

Agenda of the MNAA Management Committee



Date/Time: Wednesday, August 12, 2026, at 10:20 a.m.

Place: Nashville International Airport – Tennessee Board Room

Management Committee Members: Jimmy W. Granbery, Chair
Stuart McWhorter, Vice Chair
Bobby J. Joslin, Secretary

I. CALL TO ORDER

II. PUBLIC COMMENTS

No requests for public comment received to date. Deadline is August 10, 2026 at 9:00 a.m.

III. APPROVAL OF MINUTES

May 13, 2026 Minutes of the Meeting of the MNAA Management Committee

IV. CHAIR'S REPORT

V. ITEMS FOR APPROVAL

1. None.

VI. INFORMATION ITEMS

1. FY26 Strategic Goals Accomplishments
2. FY27 Strategic Goals
3. FY27 CEO Performance KPIs
4. FY26 CEO Compensation Benchmarking

VII. ADJOURN

Minutes of the MNAA Management Committee



Date: May 13, 2026

Location: Metropolitan Nashville Airport Authority
Tennessee Boardroom

Time: 10:06 a.m.

Committee Members Present:

Nancy Sullivan, Committee Chair and Jimmy Granbery

Committee Members Absent:

Joycelyn Stevenson, Committee Vice Chair

Other Board Members Present:

Bobby Joslin, Andrew Byrd, Glenda Glover,

MNAA Staff & Guests Present:

Doug Kreulen, Cindy Barnett, Lisa Lankford, Trish Saxman, Marge Basrai, Zach Blair, Kristy Bork, John Cooper, Kristen Deuben, Adam Floyd, Traci Holton, Eric Johnson, Lisa Leyva, Carrie Logan, Rachel Moore, Ted Morrissey, Stacey Nickens, Brandi Porter, Robert Ramsey, Chris Saunders, Puneet VEDI; and Charlotte Weatherington

I. CALL TO ORDER

Chair Sullivan called the meeting of the MNAA Management Committee to order at 10:06 a.m. pursuant to Public Notice posted on the BNA website at flynashville.com.

II. PUBLIC COMMENTS

Chair Sullivan stated there were no public comment requests received.

III. APPROVAL OF MINUTES

Chair Sullivan made for a motion to approve the March 11, 2026 Minutes of the Management Committee meeting and Commissioner Granbery seconded the motion.

Chair Sullivan asked Ms. Saxman for a roll call:

Chair Sullivan – Yes

Commissioner Granbery – Yes

The motion was passed with a vote of 2 to 0.

IV. CHAIR'S REPORT

Chair Sullivan had no Chair's report.

V. Items for Approval

None.

VI. INFORMATION ITEMS

1. 2026 Affirmative Action Program (AAP) Update

President Kreulen introduced John Cooper, EVP, Chief Administrative Officer, to brief the Commissioners on the 2026 Affirmative Action Program (AAP) Update. Mr. Cooper stated the results of the 2026 Affirmative Action Program are based on data pulled from calendar year 2025. Ogletree Deakins performed the study and per the Office of Federal Contract Compliance ("OFCCP") MNAA is required to maintain an AAP. However, due to revocation of Executive Order 11246 this is the first year in which analytics of Minorities & Women specifically for Hiring, Terminations and Promotions were not required. As a result, our main obligations are with Individuals with Disabilities (IWDs) and Vietnam Era Veterans' Readjustment Assistance Act (VEVRAA), Protected Veterans. According to Ogletree Deakins MNAA performed well in both of those categories. Representation for IWDs was 4.24% nearly identical to what we were last year and this was again a 7% goal. Mr. Cooper stated he would like to highlight that these are goals and not quotas. While this is 2.76% short of the 7% goal, Ogletree Deakins also noted that most organizations typically achieve 1-2%. MNAA is well above the benchmark of other organizations. We continue to excel in our VEVRAA, Protected Veterans, population with Veteran recruitment and retention and maintain 16% and that is well above the Department of Labor Goal of 5.1%.

Mr. Cooper stated going forward MNAA plans to increase the frequency of workforce surveys to self-identify as IWD from every three years to an annually. We also plan to strengthen our partnerships with Veteran organizations and also work force development groups across Middle Tennessee. We have successfully, consistently recruited and hired quality Veterans from these organizations.

Commissioner Granbery asked if MNAA worked with the Charlie Daniels Veterans Program and MTSU for advertising. President Kreulen replied yes, and other members of their staff reached out and they asked to put up a display. We let them know that they would need to participate in our advertising

program. We cannot selectively just choose one individual organization to decorate our walls. We gave them some options.

President Kreulen stated we had another inquiry, not related to veterans, but related to tourism. Commissioner Ezell was at BNA yesterday, and one of the initiatives that the Real Estate Team is trying to work is sponsorships. The State of Tennessee may sponsor some displays to illustrate what is available to do in Tennessee. There are options to consider, whether or not they have the budget available to do so. Commissioner Granbery stated he will talk with him.

President Kreulen concluded the presentation.

VII. ADJOURN

There being no further business brought before the Management Committee, Chair Sullivan adjourned the meeting at 10:11 a.m.

Robert J. Joslin, Board Secretary



FY26 Strategic Goals & Objectives



Invest in BNA/JWN

Plan for the Future

Prepare for the Unexpected

1. **Achieve Financial Commitments** (Basrai, Johnson, Floyd, Lankford)
- Complete New Horizon Bond Offering/Financing with rating agencies & investor relations (Basrai)
 - Continually update 10-year funding model to ensure adequate access to capital (Basrai)
 - Develop and execute plan to increase existing and new revenue sources (Johnson, Basrai)
 - Create improved process for review, prioritization and recommendation of initiatives, staffing and promotions (Basrai, Lankford, Cooper)
2. **Continue to Develop BNA Concessions Program** (Johnson)
- Issue solicitation and award contract for Concourse A and expiring BNA Concessions (Johnson)
 - Issue solicitation, evaluate responses and determine next course of action for North Mezzanine 3rd Party Lounge (Johnson)
 - Specify bridging documents and define business terms for financing the new Rental Car Complex (Johnson)
3. **Further Develop Data-Driven Decisions** (All)
- Finalize requirements and develop proposal for creating an Analytical Data Center (Lankford)
 - Develop and incorporate operational, financial and compliance metrics into executive/senior staff meetings for all departments (All)
4. **Improve Procurement Efficiency and Service** (Cooper, Basrai)
- Correct deficiencies identified in compliance review of Procurement Program, update Policy and Procedures, and obtain external validation of compliance (Cooper)
 - Implement new credit card program to support corporate credit card/p-card policy (Basrai, Cooper)
5. **Continue Advocacy of State Support for Long-range Capital Funding**
- Publish BNA/JWN Economic Impact Study and coordinate with State of Tennessee and TAACA (Lankford, Powell)
6. **Attract and Retain the Best Employees** (All)
- Develop department level, employee centric, engagement plans designed to improve the results of the FY26 employee survey (All)
 - Finalize recommendation for Internship and Apprenticeship Program, including costs, time and resources required (Cooper)
7. **Sponsorships and Marketing** (Lankford)
- Evaluate effectiveness of sponsorship and marketing spend and prepare for lottery system in FY27 (Lankford)
8. **Enhance Customer Experience** (Floyd, Lankford, Ramsey)
- Expand customer service to support 24/7 operations and develop proposal to increase customer satisfaction through recurring programs (Floyd)
 - Issue solicitation and award contract for new MNAA website (Lankford)
 - Issue solicitation and award contract for refresh of large screens (Lankford)
 - Develop, install and maintain replacement hand-dryers to meet customer expectations (Ramsey, Floyd)

9. **Improve Airport Access** (Ramsey, Floyd, Lankford)
- Complete New Horizon II Landside Programs (Ramsey)
 - Award contract & begin design of TARI Phase 3.2 & Parking & Rental Car Complex (Ramsey)
 - Complete design and begin construction of new employee/valet surface parking lot for December 2026 completion (Ramsey)
 - Develop community storyline for New Horizon II to assure customer expectations are met throughout construction (Lankford)
 - Complete implementation of new Parking Revenue & Control System by June 2026 (Ramsey, Floyd)
10. **Enhance Airline Efficiency** (Ramsey, Floyd, Powell)
- Complete New Horizon I Airside Programs
 - Open Concourse A Ramp Expansion for RON positions for 2026 de-icing season (Ramsey)
 - Complete airline moves and enabling construction for demo of Concourse A by November 2025 and maintain schedule for July 2028 opening of new Concourse A, to include new escalator core design. (Ramsey, Powell)
 - Complete design and maintain construction schedule for August/September 2027 opening of Central Ramp (Ramsey)
 - Continue expansion of Baggage Handling System Expansion (Ramsey)
 - Complete design and construction of airfield improvements to allow for ADG V/TDG 6 aircraft operations prior to April 2026 (Ramsey)
 - Facilitate improvements to Customs and Border Protection service, including implementation of Enhanced Passenger Processing (EPP) by August 31, 2025 (Floyd)
 - Maintain strategic alliance with FAA for siting of new Air Traffic Control Tower, implementation of Performance Based Navigation (PBN) Procedures & possible closure of Runway 13/31 (Floyd)
11. **Expand Air Service** (Powell, Ramsey, Johnson)
- 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)
 - Respond to FAA Agency Review decision for R/W 2L Proposed Extension (Continue EIS or begin EA) (Ramsey)
 - Begin real estate acquisition for the R/W 2L proposed extension, pending FAA approval, if required (Johnson)
12. **Plan for Airport Long-Range Development** (Ramsey, Lankford, Basrai)
- Manage Airport Master Plan process and provide quarterly Board updates (Ramsey)
 - Complete development of MNAA Long-Range/TII Master Schedule (Ramsey)
 - Develop community storyline for MNAA Long-Range/TII Development & release video (Lankford)
 - Complete environmental review (CATEX) for future MNAA, Industrial Development and BNA General Aviation Campuses (Ramsey)
 - Develop financial strategy for future MNAA, Industrial Development and BNA General Aviation Campuses (Basrai)
13. **Expand John C. Tune Airport** (Johnson, Ramsey)
- Complete design of 2nd FBO & continue development of North Development hangars (Johnson)
 - Issue solicitation/negotiation & execute contract for Midfield Aircraft Parking Apron (Johnson)
 - Begin Westside Development by updating Engineering drawings and developing solicitation for design of road to Westside (Ramsey)
 - Begin development of JWN Long Range ALP Update / Narrative (Ramsey)

14. **Succession Planning** (Cooper, Basrai, Floyd, Lankford)
- Launch Human Resources Information System (HRIS) by October 4, 2025 (Cooper)
 - Launch Performance Management using HRIS by December 31, 2025 (Cooper, Lankford)
 - To ensure operational resilience during economic uncertainty, evaluate and conduct cost benefit analysis of insourcing/outourcing of labor-intensive and under-performing functions (Cooper, Basrai, Floyd, Lankford)
 - Develop plan for staff and leadership development, including timeline, calendar, projected hours/budget and prioritization process, for executive staff and CEO approval (Cooper)
15. **Small Business Program** (Cooper)
- Define, obtain Board approval and execute Small Business Program (Cooper)
16. **Compliance** (Floyd)
- Establish a formalized process to assess, monitor, and manage risks associated with third-party Information Technology vendors, to ensure vendors align with MNAA's operational and regulatory requirements (Floyd)
 - Implement a data classification framework to categorize information based on sensitivity and criticality, to improve data security and ensure appropriate handling and access controls across the organization (Floyd)
17. **Organizational Excellence** (All)
- Develop TSA 1542 program to be used as benchmark for large hub airport performance for annual preparation (Floyd)
 - Develop sustainability program/management plan to include identification of program administrators and goals and objectives (Ramsey, Floyd)
 - Identify and implement best practices to benefit BNA and JWN, through active participation by all MNAA leaders in AAEE / ACI/NA Committees (All)

FY26 Year End Score – 87.6%

Prior Year History

FY25 – 92.8%
FY24 – 86.4%
FY23 – 89.0%
FY22 – 85.0%
FY21 – 86.8%

Issued: Jul 16, 2025
Updated: Sep 17, 2025
Scored: Jun 15, 2026

FY26 Strategic Goals & Objectives					
Year-End Results					
June 16, 2026					
			Year-End Results		
			Actual Points	Perfect Points	Year-End Score
Invest in BNA/JWN					
Achieve Financial Commitments					
1.1	Complete New Horizon Bond Offering/Financing with rating agencies & investor relations	Met Goal	300	300	100%
1.2	Continually update 10-year funding model to ensure adequate access to capital	Met Goal	300	300	100%
1.3	Develop and execute plan to increase existing and new revenue sources	Met Goal	300	300	100%
1.4	Create improved process for review, prioritization and recommendation of initiatives, staffing and promotions	Partially Met Goal	225	300	75%
Continue to Develop BNA Concessions Program					
2.1	Implement plan for management of Concourse A and expiring BNA Concessions, and issue solicitation for selection of concepts	Met Goal	300	300	100%
2.2	Issue solicitation, evaluate responses, and determine next course of action for North Mezzanine 3rd Party Lounge	Partially Met Goal / Re-evaluate	75	100	75%
2.3	Specify bridging documents and define business terms for financing the new Rental Car Complex	Partially Met Goal	225	300	75%
Further Develop Data-Driven Decisions					
3.1	Finalize requirements and develop proposal for creating an Analytical Data Center	Hold / Stop / Re-evaluate	13	50	25%
3.2	Develop and incorporate operational, financial and compliance metrics into executive/senior staff meetings for all departments	Met Goal	300	300	100%
Improve Procurement Efficiency and Service					
4.1	Correct deficiencies identified in compliance review of Procurement Program, update Policy and Procedures, and obtain external validation of compliance	Partially Met Goal	225	300	75%
4.2	Implement new credit card program to support corporate credit card/p-card policy	Partially Met Goal	225	300	75%
Continue Advocacy of State Support for Long-range Capital Funding					
5.1	Publish BNA/JWN Economic Impact Study and coordinate with State of Tennessee and TAACA	Met Goal	300	300	100%
Attract and Retain the Best Employees					
6.1	Develop department level, employee centric, engagement plans designed to improve the results of the FY26 employee survey	Partially Met Goal	225	300	75%
6.2	Finalize recommendation for Internship and Apprenticeship Program, including costs, time and resources required	Hold / Stop / Re-evaluate	13	50	25%
Sponsorships and Marketing					
7.1	Evaluate effectiveness of sponsorship and marketing spend and prepare for lottery system in FY27	Partially Met Goal	225	300	75%
Enhance Customer Experience					
8.1	Expand customer service to support 24/7 operations and develop proposal to increase customer satisfaction through recurring programs	Partially Met Goal	225	300	75%
8.2	Issue solicitation and award contract for new MNAA website	Met Goal	300	300	100%
8.3	Issue solicitation and award contract for refresh of large screens	Hold / Stop / Re-evaluate	13	50	25%
8.4	Develop, install and maintain replacement hand-dryers to meet customer expectations	Attempted But Did Not Meet Goal	75	300	25%

FY26 Strategic Goals & Objectives					
Year-End Results					
June 16, 2026					
			Year-End Results		
			Actual Points	Perfect Points	Year-End Score
Plan for the Future					
improve Airport Access					
9.1	Complete New Horizon II Landside Programs - Award contract & begin design of TARI Phase 3.2 & Parking & Rental Car Complex	Met Goal	300	300	100%
9.2	Complete New Horizon II Landside Programs—Complete design and begin construction of new employee/valet surface parking lot for December 2026 completion	Met Goal	300	300	100%
9.3	Develop community storyline for New Horizon II to assure customer expectations are met throughout construction	Met Goal	300	300	100%
9.4	Complete implementation of new Parking Revenue & Control System by June 2026	Partially Met Goal	225	300	75%
Enhance Airline Efficiency					
10.1	Complete New Horizon I Airside Programs—Open Concourse A Ramp Expansion for RON positions for 2026 de-icing season	Met Goal	300	300	100%
10.2	Complete New Horizon I Airside Programs—Complete airline moves and enabling construction for demo of Concourse A by November 2025, and maintain schedule for July 2028 opening of new Concourse A, to include new escalator core design.	Met Goal	300	300	100%
10.3	Complete New Horizon I Airside Programs—Complete design and maintain construction schedule for August/September 2027 opening of Central Ramp	Met Goal	300	300	100%
10.4	Complete New Horizon I Airside Programs—Continue expansion of Baggage Handling System Expansion	Met Goal	300	300	100%
10.5	Complete design and construction of airfield improvements to allow for ADG V/TDG 6 aircraft operations prior to April 2026	Met Goal	300	300	100%
10.6	Facilitate improvements to Customs and Border Protection service, including implementation of Enhanced Passenger Processing (EPP) by August 31, 2025	Met Goal	300	300	100%
10.7	Maintain strategic alliance with FAA for siting of new Air Traffic Control Tower, implementation of Performance Based Navigation (PBN) Procedures & possible closure of Runway 13/31	Met Goal	300	300	100%
Expand Air Service					
11.1	Continue to pursue International Air Service and obtain at least one new Latin/Central/South America or transoceanic route	Met Goal	300	300	100%
11.2	Secure agreements for South Mezzanine and Concourse A Airline Lounges	Met Goal	300	300	100%
11.3	Respond to FAA Agency Review decision for R/W 2L Proposed Extension (Continue EIS or begin EA)	Met Goal	300	300	100%
11.4	Begin real estate acquisition for the R/W 2L proposed extension, pending FAA approval, if required	Hold / Stop / Re-evaluate	13	50	25%
Plan for Airport Long-Range Development					
12.1	Manage Airport Master Plan process and provide quarterly Board updates	Met Goal	300	300	100%
12.2	Complete development of MNAA Long-Range/TII Master Schedule	Met Goal	300	300	100%
12.3	Develop community storyline for MNAA Long-Range/TII Development & release video	Met Goal	300	300	100%
12.4	Complete environmental review (CATEX) for future MNAA, Industrial Development and BNA General Aviation Campuses	Met Goal	300	300	100%
12.5	Develop financial strategy for future MNAA, Industrial Development and BNA General Aviation Campuses	Met Goal	300	300	100%
Expand John C. Tune Airport					
13.1	Complete design of 2nd FBO & continue development of North Development hangars	Met Goal	300	300	100%
13.2	Issue solicitation/negotiation & execute contract for Midfield Aircraft Parking Apron	Met Goal	300	300	100%
13.3	Begin Westside Development by updating Engineering drawings and developing solicitation for design of road to Westside	Hold / Stop / Re-evaluate	13	50	25%
13.4	Begin development of JWN Long Range ALP Update / Narrative	Met Goal	300	300	100%

FY26 Strategic Goals & Objectives					
Year-End Results					
June 16, 2026					
			Year-End Results		
			Actual Points	Perfect Points	Year-End Score
Prepare for the Unexpected					
Succession Planning					
14.1	Launch Human Resources Information System (HRIS) by October 18, 2025	Met Goal	300	300	100%
14.2	Launch Performance Management using HRIS by December 31, 2025	Attempted But Did Not Meet Goal	75	300	25%
14.3	To ensure operational resilience during economic uncertainty, evaluate and conduct cost benefit analysis of insourcing/outsourcing of labor-intensive and under-performing functions	Attempted But Did Not Meet Goal	75	300	25%
14.4	Develop plan for staff and leadership development, including timeline, calendar, projected hours/budget and prioritization process, for executive staff and CEO approval	Attempted But Did Not Meet Goal	75	300	25%
Small Business Program					
15.1	Define, obtain Board approval and execute Small Business Program	Met Goal	300	300	100%
Compliance					
16.1	Establish a formalized process to assess, monitor, and manage risks associated with third-party Information Technology vendors, to ensure vendors align with MNAA's operational and regulatory requirements	Met Goal	300	300	100%
16.2	Implement a data classification framework to categorize information based on sensitivity and criticality, to improve data security and ensure appropriate handling and access controls across the organization	Met Goal	300	300	100%
Organizational Excellence					
17.1	Develop TSA 1542 program to be used as benchmark for large hub airport performance for annual preparation	Met Goal	300	300	100%
17.2	Develop sustainability program/management plan to include identification of program administrators and goals and objectives	Partially Met Goal	225	300	75%
17.3	Identify and implement best practices to benefit BNA and JWN, through active participation by all MNAA leaders in AAAE / ACI/NA Committees	Met Goal	300	300	100%
FY26 Year-End Score			12,663	14,450	87.6%

Revision History:
9/17/25: Scored at Exec/Senior Staff Retreat - 98%
3/13/26: Scored at Exec/Senior Staff Retreat; scores reflect updates made on Day 2 = 89.2%
6/15/26: Final Scoring with Executive Team

Prior Year History:
FY21: 86.8%
FY22: 85.0%
FY23: 89.0%
FY24: 86.4%
FY25: 92.8%

FY27 Strategic Goals & Objectives

Approved - June 23, 2026

Invest in BNA/JWN

Achieve Financial Commitments

- 1.1 Update BNA 10-year funding model to ensure adequate access to capital. (Basrai)
- 1.2 Develop and publish JWN 10-year funding model to determine financial feasibility of JWN's future capital needs. (Basrai)
- 1.3 Finalize and present recommended financing plan for new CONRAC facility. (Basrai)
- 1.4 Develop financing plan for construction of MNAA Campus and Rental Car Service Site. (Basrai)
- 1.5 Develop funding plan for immediate reconstruction of Runway 2C/20C and associated taxiways. (Basrai, Powell)
- 1.6 Develop funding plan for accelerated environmental review, design, and construction of Runway 2L/20R extension to support 11,500 ft long-haul runway. (Basrai)

Continue to Develop BNA Concessions Program

- 2.1 Execute subleases for all 8 Concourse A concession locations and complete 95% design for each location by June 30, 2027. (Johnson)
- 2.2 Execute four (4) subleases for concessions locations expiring in FY27 (Johnson)
- 2.3 Execute contract and develop construction timeline for North Mezzanine 3rd Party Lounge. (Johnson)
- 2.4 Issue Request for Proposal, develop business terms, and execute rental car contracts for incumbents and new entrants (if applicable) for the new CONRAC facility. (Johnson)
- 2.5 Develop and release RFP for a new Parking and Valet Management contract. Obtain Board approval of contract no later than March 2027 to allow time for a successful transition. (Johnson)
- 2.6 Execute license agreement for subterranean commercial transportation. (Logan, Johnson)

Improve Process Efficiency and Service

- 3.1 Create operational and financial performance metrics for the new Parking Revenue & Control System to evaluate performance and identify areas for improvement. (Johnson, Floyd)
- 3.2 Fund and complete external review of Procurement Policy, Procedures, and staff to determine long-term management organization (in-source, out-source, hybrid). (Basrai)
- 3.3 Create operational and financial performance metrics for the Custodial contracts to evaluate performance and identify areas for improvement. (Floyd)
- 3.4 Complete a comprehensive campuswide maintenance assessment of all plumbing systems, roofing assets, and glycol piping to identify deficiencies, prioritizing risk, and develop a phased long-term maintenance plan with cost projections, timelines, and facility strategy. (Floyd)
- 3.5 I.T. to develop and launch of the automated Performance Management System by December 31, 2026. Followed by Human Resources Department to complete employee training and oversee the successful implementation of the new system prior to FY28. (Cooper, Floyd, Basrai)

Attract and Retain the Best Employees

- 4.1 Develop five (5) MNAA documented initiatives with supporting plans and resources to improve employee retention. (Cooper)
- 4.2 Develop organizational structure and implement a plan to fully staff the Human Resources department. (Cooper)
- 4.3 Increase and maintain overall organization headcount to greater than 85%. (Cooper)
- 4.4 Research large hub airports human resources best practices to identify critical improvements that MNAA could development and implement policies and procedures that would enhance the morale and performance of the department and the entire organization. (Cooper)
- 4.5 All supervisors within MNAA will develop and document action items, to include monthly engagement, to improve overall employee satisfaction as scored by the employee survey. (All)

Community Engagement

- 5.1 Implement sponsorship lottery system, matching sponsorship spend with MNAA strategy and community engagement. (Powell)

Enhance Customer Experience

- 6.1 Design, build and go-live with new MNAA website. (Powell)
- 6.2 Develop plan to improve ASQ satisfaction results by a minimum of 5%. (All)
- 6.3 Develop schedule and begin installation of replacement hand-dryers to meet customer expectations, and evaluate impact on customer satisfaction. (Ramsey, Floyd)

FY27 Strategic Goals & Objectives

Approved - June 23, 2026

Plan for the Future

Improve Airport Access

- 7.1 Maintain New Horizon II Landside Programs red chart budget of \$1.34B and schedule milestones for TARI, CONRAC, Parking Garage D, and open the Employee Lot in September 2026 / Valet Parking Lot in November 2026. (Ramsey)
- 7.2 Develop a budget and hire a consultant to complete a study of the FIS to identify any limitations to the existing FIS. Determine need for expansion and/or reconfiguration to improve passenger processing, baggage flow, system capacity, and gate connectivity, if needed. (Ramsey, Floyd, Powell)
- 7.3 Publish updated Ground Transportation Policy to include new rates for Limos, Shuttles, Off-Airport Parking, & Taxis (Johnson)

Enhance Airline Efficiency

- 8.1 Maintain strategic alliance with FAA to ensure reconstruction of runway 2C/20C, extension of runway 2L/20R, and future construction of a new Air Traffic Control Tower on Runway 13/31 through correspondence and meetings, as necessary. (Floyd)
- 8.2 Maintain New Horizon I Airside Programs red chart budget of \$1.52B and schedule milestones for Baggage Handling System, Concourse A Reconstruction, Central Core, and Central Ramp. (Ramsey)
- 8.3 Complete design to ADG V / TDG VI standards, set budget, finalize schedule, and begin reconstruction of Runway 2C/20C. (Ramsey, Floyd, Powell)
- 8.4 Maintain 12 month schedule of environmental review, define scope, set budget, and begin enabling projects required to extend Runway 2L/20R to 11,500 feet with ADG V / TDG VI standards (Ramsey)
- 8.5 Conduct a comprehensive review of the entire airfield (including runways, taxiways, and aprons) for both pavement strength and geometry to ensure unrestricted operations up to ADG V / TDG VI. Prepare an operations and engineering plan to address any deficiencies identified during review. (Ramsey, Floyd)

Expand Air Service

- 9.1 Obtain at least one new transoceanic route. (Powell)
- 9.2 Identify and acquire top-tier real estate parcels needed to secure property critical to BNA's long-term airport development. Specific focus to be placed on 2L extension and the future 4th parallel runway. (Johnson)

Plan for Airport Long-Range Development

- 10.1 Publish 2027 BNA Airport Master Plan (Ramsey)
- 10.2 Begin design and initial construction for MNAA Campus facilities, as well as begin design and land preparation for the future rental car service sites. (Ramsey)
- 10.3 Execute lease for new west side hangar development (Johnson)

Expand John C. Tune Airport

- 11.1 Identify funding and issue solicitation, award contract and complete redesign of road to Westside. (Ramsey)
- 11.2 Complete and submit for approval of JWN Long Range ALP Update / Narrative by June 2027. (Ramsey)
- 11.3 Acquire 25-acre property adjacent to southern end of JWN and develop plans for both aeronautical and non-aeronautical development. (Johnson)
- 11.4 Develop long-range development plan for Westside of JWN. (Johnson)
- 11.5 Execute contract and open Midfield Aircraft Parking Apron. (Johnson)

FY27 Strategic Goals & Objectives

Approved - June 23, 2026

Prepare for the Unexpected

Continue Advocacy for State Support of Primary Commercial Service Airports

- 12.1 Educate new administration and obtain state support of long-range capital funding. (Powell)
- 12.2 Monitor and respond to FY27 legislation to assure support of long-term growth and protection of the airport. (Powell)

Succession Planning

- 13.1 Each Executive Staff member will identify and document a list of duties, responsibilities, and key functions for all positions Directors and above. (All)
- 13.2 Each Executive Staff member will develop a succession plan (training, experience, leadership opportunities) for Senior Staff and Directors. (All)

Small Business Program

- 14.1 Finalize Small Business Program Policy and all Procedures prior to January 1, 2027. (Cooper)
- 14.2 Conduct program outreach, receive applications, and begin certification of firms. (Cooper)
- 14.3 Develop a plan to incorporate small business program activity into solicitations in Q3 FY2027. (Cooper)
- 14.4 Conduct internal and external compliance reviews and quality control inspections to ensure alignment with the program. (Cooper)

Organizational Excellence

- 15.1 Execute and promote new Sustainability Program, and begin to measure performance to defined goals and objectives. (Ramsey)
- 15.2 Attend 99th Annual AAAE Conference and Exposition in Phoenix, Arizona and host Nashville reception for the 100th AAAE Conference to be held in Nashville in 2028. (Powell)
- 15.3 Document monthly participation by all MNAA leaders in AAAE, ACI/NA, or other relevant associations Committees, and report out relevant information to leadership. (All)

Protect the Authority

- 16.1 Update and publish Lost & Found Procedures to further reduce the opportunity for fraud and increase accountability of staff. (Floyd, Logan)
- 16.2 Establish AI governance program that develops initial policy, inventories AI use, addresses shadow AI risks, and builds AI Literacy. (Floyd)

FY27 Strategic Goals & Objectives



Invest in BNA/JWN

1. Achieve Financial Commitments

- Update BNA 10-year funding model to ensure adequate access to capital. (Basrai)
- Develop and publish JWN 10-year funding model to determine financial feasibility of JWN’s future capital needs. (Basrai)
- Finalize and present recommended financing plan for new CONRAC facility. (Basrai)
- Develop financing plan for construction of MNAA Campus and Rental Car Service Site. (Basrai)
- Develop funding plan for immediate reconstruction of Runway 2C/20C and associated taxiways. (Basrai, Powell)
- Develop funding plan for accelerated environmental review, design, and construction of Runway 2L/20R extension to support 11,500 ft long-haul runway. (Basrai)

2. Continue to Develop BNA Concessions Program

- Execute subleases for all 8 Concourse A concession locations and complete 95% design for each location by June 30, 2027. (Johnson)
- Execute four (4) subleases for concessions locations expiring in FY27 (Johnson)
- Execute contract and develop construction timeline 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) for the new CONRAC facility. (Johnson)
- Develop and release RFP for a new Parking and Valet Management contract. Obtain Board approval of contract no later than March 2027 to allow time for a successful transition. (Johnson)
- Execute license agreement for subterranean commercial transportation. (Logan, Johnson)

3. Improve Process Efficiency and Service

- Create operational and financial performance metrics for the new Parking Revenue & Control System to evaluate performance and identify areas for improvement. (Johnson, Floyd)
- Fund and complete external review of Procurement Policy, Procedures, and staff to determine long-term management organization (in-source, out-source, hybrid). (Basrai)
- Create operational and financial performance metrics for the Custodial contracts to evaluate performance and identify areas for improvement. (Floyd)

- Complete a comprehensive campuswide maintenance assessment of all plumbing systems, roofing assets, and glycol piping to identify deficiencies, prioritizing risk, and develop a phased long-term maintenance plan with cost projections, timelines, and facility strategy. (Floyd)
- I.T. to develop and launch of the automated Performance Management System by December 31, 2026. Followed by Human Resources Department to complete employee training and oversee the successful implementation of the new system prior to FY28. (Cooper, Floyd, Basrai)

4. Attract and Retain the Best Employees

- Develop five (5) MNAA documented initiatives with supporting plans and resources to improve employee retention. (Cooper)
- Develop organizational structure and implement a plan to fully staff the Human Resources department. (Cooper)
- Increase and maintain overall organization headcount to greater than 85%. (Cooper)
- Research large hub airports human resources best practices to identify critical improvements that MNAA could development and implement policies and procedures that would enhance the morale and performance of the department and the entire organization. (Cooper)
- All supervisors within MNAA will develop and document action items, to include monthly engagement, to improve overall employee satisfaction as scored by the employee survey. (All)

5. Community Engagement

- Implement sponsorship lottery system, utilizing effectiveness of sponsorship spend and alignment with MNAA strategy as key criteria (Powell)

6. Enhance Customer Experience

- Design, build and go-live with new MNAA website. (Powell)
- Develop plan to improve ASQ satisfaction results by a minimum of 5%. (All)
- Develop schedule and begin installation of replacement hand-dryers to meet customer expectations and evaluate impact on customer satisfaction. (Ramsey, Floyd)

Plan for the Future

7. Improve Airport Access

- Maintain New Horizon II Landside Programs red chart budget of \$1.34B and schedule milestones for TARI, CONRAC, Parking Garage D, and open the Employee Lot in September 2026 / Valet Parking Lot in November 2026. (Ramsey)
- Develop a budget and hire a consultant to complete a study of the FIS to identify any limitations to the existing FIS. Determine need for expansion and/or reconfiguration to improve passenger processing, baggage flow, system capacity, and gate connectivity, if needed. (Ramsey, Floyd, Powell)
- Publish updated Ground Transportation Policy to include new rates for Limos, Shuttles, Off-Airport Parking, & Taxis (Johnson)

8. Enhance Airline Efficiency

- Maintain strategic alliance with FAA to ensure reconstruction of runway 2C/20C, extension of runway 2L/20R, and future construction of a new Air Traffic Control Tower on Runway 13/31 through correspondence and meetings, as necessary. (Floyd)
- Maintain New Horizon I Airside Programs red chart budget of \$1.52B and schedule milestones for Baggage Handling System, Concourse A Reconstruction, Central Core, and Central Ramp. (Ramsey)
- Complete design to ADG V / TDG VI standards, set budget, finalize schedule, and begin reconstruction of Runway 2C/20C. (Ramsey, Floyd, Powell)
- Maintain 12-month schedule of environmental review, define scope, set budget, and begin enabling projects required to extend Runway 2L/20R to 11,500 feet with ADG V / TDG VI standards (Ramsey)
- Conduct a comprehensive review of the entire airfield (including runways, taxiways, and aprons) for both pavement strength and geometry to ensure unrestricted operations up to ADG V / TDG VI. Prepare an operations and engineering plan to address any deficiencies identified during review. (Ramsey, Floyd)

9. Expand Air Service

- Obtain at least one new transoceanic route. (Powell)
- Identify and acquire top-tier real estate parcels needed to secure property critical to BNA’s long-term airport development. Specific focus to be placed on 2L extension and the future 4th parallel runway. (Johnson)

10. Plan for Airport Long-Range Development

- Publish 2027 BNA Airport Master Plan (Ramsey)
- Begin design and initial construction for MNAA Campus facilities, as well as begin design and land preparation for the future rental car service sites. (Ramsey)
- Execute lease for new west side hangar development (Johnson)

11. Expand John C. Tune Airport

- Identify funding and issue solicitation, award contract and complete redesign of road to Westside. (Ramsey)
- Complete and submit for approval of JWN Long Range ALP Update / Narrative by June 2027. (Ramsey)
- Acquire 25-acre property adjacent to southern end of JWN and develop plans for both aeronautical and non-aeronautical development. (Johnson)
- Develop long-range development plan for Westside of JWN. (Johnson)
- Execute contract and open Midfield Aircraft Parking Apron. (Johnson)

Prepare for the Unexpected

12. Continue Advocacy for State Support of Primary Commercial Service Airports

- Educate new administration and obtain state 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)

13. Succession Planning

- Each Executive Staff member will identify and document a list of duties, responsibilities, and key functions for all positions Directors and above. (All)
- Each Executive Staff member will develop a succession plan (training, experience, leadership opportunities) for Senior Staff and Directors. (All)

14. Small Business Program

- Finalize Small Business Program Policy and all Procedures prior to January 1, 2027. (Cooper)
- Conduct program outreach, receive applications, and begin certification of firms. (Cooper)
- Develop a plan to incorporate small business program activity into solicitations in Q3 FY2027. (Cooper)
- Conduct internal and external compliance reviews and quality control inspections to ensure alignment with the program. (Cooper)

15. Organizational Excellence

- Execute and promote new Sustainability Program and begin to measure performance to defined goals and objectives. (Ramsey)
- Attend 99th Annual AAAE Conference and Exposition in Phoenix, Arizona and host Nashville reception for the 100th AAAE Conference to be held in Nashville in 2028. (Powell)
- Document monthly participation by all MNAA leaders in AAAE, ACI/NA, or other relevant associations Committees, and report out relevant information to leadership. (All)

16. Protect the Authority

- Update and publish Lost & Found Procedures to further reduce the opportunity for fraud and increase accountability of staff. (Floyd, Logan)
- Establish AI governance program that develops initial policy, inventories AI use, addresses shadow AI risks, and builds AI Literacy. (Floyd)