2012

ANNUAL REPORT

Fiscal Year 2012
(July 1, 2011 - June 30, 2012)



Propelling Nashville

BNA 75

Celebrating 75 Years

Metropolitan Nashville Airport Authority℠

EXECUTIVE MESSAGE

The mission of the Metropolitan Nashville Airport Authority (MNAA) has remained fundamentally the same since its creation in 1970: to provide customers the Nashville Airports Experience through outstanding customer service, facilities and services at Nashville International Airport (BNA) and John C. Tune Airport (JWN), while keeping an eye to the future air service needs of the Greater Nashville area. We bring the heartbeat of Music City to our 9.7 million passengers through the teamwork and leadership of our Board of Commissioners, management and nearly 290 employees.

This is the 75th anniversary of commercial air service in Nashville, which is a good opportunity to reflect on the achievements of the past. Thanks to the strong foundation established by my predecessors and the unity among our team, since I became president and CEO in July, I have seen us emerge from a difficult economic period in a position of strength enjoyed by few authorities of our size. Nashville is the place to be right now for businesses, families and visitors, and we're here to welcome them all to the area. I'm proud of our team's work this year, and I'm even more excited for what's ahead for Nashville and the MNAA.

We're in a good spot here in Nashville. While other cities have had to scramble to keep air service, we have been able to grow. Our new, nonstop Southwest flight to Boston has been a huge success, as has our expanded service to Cleveland, Newark, N.J., and New York's LaGuardia. Our air service development team has done a remarkable job in growing business and tourism travel alike, while positioning BNA to become a first-class destination airport.

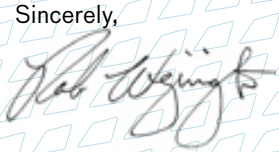
Our recent facilities renovations have been another huge step toward that same goal. Our Short Term parking expansion at BNA is open and successful, and new rates are attracting customers who are enjoying the Nashville Airports Experience for the first time. Our award-winning concessions are making air travel fun again, and the live music that carries through our terminals gives visitors and business travelers a taste of Music City as soon as they step off the plane.

We're proving here at the MNAA that you can be a great place to work and get great results. The Tennessee Center for Performance Excellence will give the MNAA its 2012 Excellence Award, the highest such honor in the state. The MNAA will become one of only 22 organizations to have received the honor in the program's 20-year existence. The honor caps a banner year for the MNAA, which also received a Bowtie Award from the Arts & Business Council of Greater Nashville for Arts at the Airport. We are enjoying these awards while exceeding our goals for business diversity development, thereby setting a statewide example of how to create a winning team of people and businesses with a wide range of backgrounds and budgets.

This success didn't happen overnight. Just as my predecessors worked hard to bring the MNAA to where it is today, I promise we will continue to keep an eye toward the future as we plan for smart, steady, sustainable growth that capitalizes on our area's economic strengths. We're looking at new and creative ways to grow revenues and become more efficient through operational changes that are both economical and environmentally friendly.

Thanks for making 2012 a great year for the MNAA. I look forward to an even better 2013!

Sincerely,



Robert R. Wigington
President and CEO

About MNAA

The Metropolitan Nashville Airport Authority (MNAA) oversees the operations and activities of Nashville International Airport (BNA) and John C. Tune Airport (JWN). Established in 1970, the MNAA is a quasi-governmental entity led by a 10-member Board of Commissioners. Nine commissioners are appointed by the Nashville mayor, who serves as the 10th member. Commissioners serve unpaid, four-year terms that are staggered to provide continuity within the Board.

The MNAA receives no local tax dollars and is responsible for its own emergency and public safety services. Airport tenants and users provide the necessary funding for MNAA to maintain, operate and improve airport facilities, all within a balanced annual budget.

Thanks in large part to its commitment to the Nashville Airports Experience (NAE), the MNAA continues to garner statewide and national recognition. The MNAA earned a 2012 Excellence Award from the Tennessee Center for Performance Excellence, the top performance award in the state, and the Airports Council International–North America 2011 Richard A. Griesbach Award of Excellence for the top airport concessions program. BNA also received top divisional honors in 2012 from *Airport Revenue News* in three categories: customer service, unique airport services and the best overall concessions program.

Sustained regional growth prompted the MNAA to implement a master expansion plan at Nashville International Airport. The MNAA recently completed extensive changes to the physical footprint of BNA, including the expansion of covered parking spaces and a terminal renovation project, and will continue growing to meet the needs of its customers. With the opening of the Music City Center in 2013, the MNAA expects to grow in its role as an economic engine and community impact leader in the region, and looks forward to new horizons in the years to come.

MNAA'S TOP FIVE GOALS

The MNAA has identified our top goals for progress, which will be explained in more detail throughout the report:

1. Nashville Airports Experience (NAE)
2. Planning for the Future
3. Operational Effectiveness
4. Air Service Development
5. Revenue Development



BNA CELEBRATES 75TH ANNIVERSARY

Nashville International Airport celebrated its 75th anniversary of beginning operation with several events taking place throughout the year for employees, business partners and the Nashville community.

Community Leader Event

The MNAA invited Nashville business and community leaders to a dinner reception at a hangar on BNA's property. Event emcee Anne Holt with WKRN News 2 led attendees through the evening's "flight plan," which included memories of the airport and discussions of its future from current President and CEO Rob Wigington, former MNAA President and CEO Raul Regalado, MNAA Board of Commissioners Chairman Jim Cheek, and Mayor Karl Dean.

Mayor's Office, Metro Council Birthday Cakes

In June, BNA helped celebrate its 75th anniversary and Metropolitan Nashville's 50th birthday by sharing birthday cakes with Mayor Karl Dean and his office, and Metro Council members.

BNA Balloon Build

On Father's Day, BNA invited the Nashville community to view a balloon sculpture building event in the terminal lobby.

Balloon artists created a half-scale sculpted balloon model of a DC-3 aircraft – the first plane to land at BNA – made completely out of environmentally friendly balloons. The free event also included cake, balloon artists and face painting for children.

BNA Celebrates With Birthday Cake

BNA hosted a celebration in conjunction with its business partners on June 19 inside the terminal. Passengers and business partners were greeted with birthday cake, live music and art demonstrations.

BNA 75th Anniversary History Book

The MNAA created a commemorative book about the history of Nashville International Airport, which is being sold in the Hudson News gift shops inside the terminal.







1 THE NASHVILLE AIRPORTS EXPERIENCE

The first of MNAA's top five goals is to always provide the Nashville Airports Experience (NAE) to our customers. As the front door to Music City, we hope to provide our customers with a true Nashville experience. Whether it's through our local restaurants, live music, art displays or friendly faces, everything we do at BNA is customer-focused. We want to provide great airports for our passengers, partners and employees. Even those from Boston will leave our airport saying "Hi, y'all!"

Arts at the Airport

Working closely with the 15-member Arts at the Airport Foundation board, the Metropolitan Nashville Airport Authority showcases the region's visual and performing arts through its Arts at the Airport program. Arts at the Airport is a 501(c)(3) nonprofit organization that receives funding for the visual arts from the MNAA and the Tennessee Arts Commission. The award-winning Arts at the Airport program reviews and presents works by local, regional and national artists for the enjoyment and enrichment of Nashville International Airport's and John C. Tune Airport's passengers and visitors. In addition to visual art, Arts at the Airport hosts a variety of musical performances on four stages located throughout the terminal.

CONRAC Art

BNA's new consolidated rental car facility features an exterior public art piece, "Wind Reeds," designed by Ned Kahn. The large artwork is made of 500 hinged aluminum elements that sway in the wind.

Arts at the Airport Wins Arts & Business Council's Bowtie Award

The Metropolitan Nashville Airport Authority's (MNAA) Arts at the Airport partnership program was named the 2012 winner of the Arts & Business Council of Greater Nashville's Bowtie Award in the Arts Impact category.

The Impact Award category is given to one business and arts partnership per year to recognize programs that "create significant impact on an art form, arts organization or community cultural enrichment program," according to the call for nominations.





MNAA in the Community

The MNAA is involved in the community on every level – from economic development groups to community organizations.

The MNAA has been active in Metropolitan Nashville Public Schools through the PENCIL Partner program with Donelson Middle School, the STEM (Science, Technology, Engineering and Math) program, DPS and K-9 officer presentations, and tours to schools and community organizations.



The 17th annual MNAA Aviation Classic was held at the Hermitage Golf Course and raised $30,400 for local education partners McGavock High School, Middle Tennessee State University, Tennessee State University and Volunteer State Community College.

The Authority's other community outreach includes Leadership Nashville and the Metro Employees Consolidated Charities (MECC) campaign. The Office of Business Development also works with small businesses in the community through the Mentor-Protégé and Emerging Contractor Programs, Bridges to Opportunity and workshops.

The MNAA has a close partnership with the Nashville Convention & Visitors Bureau, participating on joint marketing efforts and work with the Nashville Music City Center. This year, the MNAA and CVB also collaborated as part of the MNAA's 75th anniversary celebration.

Other community partners include the International Business Community Board and the Chambers of Commerce for Nashville, Donelson/Hermitage and Williamson County.



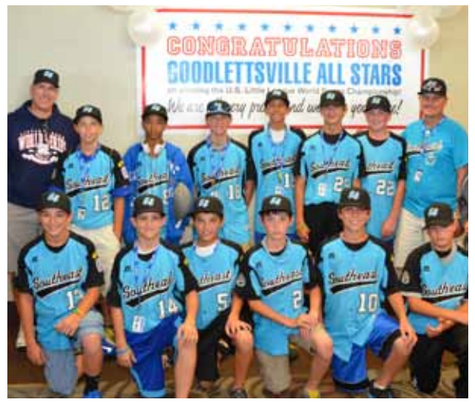
The Music City Honor Flight coordinated a free roundtrip US Airways flight to Washington, D.C., for about 100 Tennessee World War II veterans along with their guardians, who spent the day visiting the World War II Memorial and other memorials.



President and CEO Rob Wigington met with the new consul general of Japan, Motohiko Kato.

U.S. Little League World Series Champions Arrive at BNA

On Aug. 27, 2012, Nashville International Airport proudly welcomed the U.S. Little League World Series champions, the Goodlettsville All Stars. The airport greeted the local team with a water cannon salute, live music and a crowd of media.





"You are so Nashville if ... the plane carrying your returning young stars (Goodlettsville All Stars) taxis under an arch of water, compliments of BNA personnel! A great touch, and a great way to celebrate the 75th anniversary."

P. Duncan Callicott

"MNAA Team,

That was a really awesome homecoming celebration you all pulled together very quickly for the Goodlettsville U.S. champions. With very short notice, you pulled together and really made it a very special event for the players, and their families and friends. Thank you."

Rob Wigington

DPS Officers Honored

On June 30, 2012, several DPS officers used quick thinking and a defibrillator to help save the life of BNA passenger Ruby Clay when she was having a heart attack. For their lifesaving measures, DPS Captains Thomas Quarles and Mike Hasselbrink, and Officers Robby Owens, Jerry Lovell, Brian Robbins, Jeff Nolan, Robbie Keeler, Phillip Hayes, Jeremy Riel, Lyn Sangster, Steven Wright, Chris Kullman, Demond Ivery and Stephen Craig were all honored by BNA's board Chairman Jim Cheek and President and CEO Rob Wigington.

"Officers Hardini Carter, David Frensley, Robbie Keeler, Steve Matheny, Delphia Murphy and George Rusho,

I would like to express my gratitude for all efforts displayed by the Airport Department of Public Safety EMTs. When I had a heart attack June 30, 2012, they saved my life by resuscitation. My heart had stopped, and they brought me back! I want you to know that I will never forget you. Bless you all."

Ruby Clay





John C. Tune Airport

In addition to Nashville International Airport (BNA), the MNAA also operates John C. Tune Airport (JWN). This general aviation airport in the Cockrill Bend area serves as a reliever for BNA. With 135 T-hangars, an 18,000-square-foot facility and 165 aircraft based on-site, JWN is one of the busiest general aviation airports in Tennessee.

Tune celebrated its 25th anniversary by holding a Fly-in on July 30, 2011. Looking forward, the MNAA is developing a strategic vision for this airport, which will include additional hangers and improved facilities.

Staff News

New hires: The MNAA welcomed Doug Kreulen as its senior vice president of Operations (April 2, 2012) and Trudy Carson as air service development manager (Nov. 22, 2011).

Promotions: Davita Taylor was promoted to director of the Office of Business Diversity Development (March 2, 2012), and David Howard was promoted to assistant manager of Maintenance Services (March 6, 2012).

Awards: Stan Van Ostran, vice president and chief financial officer, and Robert Ramsey, assistant vice president for Planning and Design, completed the requirements to become Accredited Airport Executives (AAEs).

The MNAA awarded the George H. Jobe Award to Anna Frank, an accreditation specialist in the Department of Public Safety (DPS). Frank was nominated by fellow employees for the annual award, which recognizes a nonmanagement MNAA employee who possesses the drive for cooperation, commitment and sincere care for passengers, business partners and airport employees – the Nashville Airports Experience.

Chris Ricketts, operations coordinator for the Metropolitan Nashville Airport Authority (MNAA), was named the recipient of the 2011 Glenda C. Norvell Award. Named for longtime MNAA employee and community advocate Glenda C. Norvell, this leadership award is presented annually to an MNAA employee who works hard to ensure the Nashville Airports Experience is provided to all passengers, strategic business partners and employees.



MNAA Board Adds Amanda Farnsworth

The MNAA announced the appointment and confirmation of new member Amanda Farnsworth to its Board of Commissioners. Farnsworth was appointed by Mayor Karl Dean and confirmed by the Metropolitan Council of Nashville and Davidson County on Feb. 21, and serves as one of the Board's industry, commerce and finance representatives.

Farnsworth is a partner with J.J.B. Hilliard, W.L. Lyons investment firm. She serves on numerous boards, including Optimum Solutions Inc., Franklin American Mortgage Co., Precision Energy Solutions and Consumers Insurance Group, where she is chairwoman. Farnsworth's community involvement includes the Boys and Girls Club Board, Leadership Nashville Alumni Board, United Way, and The Ensworth School Board.

ROB WIGINGTON

Take a close look at the MNAA logo, and you'll see piano keys. Perhaps it's fitting that in Music City, there's a former music major and classically trained pianist at the helm. He also happens to have more than 30 years of experience in airport management and consulting, including most recently leadership positions in Houston and San Diego.

Rob Wigington is in his first year as CEO/president of the MNAA, appointed by the MNAA Board effective July 1, 2012. Rob shared his thoughts and insights into the state of aviation in general and the Nashville Airports Experience, among other things.

You've worked in many places. What's special about this place?

Well, the airport is in really great shape as far as the improvement that's been done, particularly with the terminal and with CONRAC [rental car facility]. We don't have congestion. We don't have any major capacity constraints, unlike a lot of airports. Any airline looking here realizes they can grow here. We're all right for the time being and for a number of years as far as the terminal, with gates and facilities for the airlines. But, as we grow, we're going to have to revisit that.

We need an international arrivals facility. We only have what was set up as a temporary one for American. We really can't handle much more than what we currently have. That will need to be redesigned and possibly relocated. We're undertaking the ticketing area, to redo that area. That's one of the areas where we're going to face real constraints in the future. When this was built as a hub operation, obviously we didn't need ticketing space or curbside. You had more people connecting. Those are the areas that are going to be the challenges – not right away, but things we have to start planning for. And we are, through the Master Plan.

Birthplace
Salt Lake City

Grew up here
Hacienda Heights, Calif.

Childhood hero
Roy Rogers

Education
Pomona College (B.A. in government)
University of Southern California (M.A. in public administration/intergovernmental management)

Main hobby
Piano

My music
Chick Corea, Elton John, Billy Joel, all types of jazz

Family
Married to Kandace Wigington, and they have three daughters: Lauren (24), Taylor (22) and Paige (15)

Before BNA
Houston Airport System
San Diego County Regional Airport Authority
Fleishman-Hillard/GPC
Booz Allen Hamilton, Inc.
Airports Council International–North America
Port Authority of New York and New Jersey

Did you know?
Rob led airport/aviation consultancy practices while at Fleishman-Hillard and Booz Allen Hamilton, and MNAA was one of his clients. In 2003, he called MNAA CEO/President Raul Regalado to tell him that he was dropping MNAA as a client because he was starting a new job working for San Diego International Airport.

You talk about the Nashville Airports Experience. What does that mean to you? In what ways do you feel it and sense it?

I feel it every time I just walk out that terminal. You can see it on the faces of passengers. You see so much activity. I think the live music really adds a dimension that lights up the place. Plus it's very appealing, and we have many good choices for concessions and retail shopping, as well as food and beverage. And we're going to be doing even more on that. We won the best concessions award for airports in North America last year, and we're going to be improving on that, thinking about new offerings we can provide.

I'm excited about where we take it from here. There are just all sorts of possibilities, when you look at all the different things you could have at airports. Some airports have started to go in those directions. Other airports are looking at them, whether it's new food concepts or more technology. You can look at ways to communicate with the passenger to the extent they want to hear about what's going on at the airport while they're walking to their gate or to a shop, through their mobile apps. You can provide information about what's available around the corner or near their gate. We're looking at other concepts that would make it better for the passenger, since they don't get fed much on planes anymore, to find something that they want to eat and take it on board. It's pretty unlimited. It's just a question of what makes sense at this airport with the customers we have, and what does the traveler really want? What would they use, and what would they like to have?

What does tomorrow's airport look like?

I hope it starts with short security lines and a process that gets better. And it is getting better. TSA is trying to roll out some new things like Pre-Check. Global Entry for international travel has worked well. And that's something the airport industry as a whole has been really trying to get Homeland Security and TSA to do: Get more information, and let known travelers get through easier and quicker, instead of making it a process where everyone is treated as if they're an equal security risk. That requires more of an intelligence-based risk assessment, which they're slowly gravitating toward. It also gives the customers choices. I can decide I don't want to apply for these, I don't want to give any more information about myself, knowing that I'll have to go through the full security apparatus. Or I can say I'm more than happy to give you some more information about me and my background. If that means I don't have to take my shoes off and don't have to take my coat off, my belt off, I can be expedited through security. So I think that's probably the biggest



thing affecting the traveler's experience, at least at the airport.

The airlines obviously control a lot of what happens on the planes, what kinds of flights we have, what kinds of fares we have. But we can work the best we can to make sure that we keep a variety of offerings, some good competition so we keep fares reasonable. There's a real balance there between having enough flights to places and enough competition, but not too much where the airlines don't feel like they can make a profit in that market. That's always something that you watch very carefully, first and foremost, to make sure that we're supporting the flights we have and preserving those as we try to expand flights.

Regarding the other amenities we're going to be looking at, I think people want to do more at airports. You've got time to kill. I think it's important that we give them value for what they want – whether it's a meal, enjoying the bars or shopping. We do practice street-pricing here. I think that's an important thing to assure folks that you're not going to get ripped off at our airport. You're going to pay prices that are pretty commensurate with what you'd pay out on the street. So, while you have the time here, you might as well buy here. ... It's a fundamental decision for an airport as to whether they want to do that [street-pricing] or not. Some do, and some don't.

Is this a good time to be here?

Oh, it's the best time. I couldn't imagine a better time to be here, in terms of how this city's growing. In terms of the business activity that's going on and all the companies that are expanding here, moving here, growing here. In terms of tourism and visitors who want to come here and the publicity that Nashville's getting. Certainly, the TV show doesn't hurt either. And through the music industry and all the other industries that really connect us to other markets, other cities and other parts of the world.

You know the thing that excites me the most about running an airport? And sure, part of it is seeing people get to go places, visit family, do their jobs. But the biggest part is how that airport helps the community grow. And this airport has played a huge role over the years in how this community has become what it is – in supporting the music industry, in supporting health care, in supporting the auto industry and others that are really dominating and growing here. And it's going to play a much bigger role in the future. I think we're just right on the verge of really becoming in the coming years a major international city that really has connections to the world – and has nonstop connections from this airport.









A SPECIAL THANK YOU TO JAMES H. CHEEK, III

James H. Cheek, III, has served as chairman of the Board of Commissioners of the Metropolitan Nashville Airport Authority since 2003, and as a member of the board since 2001. With an unflappable wit, commitment to transparency, straightforward manner and global point of view, Jim directed and steadied MNAA through the most tumultuous period in the history of commercial aviation following the terrorist attacks of Sept. 11, 2001.

During his time at MNAA, Jim has overseen an unprecedented transformation of Nashville's airports, including completing an award-winning, vibrant renovation of Nashville International, and numerous improvements and expansion at John C. Tune. Jim directed the revival of MNAA's Arts at the Airport, as well as the inception of four live musical stages throughout the terminal. He also formed the Aviation Task Force in conjunction with the Convention and Visitors Bureau, Chamber of Commerce, city and state economic development agencies, and Partnership 2020 to expand air service to attract companies and corporate headquarters to middle Tennessee.

Upon his retirement from the MNAA Board, Jim leaves a legacy of determination, integrity and grace, and we thank him for his 12 years of service to Nashville's travelers.



DENNIS JOHNSON

There's lots of longevity – read loyalty – among MNAA employees: 53 have served 20 years or more. But none have been on the job longer than Dennis Johnson.

Johnson started working at BNA in May 1970, took a break in 1976 to teach the mechanical mysteries of the auto body at Smyrna High School, then came home to BNA again in 1981. His job is to keep MNAA's ground fleet in running order.

Each of MNAA's almost 300 vehicles has a specific number and computer file, which has vital statistics such as what air filter fits and tire type. Every 30 days or 3,000 miles, each car and truck goes into Johnson's lube shop. He checks the oil, gears, lights and tires.

In Johnson's early days at BNA, most of the airport's vehicles were used equipment, purchased as government surplus, frequently from the military. The fleet could be assembled in this opportunistic way because the vehicles supported a smaller airport accommodating fewer aircraft.

Johnson remembers these simpler times well. On his first day of work at BNA, he arrived at the airport from Murfreesboro Pike – the interstate interchange was still in the future. And the west side terminal constructed in 1961 still had more than a decade and a half left to its lifespan. "I think there were two runways and six gates," Johnson recalled. The control tower was "short" when compared with the current structure. "There were 70 employees – total," he said. "I made $423.76 a month."

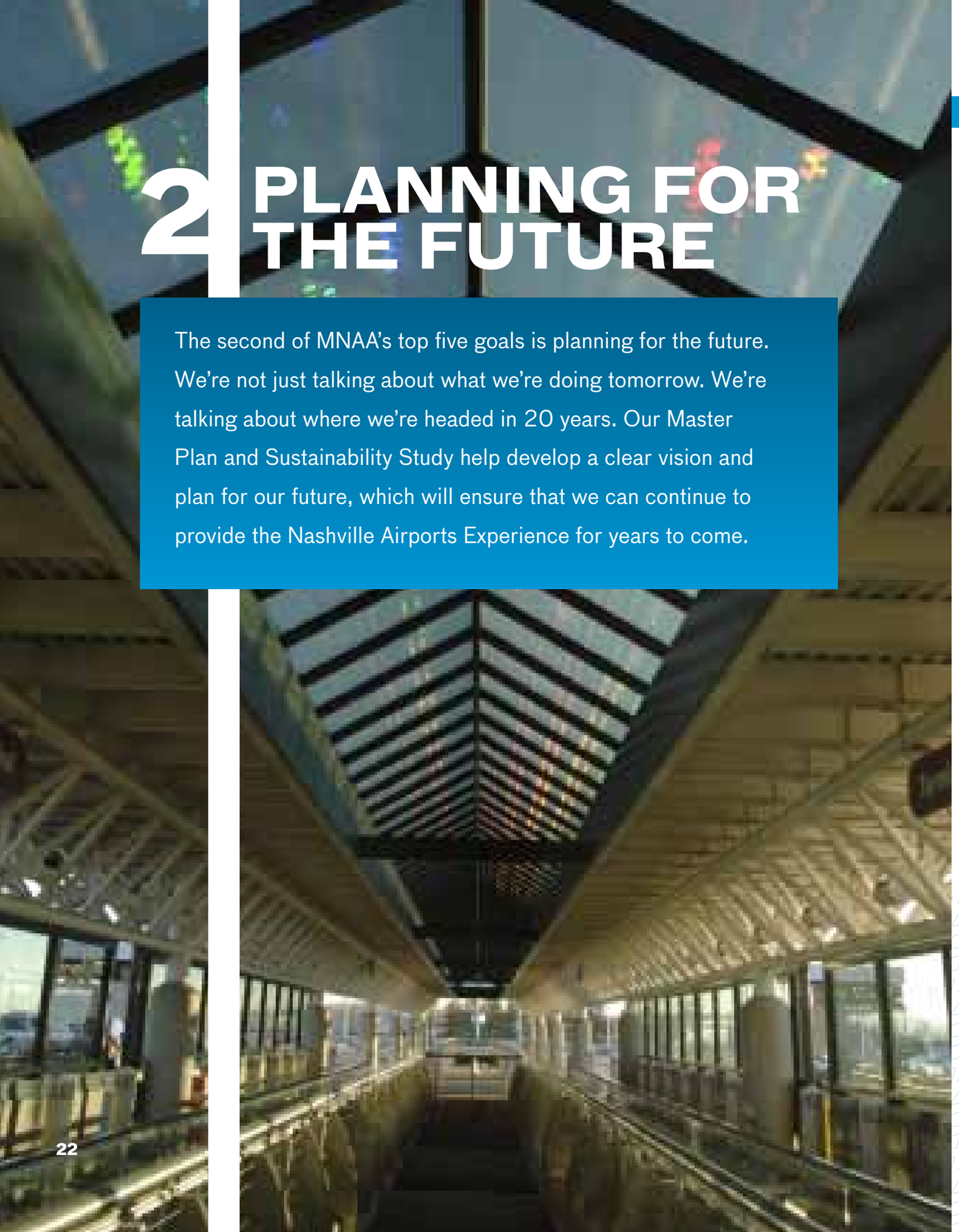
During his years at BNA, Johnson has had various job descriptions, which include serving on the airfield grounds crew in the early 1980s, cutting grass, and painting road and runway markings.

Later in that same decade, Johnson's expertise with heavy equipment came in handy with site preparation for the terminal that opened in 1987. "They used rock from the excavation for I-440 to fill in the site," he explained. "I pushed rock with a bulldozer seven days a week for 30 days" before terminal construction started.

Johnson doesn't really miss the old days at BNA. Rather, he's proud – and a bit amazed – at how much the airport has grown.







2 PLANNING FOR THE FUTURE

The second of MNAA's top five goals is planning for the future. We're not just talking about what we're doing tomorrow. We're talking about where we're headed in 20 years. Our Master Plan and Sustainability Study help develop a clear vision and plan for our future, which will ensure that we can continue to provide the Nashville Airports Experience for years to come.

Moving Forward

The MNAA will seek out new opportunities to be flexible and proactive in meeting the needs of passengers, tenants, airlines and area businesses. Music City's tourism product is among the best in the world. The MNAA is constantly looking for new and better ways to incorporate this valuable brand into its facilities and services.

Master Plan Update

The MNAA is in the process of updating its Master Plan. The current Master Plan Update for the Airport was completed in September 2004. The Federal Aviation Administration (FAA) requires regular updates of all airport master plans to provide guidelines for satisfying aviation demand. The study is expected to be completed in April 2013.

The Master Plan Update comprises Demand/Capacity Analysis and Facility Requirements, Airport Development Concepts, Airport Landslide Development Plan, Environmental Overview, Airport Plans, Financial Plan, Master Plan Technical Report, and Executive Summary Report and Public Information Brochure.

Sustainability Study

In 2011, BNA was selected by the Federal Aviation Administration as one of 10 airports to develop a Sustainable Master Plan. Planning for sustainability demands a long-term, comprehensive and integrated perspective that considers the natural environment, community interests and economic factors. The MNAA's goals for developing and implementing this study include:

- To conserve and minimize impacts to environmental resources so that they may be preserved for future generations.
- To become a better neighbor and corporate citizen, and actively participate in achieving local, regional and statewide sustainability goals.
- To reduce costs, and optimize operations and assets through sustainable management practices.
- The sustainability study parallels the development of the Master Plan Update. The final Sustainability Plan was completed in late 2012 and will be included as a chapter in the Master Plan Update, scheduled to be released in April 2013.

Sustainability Initiatives

- Energy-efficient lighting, including daylight controls (reducing BNA's annual energy usage by more than 3 million kWh)
- Restrooms with motion-detector faucets and hand dryers
- Use of hybrid vehicles
- Greener landscape design
- Recycling program
- Reuse of collected stormwater
- Monitoring of air emission inventories
- Business continuity
- Education and training

Strategy Development Process Update

Beginning in FY 2014, MNAA is improving the strategy development process, as part of our Performance Excellence – Continuous Improvement culture.

There are four steps to this strategy development/deployment process:

- Identify the goal: Where do we want to be, and what is our standard of performance?
- Why are we not there, and what's the nature of the gap?
- What keeps us from changing the game?
- How do we get to where we want to be (the goal)?

For MNAA, our goal is to provide an outstanding Nashville Airports Experience (NAE). The journey toward accomplishing an outstanding NAE is limited because of such constraints as capital availability, workforce capabilities, established policies and processes with performance not in line with standards.

In order to reach an outstanding NAE, MNAA has initially identified three critical success factors and their applications for the Nashville airports:

1. Safe and secure operations: A prepared emergency response, and safe and secure infrastructure and operations.
2. Outstanding customer satisfaction: Excellent facilities and services, convenient and affordable air service, and high-performing systems and processes.
3. Economically sustained services and facilities: Optimal cost control (both fixed and variable for all MNAA entities), maximized nonaeronautical revenue and optimized aeronautical revenues.





ROBERT RAMSEY

Nashville's airport was originally designed long before Robert Ramsey joined the MNAA team. Until two decades ago, the airport served as a hub for American Airlines. It most recently became an international airport and travel destination. Since 2003, Ramsey has been the chief architect and leader in efforts to update the space to handle the immense transformation.

As the assistant vice president of Planning and Design, Ramsey is indispensible in coordinating and planning projects that will improve the Nashville International and John C. Tune airports. Most recently, he has brought the voices of the MNAA board, staff and community to the Planning Department about the Master Plan Update, and works to ensure that the forecast, projections and analyses are accurate. Ultimately, the Master Plan decides the projects that will lead the airports to continued success.

"The Master Plan tries to achieve a balance among projected growth, passenger needs, available funding and airport sustainability from an environmental, operational, economic and staffing perspective," said Ramsey. "[The Master Plan] ensures that Nashville International and John C. Tune airports remain economic engines for the Middle Tennessee area."

Ramsey has been able to see a number of great improvements during his time with MNAA as BNA undergoes many multimillion-dollar projects, including runway and taxiway reconstruction, airfield lighting vaults, and a new rental car facility.

"Watching the transformation of the terminal has been the most fantastic to see," said Ramsey. "The MNAA team has been able to modernize the terminal to proudly be the front door of Music City. I think that the improvements to the terminal truly reflect Music City to our 10 million passengers each year."

Hometown
Greeneville, Tenn.

Education
Virginia Military Institute with a bachelor's degree in electrical engineering
University of Missouri at Rolla with a master's degree in engineering management

Community Involvement
Leadership Donelson/Hermitage – Class of 2008
Project PENCIL for Hermitage Elementary School
Mt. Juliet/West Wilson County Chamber of Commerce

Achievements
Nashville Business Journal's Top Forty Under 40 (2009)
Nashville Area Chamber of Commerce's and YP Nashville's Nashville Emerging Leader Award in the Architecture, Engineering and Construction category (2009)
Accredited Airport Executive through the American Associations of Airport Executives (2012)

Favorite travel destinations
Charleston, S.C., and St. Lucia

Coordinating large improvement projects is nothing new for Ramsey. Before joining the MNAA in 2003, he worked on various assignments with the U.S. Air Force and was responsible for the maintenance of existing facilities, the renovation of existing airfield systems and the construction of additional base support facilities.

His time with the Air Force gave him experience in leadership, engineering, project and program management, federal funding requirements, and maintaining infrastructure maintenance to keep an airport operating at all times.

His expertise in strategic thinking and knack for consideration for others make Ramsey a strong role model. He leads a very talented and devoted team, all while challenging himself to be the best leader he can be.

"I feel that authority and responsibility are always linked together, and I use the lead-from-the-front approach. I set high standards for myself, and my dedication tends to become infectious as my staff members seem to follow suit."





MNAA Mission/Vision.

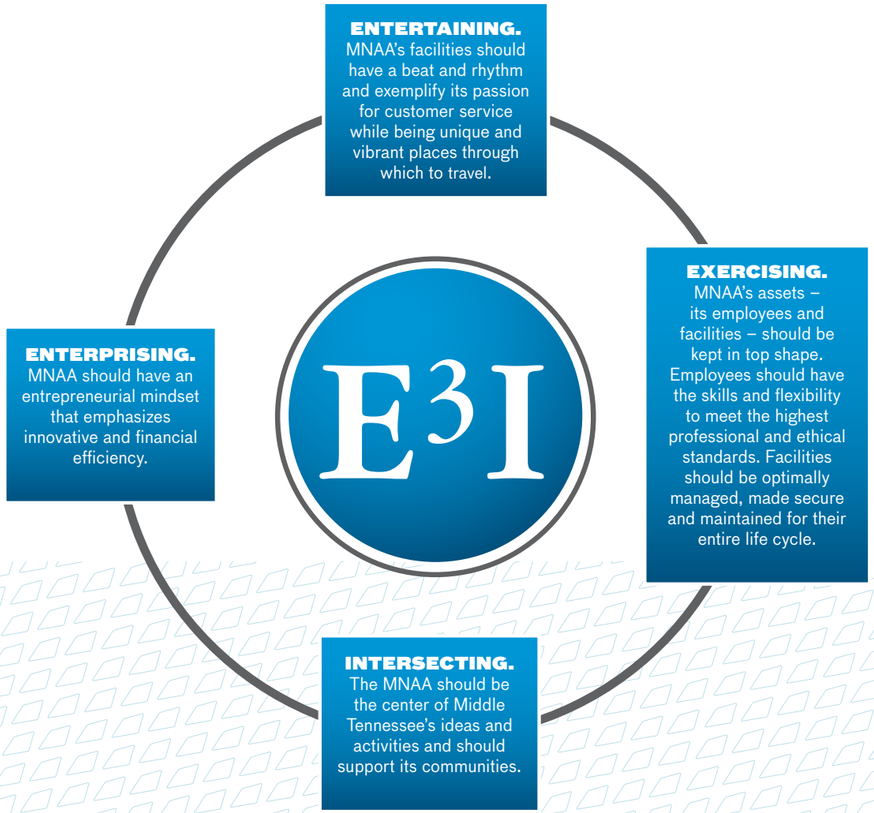
To provide the Nashville Airports Experience through outstanding customer service, facilities and services, bringing the heartbeat of Music City to the airport.

Brand Promise.

The MNAA is customer-focused and professional, and delivers the Nashville Airports Experience.

Core Competency.

Nashville Airports Experience: Serving as great airports for our passengers, business partners and employees.



Propelling Nashville

BNA 75

1937 2012

The following pages give a special glimpse into the history of Nashville International Airport's first 75 years.



1935





Nashville Public Library, Special Collections



On November 1, 1936, 40,000 people gathered on or near the airfield for the dedication ceremonies. To handle the car traffic, two-lane Murfreesboro Pike was made one-way for the day and restricted to those headed to the airport.[9]

The first plane to land at the still-under-construction airport, on June 24, 1936, was an American Airlines DC-2.[10]

1936



Nashville Public Library, Special Collections

Airmail in these days included not merely the inanimate letter or package; here a cargo handler welcomes a carrier pigeon to Nashville.



Nashville Public Library, Special Collections

1939



In 1939, Berry Field was named in honor of Colonel Harry S. Berry, a West Point-trained engineer, veteran of World War I and the former head of the Tennessee Highway Department. Berry, as the state's administrator for the Works Progress Administration, exerted the financial power of this federal New Deal agency to bring a new airport to Nashville, contributing more than $1 million to the $1.2 million cost.[11]

Mayor Ben West welcomed John and Jacqueline Kennedy to Nashville on February 25, 1959. The presidential election was more than 20 months away, but Senator Kennedy was already running.



On November 1, 1961 – the 25th anniversary of the dedication of Berry Field – Mayor Ben West and civic leaders formally opened the new west terminal. The facility had 145,900 square feet and cost $4.5 million. At 12:05 a.m. a Piper Comanche piloted by Ernest Colbert from East Nashville's Cornelia Fort Airport became the first plane to land at the field after it was put in service.[17]

In May of 1954, the Nashville City Council unanimously approved a resolution by Councilman Z. Alexander Looby calling for the desegregation of the restaurant at BNA. In general, airplanes were not segregated, but many Southern airports employed the practice in dining and other facilities such as waiting rooms, rest rooms and water fountains. Because most airports were owned by a unit of government, however, they were subject to the Constitution's ban on racial discrimination.[15]

1952

On the campaign trail, then-Senator Richard Nixon and his wife, Pat, arrived at BNA on September 27, 1952. Nixon was elected vice president on the Eisenhower ticket in November.

1955

1960



John Childress Tune (1931-1983) pointed the way to the modern age in Nashville aviation. In the 1960s, Tune, as chairman of the Chamber of Commerce's Aviation Committee, recognized that Nashville had more commercial aircraft flying over the city than most other municipalities in the country; the problem was to get the airlines to land here. He lobbied long and hard for the creation of MNAA as a way to make BNA a major economic engine working for the citizens and businesses of Nashville, and served as the authority's first chairman. In 1986, MNAA named its new general aviation airfield the John C. Tune Airport.



1974 Robert Altman's award-winning musical film, **Nashville** *(1975), shot on location at several sites around the city, including the Nashville airport.*

1976

MNAA changed the airport's name from Nashville Municipal Airport to Nashville Metropolitan Airport.



1985 American Airlines announced its selection of Nashville as its major north/south regional hub, reinforcing the need for a new and larger terminal.



1986

July 1986 MNAA opened its 399-acre general aviation airport to help relieve some of the congestion at Nashville Metropolitan Airport. John C. Tune Airport opened with one storage hangar and 10 Thangars.

9.11.2001

Terrorists flew two commercial airliners into the World Trade Center in New York City; a third struck the Pentagon in Washington, D.C.; and a fourth was forced by its passengers to crash in Pennsylvania. The FAA immediately ordered 4,873 private and commercial aircraft grounded.



2001
General William G. Moore Jr. retired after serving for 17 years as the president and chief executive of MNAA. In March, the board hired Raul Regalado as MNAA's new president and CEO.



President George H.W. Bush made three visits to Nashville on Air Force One in the early 1990s.

1996



Southwest Airlines began to expand its wings into the Nashville market, helping to fill the void left by the 1996 departure of the American Airlines hub and sustain the city as a national aviation center.



The Tennessee Air National Guard has been circling the skies over Nashville since 1921.

2000

Nashville International completed the first phase of the cargo terminal's expansion. This $6.6 million project upgraded the taxiway and apron, doubling the amount of space used to park planes outside the cargo terminal.

BNA terminal renovation and construction of consolidated rental car facility completed.



MNAA established the MNAA Properties Corporation to manage those parts of the authority's almost 5,000 acres that are not needed for aeronautical use. The goal of MPC is to generate revenues which provide for greater diversification of income and financial flexibility to support MNAA's mission.

2011



John C. Tune Airport hosted fly-in to celebrate its 25th anniversary.



MNAA named the BNA terminal the Robert C.H. Mathews Jr. Terminal in honor of its longtime board chairman.

2012

3 OPERATIONAL EFFECTIVENESS

The third of MNAA's top five goals is to maintain operational effectiveness. Simply put: Great airports need great business processes and facilities. MNAA is proud to have been recognized for the past few years by the Tennessee Center for Performance Excellence for our business practices. Projects such as our new rental car facility and terminal renovations keep our facilities in topnotch shape for outstanding customer service.

New Rental Car Facility

The MNAA celebrated the completion of one of the largest construction projects in its history, Nashville International Airport's 1.2 million-square-foot consolidated rental car facility, with a grand opening event on Nov. 16, 2011.

The new facility, which is larger than the airport terminal, is located across from the terminal in what was formerly part of BNA's Long Term A lot. The MNAA located this facility conveniently across the street from the terminal instead of remotely, as many airports have done with their rental car facilities.

The creation of this three-level building frees up an additional 600 spaces in the Short Term garage, increasing its capacity by 30 percent. The facility also increases the airport's rental car capacity by about 1,400 cars, for a total of 2,400.







TRACI COOPER HOLTON

When Traci Cooper Holton arrives at Nashville International Airport each day, she doesn't have to go far to see her contribution. As the MNAA's manager of Design, Holton has managed the construction of several large construction and renovation projects that have helped shape BNA into the airport it is today.

Thanks to Holton, the projects have been done on time, under budget and to the highest standards of the industry.

Though Holton hasn't always been around planes, she came to MNAA in 2003 with a background in construction and design. That experience, combined with Holton's positive, "can-do" attitude, helps her lead teams of engineers, architects and contractors.

In November 2011, Holton wrapped up CONRAC, a $70 million rental car construction development on BNA property – and her largest project to

Hometown
Bowling Green, Ky.

Education
Tennessee Technological University with a bachelor's degree in civil engineering

Community Involvement
Member of the National Society of Professional Engineers
Member of the American Society of Civil Engineers

Past charter member of the Middle Tennessee Chapter of the Women's Transportation Seminar
Past member of Rotaract (a Rotary-sponsored service club for young men and women)

Achievements
Airport Business Top 40 Under 40 (2012)
Nashville Business Journal Forty under 40 (2011)

Favorite Travel Destinations
New York City and Hawaii







date. After more than seven years of work on the project, Holton joined the entire MNAA in celebrating the completion. After overseeing every aspect of the facility's construction and opening, Holton had a lot to celebrate.

Since 2003, she has served as project manager on several other multimillion-dollar projects: airfield pavement reconstruction projects, an expansion of the Airports Rescue and Fire Fighting Building, and the Terminal Access Roadway Improvements project.

She has proved her ability to effectively coordinate and communicate with numerous partners in multiple airport departments, including Operations, Maintenance, IT, Public Safety, Properties, Office of Business Diversity Development, Community Affairs and Customer Service, and Corporate Communications, as well as outside contractors and partners.

Before joining the MNAA, Holton worked as a transportation engineer for a local consulting firm, Hart Freeland Roberts, Inc., where she designed and managed roadway projects throughout the state of Tennessee. She also has experience in bridge design, environmental permitting and site development. Holton's background positioned her as an exceptional candidate for BNA's upcoming renovation plans.

With employees like Holton, the airport is a great place to travel through and a great place to work. Holton has come to love the dynamic, ever-changing environment, and she works to make BNA a great airport and different from the rest.

"I love the warm feel of the airport and its emphasis on music and art," said Holton. "I also love promoting a culture that is full of small acts of kindness. It's a great feeling to extend NAE moments to passengers whenever I can."

BNA Terminal Renovations Continue With Facility Improvements

Following the completion of terminal renovations in early 2011, Nashville International Airport began updating its exterior building and replacing interior equipment.

Replacement of the terminal skylight glass, terminal escalators and front terminal entrance doors began the last week of November 2011. The project was completed in August 2012.

This project repaired or replaced four high-maintenance systems which hadn't been replaced since the terminal opened in 1987: the sliding entry doors, escalators, glass panels in the lobby and ramp-level soffits on the airfield.

The Authority also completed new inbound baggage carousels, an environmentally sustainable project that replaced the more-than-20-year-old devices.

Earlier Terminal Renovations

In FY 2011, BNA completed renovations to its interior for the first time since the current terminal opened in 1987, a process that began in October 2006.

Terminal Renovation Phase I, which began in October 2006, added more than 30 new food, beverage and retail vendors at BNA, along with new meeter-greeter areas, new flight information displays, new concourse skylights and a consolidated security checkpoint. BNA also added limited complimentary Wi-Fi and charging stations throughout the terminal.

Terminal Renovation Phase II was completed in March 2011 and included:

- Renovation of existing public restrooms and construction of new restrooms
- Replacement of terminal and concourse carpeting and tile
- Replacement of existing heating and air-conditioning units
- Renovation of airline gate hold rooms
- Replacement of wall coverings on ticketing, baggage and ground-transportation levels
- Enlargement of ticket lobby
- Renovation of baggage claim



Terminal Naming

In 2011, the MNAA named BNA's terminal building in memory of former Board Chairman Robert C.H. "Bobby" Mathews Jr.

Mathews, who died in 2008, served on MNAA's Board of Commissioners for 22 years, 19 of them as its chairman. During his tenure, the airport system experienced notable expansions and improvements, including the addition of its general aviation airport, John C. Tune Airport.





On-site Health Clinic Opened

BNA has opened the first retail health care clinic and wellness store, CareHere, at a Tennessee airport. The CareHere clinic handles both common and chronic health concerns for travelers, and helps address the everyday health care needs of on-site employees.

The 1,100-square-foot airport clinic houses three exam rooms and is the company's first foray into the air travel market segment. With BNA's 9.7 million passengers annually, this health clinic location is poised to serve an unmet need at Nashville International and other airports.

Expanded Short Term Parking

BNA converted its former rental car area into additional Short Term public parking, with 663 new covered spaces available to the public.

The new parking area is located on the ground level of the Short Term garage, which was renovated after the opening of BNA's consolidated rental car facility in November 2011. There are now three levels of public parking and 2,369 total spaces available in the Short Term garage, in addition to parking in the airport's three other lots.

In addition, the ground floor of the Short Term parking garage now features a new pedestrian walkway that connects the Long Term A lot to the terminal.

Frequent Parker Program

Regular travelers can take advantage of BNA's Frequent Parker Program, which allows travelers to earn free parking, enter and exit the gated lots more easily, and make payments online. The program excludes valet parking. Those interested can sign up for the program for $20 at www.flynashville.com/frequentParker/.

The Long Term A lot includes the reserved parking area closest to the airport terminal for Frequent Parker Program members.

From BNA Customers:

"The Frequent Parker Program is a great option as I fly at least two to three weeks out of each month, and it saves time, allows my vehicle to be sheltered from the elements, and allows me to get in and out of the airport without waiting for a shuttle."

"I am thrilled with the Frequent Parker Program. I spend so many days traveling that the Frequent Parker Program at BNA makes the start of the journey much easier."

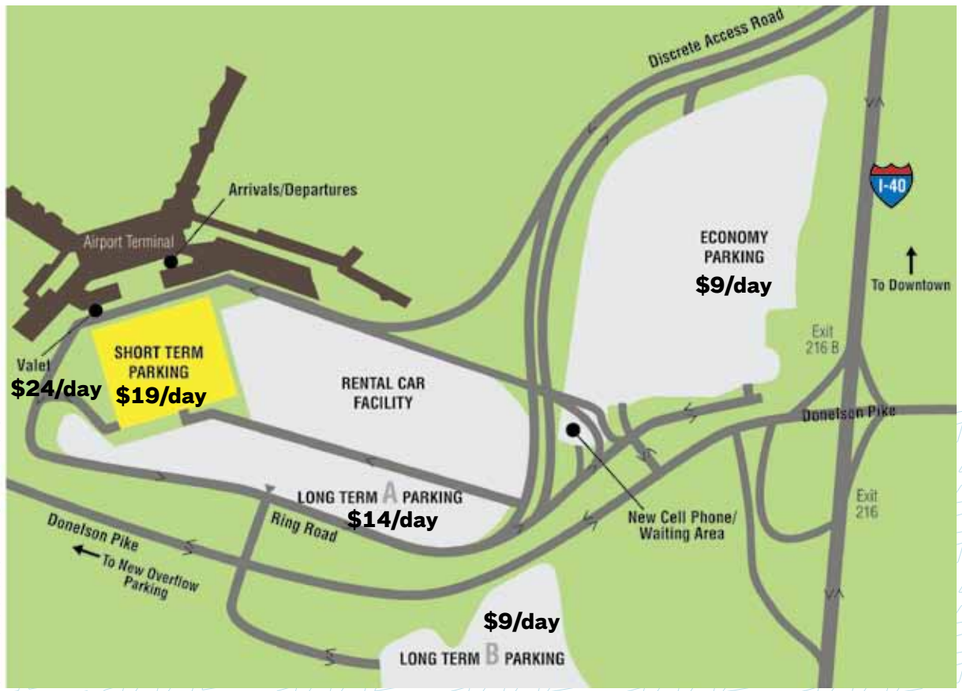
Valet

BNA provides valet service to its passengers and guests for $24/day, seven days a week. Amenities include bottled water, copies of The Wall Street Journal and USA Today, and assistance with baggage upon request.

Vehicles are stored in an uncovered lot with 1,151 spaces.







MNAA AWARDS

November 2011: BNA received Airports Council International–North America's (ACI–NA) Richard A. Griesbach Award of Excellence in the 2011 Airport Concessions Contest.

November 2011: MNAA named a 2011 Achievement Award winner in the annual Excellence in Tennessee recognition program administered by the Tennessee Center for Performance Excellence (TNCPE).

December 2011: *Business Review USA*'s Top Ten Airports ranked BNA No. 10.

December 2011: *PCWorld* magazine named BNA No. 13 among 20 Best U.S. Airports for Tech Travelers.

February 2012: MNAA's Arts at the Airport program named the 2012 winner of the Arts & Business Council of Greater Nashville's Bowtie Award in the Arts Impact category.

Performance Excellence Awards

In November 2011, the MNAA earned the prestigious Achievement Award in the annual Excellence in Tennessee recognition program administered by the Tennessee Center for Performance Excellence (TNCPE).

TNCPE is Tennessee's only statewide quality program patterned on the Baldrige Performance Excellence Program, the national standard for recognizing organizational excellence. The MNAA accepted the award at the 19th annual Excellence in Tennessee Awards Banquet on Feb. 22, 2012.

TNCPE named 28 organizations as 2011 award winners. While there was not an Excellence Award presented in 2011, six organizations, including the Metropolitan Nashville Airport Authority, were honored with the Achievement Award, 17 were awarded a Commitment Award and five received Interest Recognition.

In November 2012, MNAA was one of only two organizations in Tennessee that was recognized with the TNCPE's Excellence Award. TNCPE will officially present MNAA with the award at the 20th Anniversary Excellence in Tennessee Awards Banquet on Feb. 20, 2013.

Through an annual evaluation and assessment process, TNCPE recognizes high-performance organizations that exhibit continuous improvement and best practice processes. They represent outstanding achievement in the following industry sectors: health care, manufacturing, service, education, government and nonprofit.

Organizations like the MNAA apply to the TNCPE program at one of four levels. As the levels increase, so do the depth and complexity of the application, which is based on the Baldrige Criteria for Performance Excellence.

Since the program was founded in 1993, only 22 organizations have attained the Excellence designation.

Griesbach Award of Excellence

BNA was recognized by the Airports Council International–North America with the Richard A. Griesbach Award of Excellence in the 2011 Airport Concessions Contest.



Rebecca Ramsey, assistant director of Properties, accepts the award.

4 AIR SERVICE DEVELOPMENT

Air Service Development: The fourth of MNAA's top five goals is air service development. MNAA is committed to flying Nashvillians all over world. We've surveyed the Nashville community to see where they want to go, and we are working on acquiring some of those requested flights. With six new flights recently added, we're off to a great start.



New Air Service

In FY 2012, the MNAA added air service to the following markets:

- Cancun (Sunwing Airlines): March 30
- Jamaica (Sunwing Airlines): March 30
- Los Angeles (American Airlines): April 23, seasonal
- Boston (Southwest Airlines): May 10
- Myrtle Beach, S.C. (Vision Airlines): Summer
- New York LaGuardia (Southwest Airlines): July 9

These additional flight options help MNAA further its goal of providing great air service for business and leisure travelers.

Air Traffic

During fiscal year 2012, BNA processed 4,883,374 enplanements, a 3.4 percent increase from 4,724,974 enplanements in FY 2011.

Signatory carriers represented 91.7 percent of total enplanements during the year. Daily departures increased to 198 at the end of fiscal year 2012. Daily departures at the end of fiscal years 2011 and 2010 were 190 and 188, respectively.

Nonsignatory carriers, along with any charter operations, represented 8.3 percent of all enplanement activity during the year.

Nashville Air Cargo

The Nashville cargo facility at BNA provides great service to freight forwarders, manufacturers, distributors, and cargo carriers shipping goods into and out of the area. BNA is in a prime position due to its central geographic location and proximity to three major interstates.

Cargo activity declined in 2012, down to 42,849 tons from 43,955 tons the prior year. Further declines in cargo traffic are expected in the coming year.

Aircraft operations increased from 174,598 in 2011 to 176,060 in 2012. Southwest Airlines dominated the passenger aircraft market share, capturing 53.8 percent of enplanement activity in 2012.

TRUDY CARSON

Hometown
San Salvador, El Salvador

Education
B.A, Indiana University (Political Science)
M.B.A., Xavier University (Finance and Marketing)

Community Involvement and Achievements
Board Member, Tennessee Latin American Chamber of Commerce Member, Leadership Donelson
Past Chairwoman (2009) of International Air Service Committee, Airports Council International
Graduate of Leadership Tampa Bay and Leadership Tampa

Favorite Travel Destinations
"I love to travel to any new places, international and domestic. I haven't seen it all, so I don't have a favorite yet!"

To get a feel for Trudy Carson's passion for air travel, one needs only to look up – not at the skies, but at her office walls. Souvenir plates from her world travels line the upper reaches of her Nashville International Airport office, with her most recent addition coming from Japan.

"I've always had a love for airlines and aircraft. My first flight was at the age of 2," Carson said. "I feel very comfortable in an airplane."

As the air service development manager for MNAA, Carson has helped expand Nashville-area residents' travel options in her first year at MNAA. A new, nonstop Southwest flight to Boston has been so popular since its launch in August that the airline will add a second flight in February 2013. Similar expansions to Cleveland, New York's LaGuardia airport and Newark, N.J., have positioned BNA to build upon a strong foundation as it transitions from a hub to a destination airport.

"I was surprised by how much there is to see and do here. It has so much potential. When I arrived, I thought it was just going to be country music," Carson said. "This place is hopping. They don't know that a recession happened."

Born in El Salvador to a German father and a Salvadoran mother, Carson was a seasoned air traveler well before she could purchase her own flight tickets. After coming to Indianapolis as a foreign exchange student, Carson began her career with Delta in Atlanta before moving to Fort Myers, Fla., when a German carrier needed someone to communicate with German passengers and crew members.

Three years later, Carson became the air service development director at Tampa International Airport, where she spent 14 years before taking a similar position with MNAA. While at Tampa, Carson secured a daily British Airways flight to London – a feat many would like to see duplicated here. BNA lost its direct flight to London when American Airlines dissolved its Nashville hub in the mid-1990s.

"For international service, I feel very optimistic because of Nashville's growth; but it takes a lot more time to develop. You really have to prove your case that the numbers are here," Carson said.

Those growth opportunities exist in part because of the area's large immigrant population. Those opportunities require increased education efforts, Carson says, particularly for residents who have never flown before.

"The Latino population is growing, but that doesn't always mean they have flown," Carson said. "It's a cultural thing. A lot of them don't fly just because they never have."

Potential flights to Mexico City and Tokyo from BNA have been discussed recently, in addition to the perennial conversations about London.

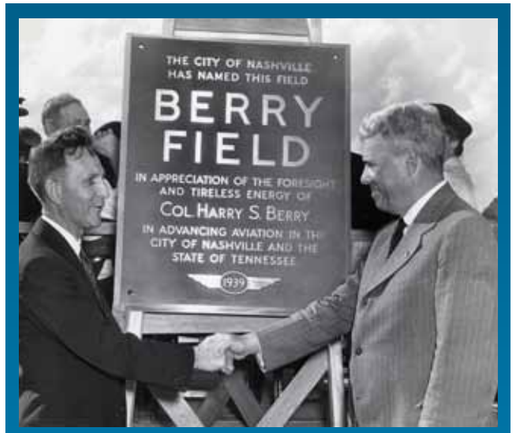
Carson also maps out destinations that make the most sense for new and expanding businesses. When MTV relocated its financial offices to Williamson County, for instance, it contributed to the demand for additional LaGuardia flights. The Boston flights resulted in part from increased financial services business here.

"The airlines really want business travel, because business travelers have to go constantly and they don't care as much about the fares," Carson said. "That was exciting to see in this city. There's a lot of tourism and there's a lot of business traffic, which is a perfect mix for growth."

That growth is keeping Carson on her toes as she talks with business and government leaders from Kentucky to Alabama, in addition to Middle Tennessee. She meets regularly with area economic and community development offices in order to know exactly which routes she needs to pitch to airlines looking to expand service in Nashville.

"I do marketing, and I don't do marketing," Carson said with a laugh. "Airlines want to know who's driving their flights. Who are those people – visitors who come once a year or business traffic? Is there growth in that market? You need to be able to tell airlines what's going on in the community."



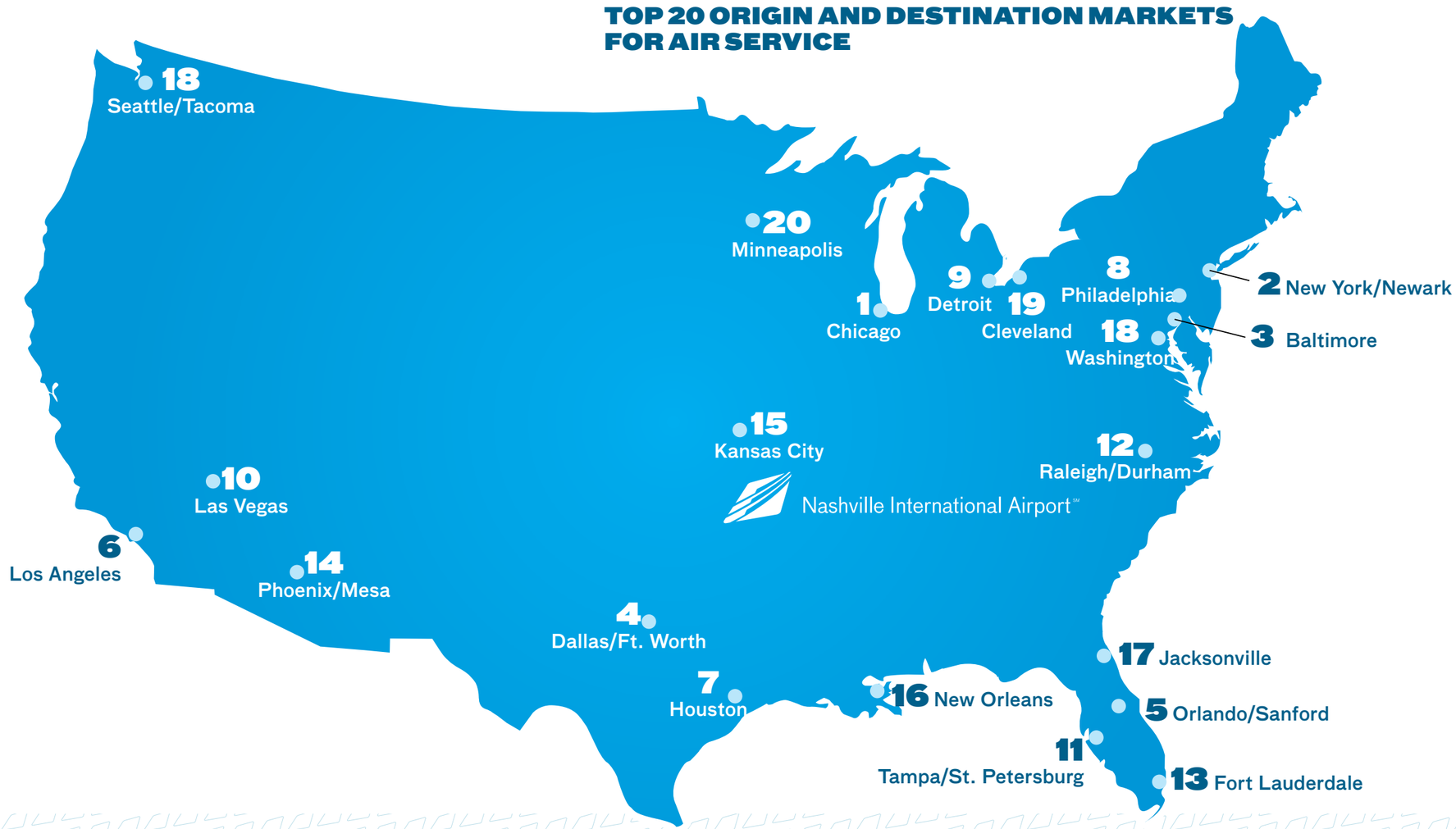


THE BEGINNING OF THE NASHVILLE AIRPORT

On Nov. 1, 1936, 40,000 people gathered to dedicate the new Nashville airport, located on Dixie Highway southeast of Nashville (now Murfreesboro Pike). The airport officially opened on June 12 and 13, 1937, with a terminal building, two hangars, a 4,000-foot concrete runway and a flashing beacon.

In 1939, the airport was named Berry Field NAshville (BNA) in honor of Colonel Harry S. Berry, a West Point-trained engineer, veteran of World War I and the former head of the Tennessee Highway Department.

TOP 20 ORIGIN AND DESTINATION MARKETS FOR AIR SERVICE



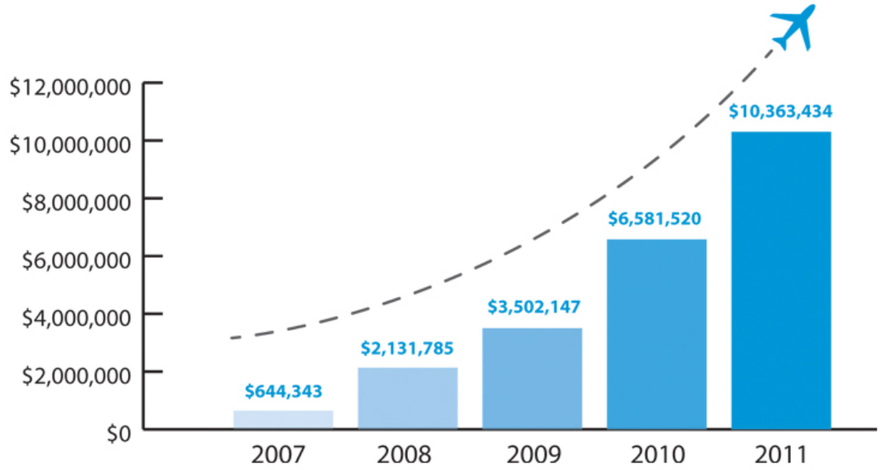
5 REVENUE DEVELOPMENT

The fifth of MNAA's top five goals is revenue development. In order to maintain great airports for our customers, we must have a plan for revenue development. MNAA is continuously looking for ways to increase our revenue from parking and properties.

Office of Business Diversity Development

The Office of Business Diversity Development (BDD) serves as the first step in helping qualified small, minority- and woman-owned businesses pursue contracting opportunities with Nashville International Airport and John C. Tune Airport.

The BDD office offers programs to help small businesses become certified as small, minority- or woman-owned business enterprises (SMWBEs) or disadvantaged business enterprises (DBEs). Additionally, its annual Bridges to Opportunity event provides an overview of upcoming MNAA contracts, the chance to meet MNAA staff members, and networking opportunities with prime contractors already doing business with Nashville International and John C. Tune airports.



DAVITA TAYLOR

Title
Director of Business Diversity Development

Hometown
Smyrna, Tenn.

Education
Austin Peay State University, M.A.
Middle Tennessee State University, B.A. in Business Administration

Years at MNAA
Four years. Taylor joined the MNAA in 2008 and was named director of Business Diversity Development in April 2012.

Davita Taylor, director of the Office of Business Diversity Development for the Metropolitan Nashville Airport Authority, is all about planning – it's required. As a mother of six, and in an active career at MNAA, Taylor makes it her priority to plan and organize in order to successfully maintain, juggle and do well with all of her responsibilities.

Why are you passionate about business diversity development?

In my "past life," I was in the banking industry. During that time I was able to work with a lot of small businesses and get involved with their daily financial struggles. It's an area that always needs resources, and I felt that this would be a great opportunity for me. I got to see the ins and outs of the financial struggles that small businesses face, but now I can help them grow and develop their business. I can now help put them in a position to thrive as a business – not just survive.

Tell me about a success story of a business that's been involved with MNAA's diversity program(s).

I'll tell you about a guy who owns a painting company. I remember meeting him when I worked with Metro Government, because he was searching for business opportunities there. I ran into him again while at the airport. He was still getting a few projects. However, after he got certified here, I saw him build relationships with individual departments. The certification helped him to continue to get business. He was also a part of our capacity-building (technical assistance) program. In our capacity-building program, businesses may have the skill set; but they don't have all that they need for their business to stay afloat and thrive. Since the program, he's gone from missing payrolls to confidently knowing that he's going to make payroll. He's grown tremendously from when I first met him.

What makes the BDD special?

Our desire is to help companies not only survive – but thrive.

What are some of your goals that you have set for yourself?

I definitely want to go back to school to work on my Ph.D. in public administration. It's one of my five-year goals. At the airport, I want to fully develop our technical assistance program.

What are some of your hobbies?

I'm an avid softball player. I live and breathe it.

With raising a big family, how do you balance work and life?

It's called planning. I'm a true advocate about work and life balance. It's not easy, but I've learned that being organized and planning ahead helps me achieve that balance.

What is your favorite travel destination?

I have to get back on a cruise. My husband and I went on our first cruise for our honeymoon and loved it. So we're trying to get back on a cruise to anywhere.

What makes the Nashville airport different?

The atmosphere – the look, the sound, the smell – it's different from any other airport.



"Davita Taylor (Office of Business Diversity Development),

Just wanted to take a moment to thank you for doing such an outstanding job with presenting 'How To Do Business With the MNAA.' I have to say, I learned a lot! I wish I had known about this when I owned my own business. I really hope that this is information that we will be able to get out to other small-business owners in our community."

Renee Nealy

Helping Businesses Grow Through Mentor-Protégé and Emerging Contractor Programs

Through the Office of Business Diversity Development, the MNAA offers small, minority- and woman-owned businesses the opportunity to participate in its capacity-building and technical assistance program consisting of two tracks:

- Mentor-Protégé program: Provides firms with classroom-style training on topics such as bonding, operations and succession planning.
- Emerging Contractor program: Provides firms with one-on-one technical assistance.



MNAA Recognized for Excellence in Financial Reporting

The MNAA was again recognized by the Government Finance Officers Association of the United States and Canada (GFOA) for its 2011 comprehensive annual financial report, or CAFR. The Certificate of Achievement for Excellence in Financial Reporting is a national award, recognizing conformance with the highest standards for preparation of state and local government financial reports.

The MNAA is a multiyear winner of this award, having received it 13 years, including the past 10 consecutive years.

The Certificate of Achievement is the highest form of recognition in the area of governmental accounting and financial reporting. In order to be awarded the certificate, a government entity must publish an easily readable and efficiently organized comprehensive annual financial report whose contents conform to program standards.

Such reports must satisfy both Generally Accepted Accounting Principles and applicable legal requirements. The CAFR was judged by an impartial panel to meet the high standards of the program, which include demonstrating a constructive “spirit of disclosure” to clearly communicate its financial story and motivate potential users and user groups to read the CAFR.

The GFOA is a nonprofit professional association serving approximately 17,500 government finance professionals, with offices in Chicago, Ill., and Washington, D.C.

Ratings

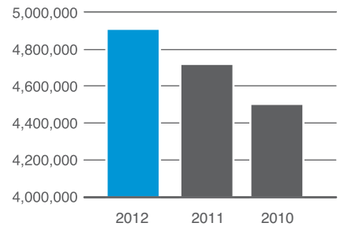
During fiscal year 2012, the Authority maintained an “A” rating and stable outlook with Standard & Poor’s Ratings Services for its airport revenue bonds.

As a sign of the MNAA’s financial strength, Moody’s Investors Services raised the Authority’s credit rating outlook from stable to positive. Moody’s affirmed its A2 rating for the Airport Improvement Revenue Bonds and upgraded the consolidated rental car facility’s bond rating.

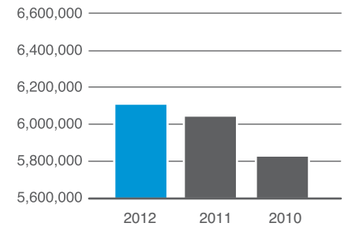
OPERATING ACTIVITIES

The following shows major indicators of airport activity during the past three years:

Enplanements

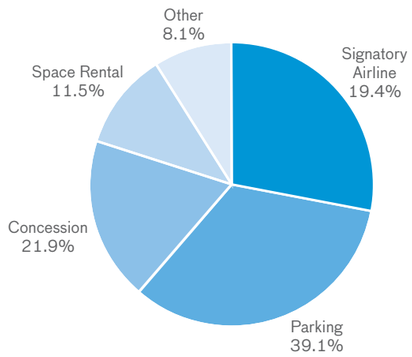


Aircraft Landed Weight (000)

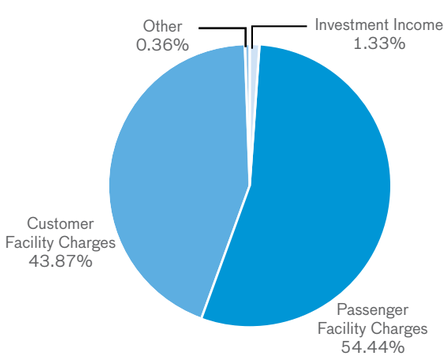


OPERATING AND NONOPERATING REVENUES SNAPSHOT

2012 Operating Revenues

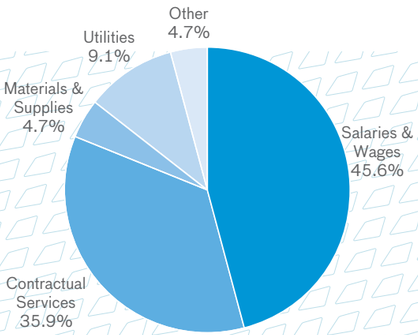


2012 Nonoperating Revenues

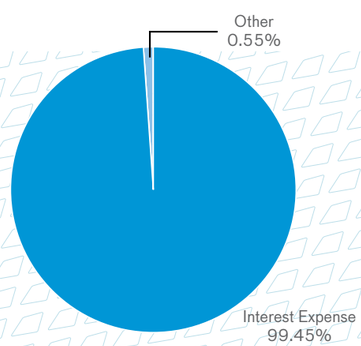


OPERATING AND NONOPERATING EXPENSES SNAPSHOT

2012 Operating Expenses



2012 Nonoperating Expenses



Board of Commissioners (As of July 1, 2012)



Chairman
James H. Cheek III
Bass, Berry & Sims, P.L.C.



Rod Essig
Creative Artists Agency



Vice Chairwoman
Juli H. Mosley, P.E.



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Joslin and Son Signs



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HCA Inc.



Deborah Wright
Amenacorp Inc.



Karl F. Dean
Mayor, Metropolitan Government of Nashville and Davidson County



Robert J. Walker
Walker, Tipps & Malone

Executive Staff (As of July 1, 2012)



Robert Wigington, I.A.P.
President and Chief Executive Officer



Vanessa Hickman
Vice President and Chief Information Officer



Doug Kreulen
Senior Vice President for Operations, Maintenance and Public Safety



John Howard
Assistant Vice President of Properties and Business Development



Robert Watson
Senior Vice President of Legal Affairs and Government Relations, and Chief Legal Officer



Walt Matwijec
Assistant Vice President of Continuous Improvement



Stan Van Ostran
Vice President and Chief Financial Officer



Robert Ramsey
Assistant Vice President-PDC-Planning and Design



Amelia N. Armstrong
Vice President and Chief People Officer



Christine Vitt
Assistant Vice President-PDC-Construction and Environmental



Emily Richard
Director of Corporate Communications and Government Relations



THANK YOU, RAUL

During Raul Regalado's 11 years as president and CEO of the MNAA, the aviation industry was rocked by two recessions, rising fuel costs, airline bankruptcies and mergers, heightened security measures, and of course 9/11.

And yet, despite those obstacles, this has been the most robust period of activity in the 75 years of the Nashville International Airport, with much thanks to Raul.

Raul retired as CEO/president on June 30, 2012. Here in this space we say thanks to Raul for an impressive and still-unfolding legacy.