

FY27 Strategic Goals & Objectives



Invest in BNA/JWN

Plan for the Future

Prepare for the Unexpected

1. **Achieve Financial Commitments**
- Continue to execute plan to increase existing and new revenue sources (Johnson, Basrai)
 - Continually update BNA 10-year funding model to ensure adequate access to capital (Basrai)
 - Develop JWN 10-year funding model to support JWN’s future growth/needs (Basrai)
 - Finalize financing plan for new CONRAC (Basrai)
 - Begin development of financing plan for Terminal II, incorporating BNA Industrial Development and BNA General Aviation Campus strategy developed in FY26 (Basrai)
2. **Continue to Develop BNA Concessions Program**
- Execute subleases for 8 Concourse A locations and complete 95% design in preparation for March 2028 turnover (Johnson)
 - Execute subleases for 4 concessions locations expiring in FY27 (Johnson)
 - Execute contract for North Mezzanine 3rd Party Lounge (Johnson)
 - Issue Request for Proposal, develop business terms and execute rental car contracts for incumbents and new entrants, if applicable (Johnson)
 - Execute license agreement for subterranean commercial transportation (Logan, Johnson)
3. **Further Develop Data-Driven Decisions**
- Develop strategy for expanding the use of analytics, including scope for data, analysis and process improvement, projected budget and required resources (Powell, Floyd)
 - Utilize operational, financial and compliance metrics for analysis in business decisions and process monitoring/improvement (All)
4. **Improve Process Efficiency and Service**
- Publish updated Procurement Procedures, build department to achieve requirements, and obtain external validation of compliance (Basrai)
 - Evaluate operational and financial performance of new Custodial contracts, and develop/execute plans for continual improvement (Floyd)
 - Evaluate operational and financial performance of new Parking Revenue & Control System and new Parking/Valet Management Contract, and develop/execute plans for continual improvement (Johnson)
5. **Attract and Retain the Best Employees**
- Evaluate success of FY26 efforts and develop and execute department level, employee centric, engagement plans designed to improve the results of the FY27 employee survey (All)
 - Develop proposal for staff and leadership development, including timeline, resources/budget, prioritization process and projected benefits, for executive staff and CEO approval (Cooper)
6. **Community Engagement**
- Implement sponsorship lottery system, utilizing effectiveness of sponsorship spend and alignment with MNAA strategy as key criteria (Powell)
7. **Enhance Customer Experience**
- Continue to promote community storyline for New Horizon I & II to assure customer expectations are met throughout construction (Powell)
 - Begin execution of FY26 plan to improve 24/7 operations, and monitor performance based on ASQ satisfaction results (Floyd)
 - Design, build and go-live with new MNAA website (Powell)
 - Install and maintain replacement hand-dryers to meet customer expectations, and evaluate impact on customer satisfaction (Ramsey, Floyd)
8. **Improve Airport Access**

- Complete New Horizon II Landside Programs
 - Complete design & continue construction of TARI Phase 3.2 & Parking & Rental Car Complex to meet 2027/2028 milestones and August 31, 2029 final opening (Ramsey)
 - Complete construction and open Northeast Employee lot July 2026 and Valet Storage **Lot November 2026 (Ramsey)**

9. **Enhance Airline Efficiency**

- Complete New Horizon I Airside Programs
 - Open Concourse A Ramp Expansion for RON positions for 2026 de-icing season (Ramsey)
 - Maintain schedule for December 31, 2027 opening of expanded central core and July 11, 2028 opening of new Concourse A (Ramsey)
 - Maintain construction schedule for September 2027 opening of Central Ramp (Ramsey)
 - Continue expansion of Baggage Handling System Expansion for October 2028 go-live (Ramsey)
 - Complete design of T/W Romeo Bridge Relocation to support TDG6 capability (Ramsey)
 - Maintain strategic alliance with FAA for new Air Traffic Control Tower and corresponding closure of Runway 13/31 (Floyd)

10. **Expand Air Service**

- Continue to pursue International Air Service and obtain at least one new Latin/Central/ South America or transoceanic route (Powell)
 - Secure agreements for South Mezzanine and Concourse A Airline Lounges (Powell)
 - Facilitate FAA's completion of the R/W 2L Extension Environmental Impact Statement (EIS) (Ramsey)
 - Complete FY27 phase of design for R/W 2L/20R Extension (Ramsey)
 - Acquire real estate for long-term airport development (Johnson)**

11. **Plan for Airport Long-Range Development**

- Publish 2027 BNA Airport Master Plan (Ramsey)
 - Complete analysis and feasibility of single and/or dual runway operations at BNA with existing schedule given possibility of closing R/W 13/31, extending R/W 2L/20R, and rehabilitating R/W 2C (Ramsey, Floyd, Powell)
 - Issue solicitation and award design/build contract for MNAA Campus and Warehouse (Ramsey)
 - Complete environmental review process for BNA General Aviation Campus (Ramsey)

12. **Expand John C. Tune Airport**

- Continue construction of 2nd FBO for November 2027 Phase I opening, and North Development Parcel 8/9 hangar for November 2027 opening (Johnson)
 - Execute contract and open Midfield Aircraft Parking Apron (Johnson)
 - Issue solicitation, award contract and complete design of road to Westside (Ramsey)
 - Publish JWN Long Range ALP Update / Narrative by April 2027 (Ramsey)
 - Prepare offer and gain approval of purchasing 25 acres of state property adjacent to JWN entrance (Johnson)

13. **Continue Advocacy for State Support of Primary Commercial Service Airports**

- Continue to advocate for state support-support of long-range capital funding (Powell)
 - Monitor and respond to FY27 legislation to assure support of long-term growth and protection of the airport (Powell)

14. **Succession Planning**

- Develop and launch automated Performance Management by December 31, 2026 (Floyd)
 - Implement new automated Performance Management and complete training by July 1, 2027 (Cooper)
 - Develop and begin execution of action plans in response to FY26 insourcing/outsourcing evaluation and cost benefit analysis of labor-intensive and under-performing functions (All)

15. **Small Business Program**

- Go-live with Small Business Program Certification applications July 1, 2026 and incorporate into solicitations in Q3 FY27 (Cooper)
 - Host 2027 Business Taking Off with emphasis on upcoming construction and networking of small and large businesses (Cooper)

16. **Organizational Excellence**

- Execute and promote new Sustainability Program, and begin to measure performance to defined goals and objectives (Ramsey)
 - Evaluate impact of participation by all MNAA leaders in AAAE and ACI/NA Committees, and develop/execute plan for continual improvement (All)
 - Host 2027 AAAE Pre-Conference in Phoenix, in preparation for the 100th AAAE Conference to be held in Nashville in 2028 (Powell)

17. **Protect the Authority**

- Develop Lost & Found Procedures that reduce opportunity for fraud and increase accountability of staff (Floyd, Logan)

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