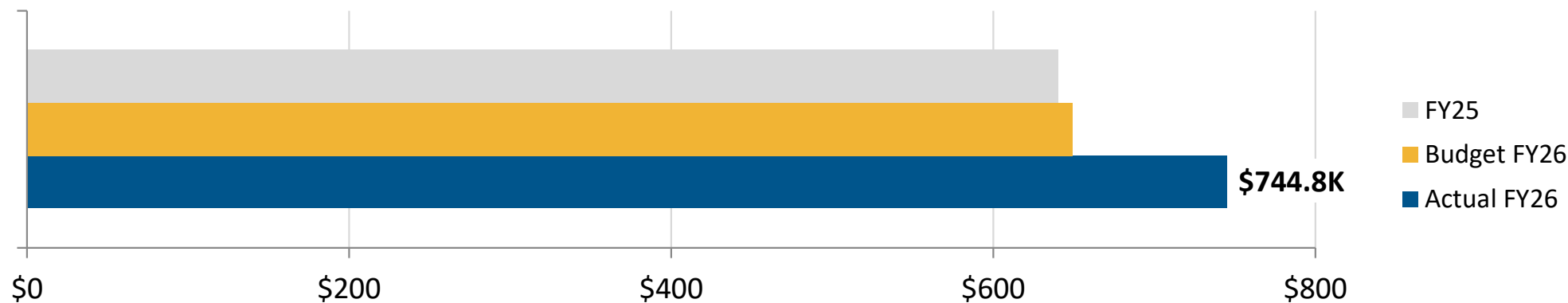


Operating Expenses (\$ millions)

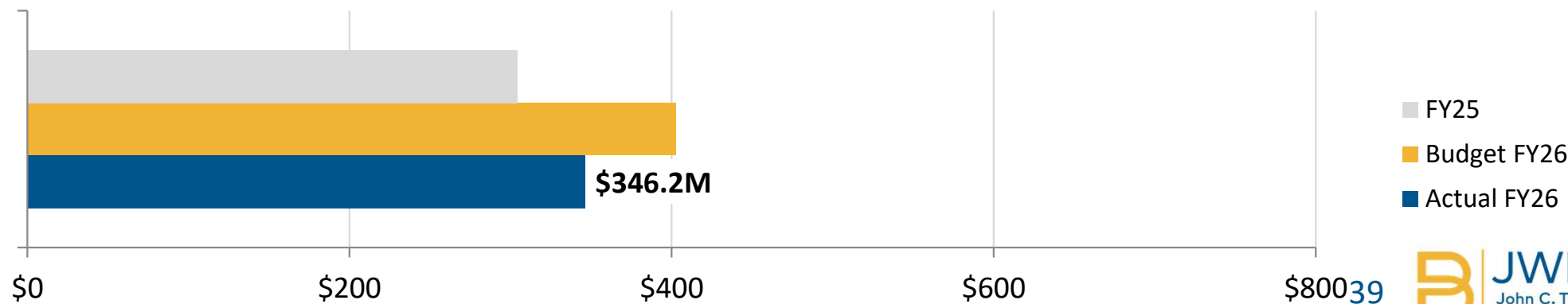


# JWN – Revenues and Expenses YTD August 2025

Operating Revenues (\$ thousands)

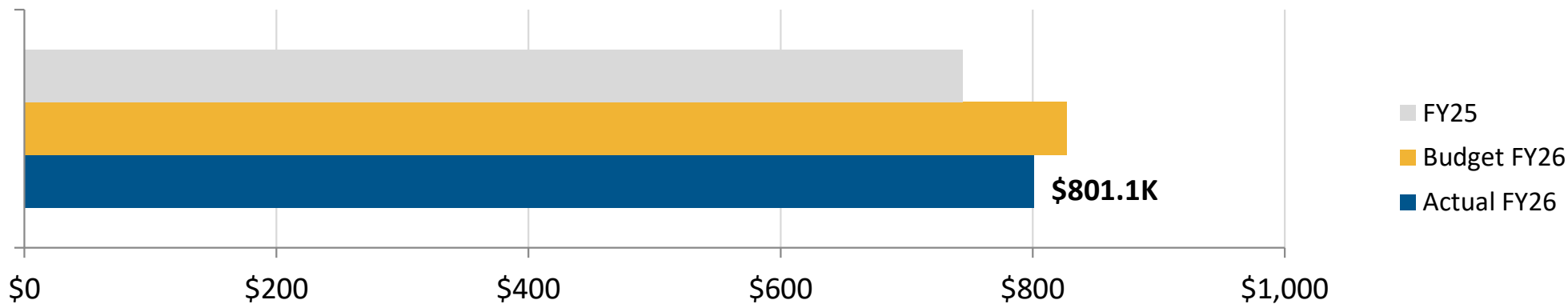


Operating Expenses (\$ thousands)

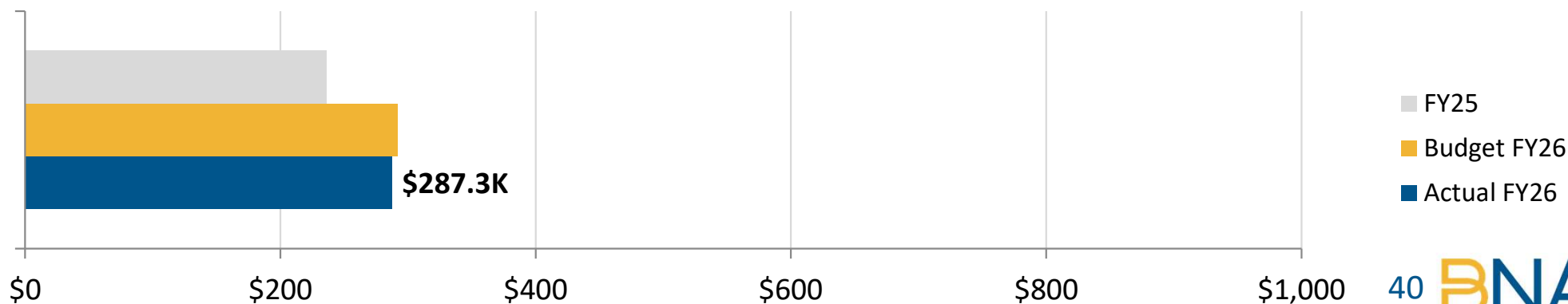


# MPC – Revenues and Expenses YTD August 2025

Operating Revenues (\$ thousands)



Operating Expenses (\$ thousands)



# Commercial Development Report

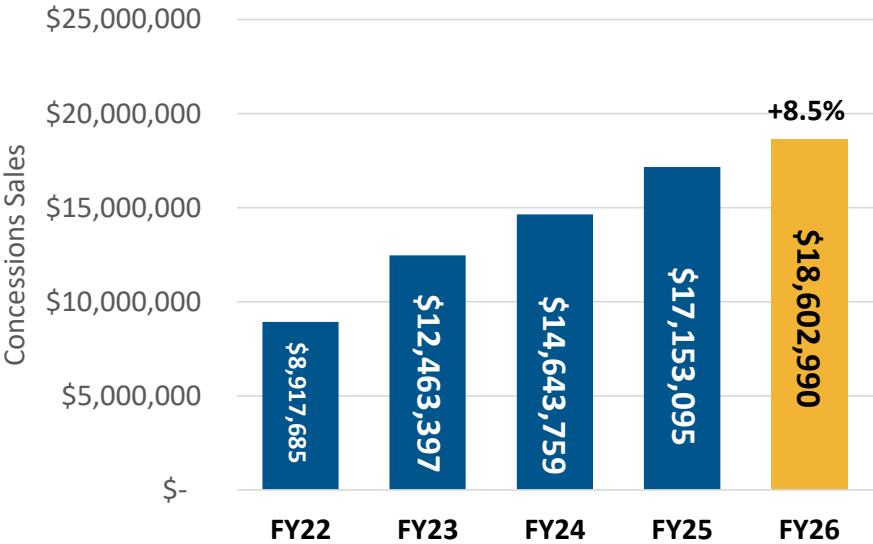
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Eric Johnson, CCIM, C.M.

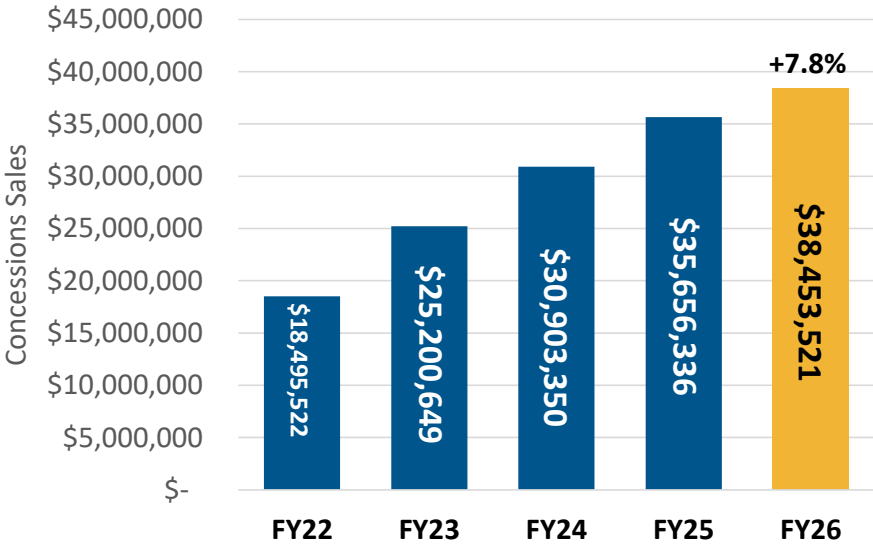
EVP, Chief Revenue Officer

# Concession Sales

August



August FYTD



Sales per Enplaned Passenger  
August 2024: \$16.12  
August 2025: \$16.39

\*Includes Fraport & Paradies