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

Date/Time:	Wednesday, August 13, 2025, at 1:00 p.m.
Place:	Nashville International Airport – Tennessee Board Room
Board Members:	Nancy Sullivan, Chair Jimmy Granbery, Vice Chair Andrew Byrd, Secretary Bobby Joslin Joycelyn Stevenson Dr. Glenda Glover Glenn Farner

I. CALL TO ORDER

II. PUBLIC COMMENTS

Three Public Comment requests were received.

III. APPROVAL OF MINUTES

July 16, 2025 Minutes of the Joint Meeting of the MNAA Board of Commissioners & MPC Board of Directors

IV. CHAIR'S REPORT

V. PRESIDENT'S REPORT

VI. ITEMS FOR APPROVAL

1. TARI Ph. 3.2 TVA Tower Relocation Agreement (Operations)
2. Construction Contract for Part 139 RSA/TSA Improvements, Phase 2 TW Alpha North (Operations)
3. Construction Contract for Rehabilitation of T/W S/S6/S7/T4 Intersection and R/W 2C/20C Blast Pad Reconstruction (Operations)
4. Small Business Program, MNAA Resolution 2025-13 (Management)

VII. ADJOURN

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

Date:	July 16, 2025	Location:	Metropolitan Nashville Airport Authority Tennessee Boardroom
Time:	1:00 p.m.		
Board Members Present:		Nancy Sullivan, Chair; Jimmy Granbery, Vice Chair; Andrew Byrd, Secretary; Bobby Joslin; Joycelyn Stevenson; and Glenda Glover, and Glenn Farner	
Board Members Absent:		None	
MNAA Staff & Guests Present:		Doug Kreulen, Cindy Barnett, Lisa Lankford, Trish Saxman, Marge Basrai, John Cooper, Kristen Deuben, Adam Floyd, Traci Holton, Eric Johnson, Captain Keene, Lisa Leyva, Carrie Logan, Syed Mehdi, Rachel Moore, Ted Morrissey, Stacey Nickens, Brandi Porter, Josh Powell, Robert Ramsey and Chris Saunders Guest Speaker: Senator Mark Pody (Tennessee Senate)	

I. CALL TO ORDER

In accordance with the 3rd Amended and Restated Bylaws of the MNAA Board of Commissioners, Section 2.4, Chair Sullivan called the MNAA Board of Commissioners and MPC Board of Directors Meeting to order at 1:00 p.m., pursuant to Public Notice dated July 11, 2025.

II. PUBLIC COMMENTS

Chair Sullivan stated there were no public comment requests received.

III. APPROVAL OF MINUTES

Chair Sullivan called for a motion to approve the Minutes of the June 18, 2025 Joint Meeting of the MNAA Board of Commissioners and MPC Board of Directors. A motion to approve was made by Vice Chair Granbery and seconded by Commissioner Joslin.

Chair Sullivan asked Ms. Saxman for a roll call:

Chair Sullivan – Yes

Vice Chair Granbery – Yes

Secretary Byrd – Yes

Commissioner Joslin – Yes

Commissioner Stevenson – Yes

Commissioner Glover – Yes

Commissioner Farner – Yes

The motion passed with a vote of 7 to 0.

IV. CHAIR'S REPORT

Chair Sullivan congratulated President Kreulen and the MNAA Staff on all the great work and the Board appreciates them.

President Kreulen introduced Senator Mark Pody to present two resolutions. Senator Pody thanked President Kreulen and stated it is important that we recognize through acknowledgements. He stated the first acknowledgement he would like to make is to the employees of Nashville International ("BNA") and John C. Tune ("JWN") Airports. Senator Pody explained the state Resolution process, where the document is literally drafted, goes through both House and Senate Committees, is voted on, is signed by the Governor, and then goes in the history books. We know it is the hard-working employees.

The Resolution states "WHEREAS, Nashville International Airport (BNA) and John C. Tune Airport (JWN) play an essential role in the vitality of Tennessee, which would not be possible without the dedication and contributions of its employees who invest, plan, and prepare for the future; and". Senator Pody presented Ms. Traci Holton, VP, New Horizon, with the Resolution. Mr. Pody stated that Ms. Holton was accepting this on behalf of all the employees, but we want you to know that we took time to recognize the hard work, you guys have been through tornados, and so much and you have been resilient, and you made things happen. We appreciate it and Tennessee is growing but we would not be able to grow without the dedication of your staff and what you do. He told Ms. Holton thank you very much. Round of applause.

Senator Pody stated he had one more, and he recognized Mr. Doug Kreulen, President and

CEO. He knows him personally and he has been in his office, and he advocates for the airport, and he always advocates for the employees. And every time they have a conversation, President Kreulen always lets him know that if not for the hard-working people on these grounds, any award he gets would not be possible. He stated any recognition that President Kreulen gets, he wants his employees to be involved. He had a Resolution for President Kreulen, but he will be the first to say, it is a group, and he will say this in jest, you all made him look good. Senator Pody presented President Kreulen the Resolution. He stated that when they do a joint Resolution, and it is voted on and signed by the Governor, it goes into the history books. He has grandchildren and great-grandchildren, and when he tells them he does something cool and he is a cool guy, they might not really believe it. But when this is recorded in history, they will be able to research who he was, and they will see this Resolution recorded in the State of Tennessee. The Resolution states "WHERAS, it is fitting that the members of the General Assembly should salute those citizens who, through their extraordinary efforts, have distinguished themselves as community leaders of whom we can all be proud; and WHEREAS, one such noteworthy individual is Doug Kreulen, the president and chief executive officer of the Nashville International Airport (BNA)". He congratulated President Kreulen. Round of applause.

Senator Pody thanked Chair Sullivan and the Commissioners and said he would like to stay but he knows they have real serious business to handle. He stated, we at the State have recognized this individual, President Kreulen, and his entire team, and we know that Tennessee would not be in the growth process that we are, and you all here are a key part of Tennessee history. He thanked President Kreulen and the Board for their time. President Kreulen stated on behalf of the Board, who gives him all the power and support, and all of his Staff who do all the hard work, thank you Senator Pody for taking time to come today.

V. PRESIDENT'S REPORT

President Kreulen stated he is very proud of the staff and presented the MNAA Leaders who have been selected for Class of 2026 Leadership Programs. Ms. Stacey Nickens, VP, Corporate Communications & Marketing, accepted in Leadership Tennessee, first time we had an applicant accepted; Mr. Adam Floyd, EVP, Chief Operating Officer, accepted in Leadership Middle Tennessee, also first time we had an applicant accepted; Mr. Puneet Vedi, VP, Airport Capital Improvement accepted in Leadership Brentwood; and Mr. Franklin Carver, Director, Community

Affairs, accepted in L'Evate. One of the ways we protect the reputation of the airport is participating in all these leadership development teams.

President Kreulen presented the FY25 BNA Passenger performance. We added 1,067,397 new passengers. It is the 10th or 11th year in a row where we have grown by more than a million passengers. We have a lot of passengers now transferring from one concourse to another to go to other destinations. We are 0.17% off in our forecast, which is 42,957 passengers short, equivalent to 15 hours, 12 seconds worth of activity in terms of how many passengers move through here. FY25 ended at 24.7M. President Kreulen presented the FY26 forecast: moderate is 2% growth, strategic is 4% growth and aggressive is 6% growth.

President Kreulen presented the Committee 30-day Outlook for August, which will be held a week early, Committee August 6th and Board August 13th. President Kreulen stated there are 3 items for approval planned in the Operations Committee; no items for approval in the Finance Committee; and the Management Committee has 1 item for approval and several information items to provide the Committee with data to do his performance evaluation. The Committee 60-Day Outlook for September plans for 4 items for approval in the Operations Committee; the Finance Committee will have 4 items for approval; and the Management Committee has 2 items for approval including the CEO evaluation.

President Kreulen stated regarding the Small Business Program, the Board reviewed the program to comply with updated federal requirements and on May 21, 2025, the Board approved Resolution 2025-12 to make MNAA compliant with the new Executive Orders and directives coming out of the Department of Transportation. The department name has been changed from "Business Diversity Development" to "Small Business Development". The MNAA Small Business Program (SBP) will be race and gender neutral, and made up of companies that have been certified as small businesses with MNAA. When you get down to this area of the program, the classifications that we used in the past aversus moving forward, opens up the program to the same constituents we have been serving over many years. We are using the standards for what the industry or business revenue targets are and also the personal income targets the Federal government has had. Anybody that meets these requirements and is located in the State of Tennessee will be able to participate in our program. The good news is we have a little over 500 business already in our program that will be carried over into this new one and we will come up

with our new objectives in how this program will ensure cost effective solutions and contractors that bring value by doing things on time and on budget. We will convert this into a Resolution for your consideration that outlines the data and the strength behind this program while fully compliant with all State and Federal guidelines.

Commissioner Glover stated she is uncomfortable with the words no goals. She understands we are trying to comply with the Executive Order but it is almost like we are not going to work toward it at all, but we are, when we say it like that it seems that we are not even going to work with minority businesses. President Kreulen replied when you get to the industry classification codes, that is going to be where we are able to establish what types of businesses are going to perform and how much are small businesses are out there, so a prime that is doing business out here, we will know how much small business activity is available in Tennessee and based on the codes, once we grade all companies, they should be able to use a percentage. Commissioner Glover asked if the companies will have a goal. President Kreulen replied we can tell them that based on how Tennessee is performing, a percentage of that goal of the business should probably be small business. You are not allowed to go back and state it will be this much minority. Commissioner Glover stated she realizes we cannot do that. President Kreulen stated MNAA has to move forward with contracts and that is why the Board understood and approved Resolution 2025-12 in May, removing goals and scoring criteria.

Chair Sullivan asked if we think the FAA will provide more guidelines. President Kreulen replied they will, once we get the first Federal grant of new Federal dollars, they will have to give us guidelines. Secretary Byrd asked if the no goals language was a little harsh, would it be better phrased as no solicitations in contracts. He understands the language he just wonders if it is stated as well as it could be. President Kreulen stated that language came from the Federal guidance that we used to create the Resolution that the Board approved. We took an action to figure out a way to develop our small business program where race and gender are not considered in our program. This is how we can do it legally with the 500 companies we have today plus when more join we are able to show the primes that there is more opportunity for those who participate with us.

President Kreulen concluded the President's update.

VI. ITEMS FOR APPROVAL

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

President Kreulen introduced Traci Holton, VP, New Horizon, to brief the Commissioners on the Component Guaranteed Maximum Price 1 (CGMP1) for Progressive Design-Build Contract for Parking/CONRAC/TARI. Ms. Holton stated the project is for 4 miles of new roads, a 3,000 space parking garage, and a 4,800 vehicle capacity Consolidated Rental Car Facility (CONRAC). CGMP 1 is for preconstruction. MNAA received 4 proposals. The proposals were evaluated and Messer-Sundt's scores exceeded the next highest rated firm for their in-depth knowledge of the project, their proposal ideas and betterment of schedules. The total contract cost for CGMP1 is $78,643,118 with a contract start date of July 2025.

Commissioner Glover asked do they break it out separately or do we know what the small business part of the $78M. Ms. Holton replied they do have small business participation, but does not know that number. Ms. Holton stated this solicitation was released after Resolution 2025-12 was approved removing goals. Commissioner Glover stated that is worse. President Kreulen stated this one was bid right after the new Executive Order came out with the zero goal. Ms. Holton replied they do have some participation on their team. Their design team stated in the Staff Analysis at least 5 SBEs were on their design team. Commissioner Glover stated that is a whole lot of money to give out and we do not have any small businesses. It is bad enough we do not have a minority participation and we do not know if it is minority, or small, or women, we do not know that yet. We cannot go back to yesteryear, she understands where we have to go, but we have to thread that rope a little tighter, but some of that $78M has to go to small businesses, minority or women businesses. President Kreulen stated the solicitation had a zero goal and that was a Federal requirement. Commissioner Glover agreed stating she gets that, but now that we have it, do we know what the end result is, even though we had zero goals listed. Ms. Holton replied they have SBEs on their team based on their current database and she does not know what percentage it is. President Kreulen stated we can get you the participation by those businesses and when we issue these solicitations and bring forth to the Committees. Secretary Byrd stated it might be useful to know in the future what the SBE participation is. Commissioner Glover asked if that is in violation of the Executive Order. President Kreulen replied no, there is no violation for us to inform Commissioners what their level of small business participation is.

This was presented to the Operations Committee on July 9, 2025, which recommended approval by the Board. Ms. Holton requested that the Board of Commissioners authorize the Chair and President & CEO to execute the Contract for Component Guaranteed Maximum Price #1 (CGMP1) with Messer Sundt JV for $78,643,118.

Vice Chair Granbery stated the Operations Committee met on July 9, 2025 and voted 3 to 0 to recommend approval by the Board and made a motion for approval. Commissioner Farner seconded the motion.

Chair Sullivan asked Ms. Saxman for a roll call:

Chair Sullivan – Yes
Vice Chair Granbery – Yes
Secretary Byrd – Yes
Commissioner Joslin – Yes
Commissioner Stevenson – Yes
Commissioner Glover – Yes
Commissioner Farner – Yes

The motion passed with a vote of 7 to 0.

2. <u>CGMP 4 of 4 and GMP for Progressive Design-Build Contract for Central Ramp (Operations)</u>

Ms. Holton stated the CGMP 4 of 4 for Progressive Design Build Contract for Central Ramp Expansion consists of the pavement, lighting and pavement markings. The contractor is Kiewit Infrastructure South Co. and CGMP 4 is $54,453,666 NTE and the total Guaranteed Maximum Price (GMP) is $228,665,336 NTE.

Commissioner Glover stated she has the same concern with this one. Secretary Byrd stated that the SMWBE is reflected on the slide. Ms. Holton responded yes, this contract was awarded with a goal, there is 7.65% MBE and 5.51% WBE and they are tracking to meet that. President Kreulen stated MNAA runs multi year projects, when you approve this contract for this central ramp a couple of years ago, this was required in that solicitation. The reason the previous item presented does not have the line in there is that we do not want to violate a Federal directive at that point. Commissioner Glover stated she gets it and said alright.

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

Vice Chair Granbery stated the Operations Committee met on July 9, 2025 and voted 3 to 0 to recommend approval by the Board and made a motion for approval. Commissioner Joslin seconded the motion.

Chair Sullivan asked Ms. Saxman for a roll call:

Chair Sullivan – Yes
Vice Chair Granbery – Yes
Secretary Byrd – Yes
Commissioner Joslin – Yes
Commissioner Stevenson – Yes
Commissioner Glover – Yes
Commissioner Farner – Yes

The motion passed with a vote of 7 to 0.

3. Construction Contract for Dedicated Valet/Hotel Lane (Operations)

Ms. Holton stated the Construction Contract for Dedicated valet/Hotel Lane includes constructing roadway improvements and lane widening in several locations around the Terminal complex. She stated these include adding an additional lane to the Valet/Hotel approach, extending the right turn on the Airport Connector, modifying the CONRAC/Garage 2 exit intersection and adding a lane to the GTC entrance and exit. An Invitation to Bid ("ITB") was advertised on April 28, 2025 and MNAA received 4 bids with Civil Constructors being the low bidder. MNAA anticipates this contract to start immediately following Board approval and contract execution in the amount of $1.7M.

Commissioner Glover asked if MNAA has used Civil Constructors before. Ms. Holton replied yes, they did the Concourse D extension, they are on Concourse A, they did our state project

10 years ago, and they did the grade work on the original contract, we are very familiar with them. Commissioner Joslin stated this could not happen at a better time, he was here the other night and that second lane was back-to-back and people fighting to get over, so we need this.

President Kreulen added that this reflects the strategic goals that the Board had asked us to achieve, and you will see it in FY26 goals. The Commissioners asked what are we doing to enhance the current traffic, while we are building the bigger loops. President Kreulen said this is one of those $2M projects to enhance what we have today while we are trying to build out the big 2-mile oval and this is needed for that reason.

This was presented to the Operations Committee to recommend to the Board of Commissioners authorize the Chair and President and CEO to execute the construction contract to Civil Constructors, LLC in the amount of $1,723,976.

Vice Chair Granbery stated the Operations Committee met on July 9, 2025 and voted 3 to 0 to recommend approval by the Board and made a motion for approval. Commissioner Joslin seconded the motion.

Chair Sullivan asked Ms. Saxman for a roll call:

Chair Sullivan – Yes
Vice Chair Granbery – Yes
Secretary Byrd – Yes
Commissioner Joslin – Yes
Commissioner Stevenson – Yes
Commissioner Glover – Yes
Commissioner Farner – Yes

The motion passed with a vote of 7 to 0.

4. <u>Amendment 1 to Professional Services Contract for Concourse A Reconstruction (Operations)</u>

Ms. Holton stated Amendment 1 to Professional Services Contract for Concourse A Reconstruction is for the design of central core modifications. Because we are adding 10 gates

and because we decided to put the CONRAC where it is with a connection for pedestrians on level 5, we need to expand the central core. The expansion will provide additional capacity and redundancy by providing dual up and down escalators from level 1 to level 2, level 2 to 3 and level 3 to 5. This is an NTE of $3M with Fentress Architects for a total of $50.1M contract. They do have a SMWBE goal of 9.62% MBE and/or WBE and they are on track to achieve that.

Commissioner Farner asked does that extend all the way to the ground floor. Ms. Holton replied yes, level 1 to level 2 will also have 2 up and 2 down. President Kreulen stated not in the center. Ms. Holton replied level 1 and 2 will be in the center, that is ground transportation level.

This was presented to the Operations Committee to recommend to the Board of Commissioners authorize the Chair and President and CEO to the execute Amendment 1 to the professional service contract to Fentress Architects in the amount not-to-exceed $3,000,000.

Vice Chair Granbery stated the Operations Committee met on July 9, 2025 and voted 3 to 0 to recommend approval by the Board and made a motion for approval. Commissioner Joslin seconded the motion.

Chair Sullivan asked Ms. Saxman for a roll call:

Chair Sullivan – Yes
Vice Chair Granbery – Yes
Secretary Byrd – Yes
Commissioner Joslin – Yes
Commissioner Stevenson – Yes
Commissioner Glover – Yes
Commissioner Farner – Yes

The motion passed with a vote of 7 to 0.

5. AlClear ("Clear") Concession Agreement (Finance)

President Kreulen introduced Josh Powell, VP, Airline & Government Relations to brief the Committee on the AlClear Concession Agreement. Mr. Powell stated this is a new Concession Agreement to provide services for the Registered Traveler Program, TSA PreCheck Enrollment Program, and Ambassador Assist Service at BNA. The start date of this contract will be August 1, 2025 and will replace the current agreement which expires July 31, 2025 for a duration of 5 years with a 2 year mutual option. The agreement terms are gross receipts that we receive for each of these services are as follows: Gross Receipts (Years 1-7) Registered Traveler: 11.5%; Increases to 12.5% if MNAA accepts proposed checkpoint layout adjustments, TSA PreCheck: 5%; Ambassador Assistance (new): 12.5%. The Minimum Annual Guarantee (MAG): Year 1 - $550,000; Subsequent MAG greater of previous year's MAG or 85% gross receipts. The Catchment Area contains 34 Tennessee + 14 Kentucky Counties and includes all new sign-ups/renewals for customers living in those counties.

Mr. Powell stated that the impact of this new Concession Agreement is that we receive a higher percentage rent; Registered Traveler Program increases from 10% years 3-5 to 11.5 - 12.5%; TSA PreCheck increases from 2.5% to 5%; and the new 12.5% Ambassador Assistance. The current MAG increases from $452,066 year 5 of current contract to $550,000 year 1, with annual increases based on prior year and an addition of 19 Tennessee and 13 Kentucky counties in the catchment area.

Vice Chair Granbery asked why the Alabama catchment is not included. Mr. Powell replied that the catchment area of Clear typically is just the MSA. Being able to include a much larger portion than the MSA which was just the original yellow counties, what they do is, if someone was to register in this county in Alabama, they would have to pay both the Huntsville airport and Nashville airport. So, us being able to have a catchment area that large includes multiple Kentucky counties. Vice Chair Granbery stated so those northern Kentucky counties noted there do not get included the Louisville Lexington area. Mr. Powell stated no they are not in the MSA but we were able to capture them because we showed that they were cleared in our catchment area.

This was presented to the Operations Committee to recommend to the Board of Commissioners accept the AlClear ("Clear") Concession Agreement and authorize the Chair and President and CEO to execute the agreement.

Secretary Byrd stated the Finance Committee met on July 9, 2025 and voted 2 to 0 to recommend approval by the Board and made a motion for approval. Commissioner Stevenson seconded the motion.

Chair Sullivan asked Ms. Saxman for a roll call:

Chair Sullivan – Yes
Vice Chair Granbery – Yes
Secretary Byrd – Yes
Commissioner Joslin – Yes
Commissioner Stevenson – Yes
Commissioner Glover – Yes
Commissioner Farner – Yes

The motion passed with a vote of 7 to 0.

President Kreulen concluded the presentation.

VII. ADJOURN

There being no further business brought before the Board, Chair Sullivan made the motion to adjourn, and Vice Chair Granbery seconded the motion, which carried by a vote of 7 to 0. Chair Sullivan adjourned the meeting at 1:30 p.m.

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Andrew Byrd, Board Secretary

STAFF ANALYSIS
Board of Commissioners

Date: August 13, 2025

Facility: Nashville International Airport (BNA)

Subject: Terminal Access Roadway Improvements (TARI) Phase 3.2 1801D
Tennessee Valley Authority (TVA) Tower Relocation Agreement

I. Recommendation

Staff requests the Board of Commissioners:

1) Authorize the Chair and President and CEO to execute a relocation agreement with TVA and pay an invoice in the amount not to exceed $500,000.

II. Analysis

A. Background

The Terminal Access Roadway Improvement (TARI) project encompasses the realignment of existing roadways and the construction of new roadways to provide permanent access to Interstate 40 and Donelson Pike as part of the proposed Donelson Pike Relocation to be completed by the Tennessee Department of Transportation (TDOT). Included in this three-phase project is the design of approximately 12 lane-miles of new construction roadway, a seven-lane bridge, retaining walls, expansion and modifications to existing parking facilities, and all associated drainage and utility work.

The final phase of construction will conflict with the existing TVA tower located between old Donelson Pike and Lot C. It is proposed that the tower move approximately 100 feet to the west and change the configuration from a box truss to a two-pole configuration that will reduce the required footprint.

Once the need for relocation is identified, TVA performs engineering studies and structural design that becomes the basis for the construction cost. After they receive payment for the engineering and construction costs, they perform the construction of the new tower and demolition of the old one.

B. Impacts/Findings

Invoice Amount	$500,000 NTE
Contract Start Date:	August 2025
Completion Date:	Summer 2016
Funding Source:	100% MNAA

C. Strategic Priorities

- Invest in BNA
- Plan for the Future

D. Options/Alternatives

Do Nothing: The "Do Nothing" option will result in the inability to complete the Terminal Access Roadway Improvements and meet passenger traffic demand.

III. Committee Review

This item was presented to the Operations Committee on August 6, 2025. The Operations Committee voted 3 to 0 to recommend approval to the Board of Commissioners.

STAFF ANALYSIS
Board of Commissioners

Date: August 13, 2025

Facility: Nashville International Airport (BNA)

Subject: Construction Contract for Part 139 Runway Safety Area (RSA)/Taxiway Safety Area (TSA) Improvements, Phase 2 (Taxiway (T/W) Alpha North)
Project No. 2409B

I. Recommendation

Staff requests the Board of Commissioners:

1) Accept the bid by Hi-Way Paving, Inc. (Hi-Way) for the Part 139 RSA/TSA Improvements, Phase 2 (T/W Alpha North) at BNA and;

2) increase project budget by $1,378,000, thus amending the FY25 CIP by the same amount and;

3) authorize the Chair and President and CEO to execute the proposed contract for $21,230,225.4 NTE.

II. Analysis

Background

The Part 139 RSA/TSA Improvements projects are intended to upgrade airfield geometry to ADG V / TDG 6 standards at Nashville International Airport. This includes improvements to taxiway widths, taxiway paved shoulder widths, and taxiway safety areas in locations previously determined to be deficient to the FAA Part 139 standards. Engineering and Operations identified Taxiway Alpha North as having these deficiencies and determined that it was the preferred location on the airfield to make the required improvements. Furthermore, in anticipation of larger aircraft and heavier loads utilizing this portion of the airfield, it was decided to replace the existing asphalt pavement with full-strength concrete and upgrade the taxiway fillets to TDG6 standards.

This project shall consist of bringing T/W Alpha North up to FAA standards for ADG V / TDG 6 aircraft. These improvements include widening the taxiway fillet, widening the taxiway shoulder, and widening the taxiway safety area. The widening of these areas will require the construction of a retaining wall along the west side of the Taxiway Safety Area to provide full strength and stability for the graded taxiway safety area and to protect the stream at the base of the slope. Additionally, the project will replace the existing asphalt taxiway with full-depth, full-strength concrete pavement, designed for ADG V aircraft loads. All airfield lighting, signage, and electrical infrastructure will be upgraded to LED's, as necessary.

An Invitation to Bid for the project was advertised on June 9, 2025 and included four (4) bid Schedules. Each progressive Bid Schedule included additional scope of work, related to sections of T/W Alpha North that could be added to the project. It should be noted that Bid Schedule 1 includes the minimum construction necessary to allow an ADG V/TDG 6 aircraft to taxi from the end of R/W 20C to the south terminal apron.

On July 17, 2025, one (1) bid was received. Below is a tabulation of that bid:

Contractor	Bid Schedule	Bid Amount
Hi-Way	1	$23,664,225.40
	2	$25,702,206.10
	3	$26,766,083.00
	4	$31,184,647.00

Hi-Way Paving, Inc.'s Schedule 1 Bid is 12.3% lower than the Engineer of Record's (Atkins-Realis) opinion of probable construction cost of $26,996,000 for Schedule 1. Garver's opinion of probable construction cost was primarily based on the bid received in March of 2022 for the comparable Taxiway Kilo West project. The primary variances between the bid and estimate were the following items: lower-than-expected unit prices on in-place embankment, shot rock, excavation, stabilized base, concrete pavement and retaining wall concrete.

MNAA negotiated with Hi-Way Paving since they were the sole bidder. Although these negotiations are ongoing, we have successfully reduced the cost from $23,664,225.40 to $21,230,225.40 NTE. Additional negotiated cost savings will be reflected in the final construction contract cost.

A total of nine (9) prime contractors with experience, working/bidding at the Nashville International Airport downloaded plans, including Civil Constructors, Cleary Construction, Harper Company, Hi-Way Paving, Jones Brothers Contractors, and Vulcan Construction.

The Metropolitan Nashville Airport Authority (MNAA) and Engineer of Record, Atkins-Realis, have evaluated the bid and determined the bid from Hi-Way Paving, Inc., to be responsive and responsible and recommend award to Hi-Way Paving, Inc.

A. Impact/Findings

MNAA SMWBE Goal:	No goal
Anticipated Contract Start Date:	August 2025
Duration of Contract:	165 Calendar Days
Contract Completion Date:	January 2026
Contract Cost:	$21,230,225.4 NTE
Funding Source:	100% MNAA

B. Strategic Priorities

- Invest in BNA
- Plan for the future

C. Options/Alternatives

Do Nothing: The "Do Nothing" option will result in the continued FAA Part 139 deficiency and inability for Category V aircraft to utilize Taxiway Alpha North safely. It will also result in the continued deterioration of T/W Alpha North, leading to increased chances of foreign object debris and damage to aircraft during operations.

III. Committee Review

This item was presented to the Operations Committee on August 13, 2025. The Operations Committee voted 3 to 0 to recommend approval to the Board of Commissioners.

STAFF ANALYSIS
Board of Commissioners

Date: August 13, 2025

Facility: Nashville International Airport (BNA)

Subject: Construction Contract for Taxiway S/S6/S7/T4 Rehabilitation and Runway 2C/20C Blast Pad Reconstruction
Project No. 2503

I. Recommendation

Staff requests the Board of Commissioners:

1) Accept the bid by Hi-Way Paving, Inc. (Hi-Way) for Taxiway S/S6/S7/T4 Rehabilitation and Runway 2C/20C Blast Pad Reconstruction at BNA and;

2) authorize the Chair and President and CEO to execute the proposed contract for the amount contained herein.

II. Analysis

A. Background

The series of taxiways between R/W 2C/20C and R/W 13/31 is one of the most used segments of pavement on the airfield. All aircraft traffic moving from the terminal apron to R/W 2C/20C (and vice versa) must use these taxiways at the north end of R/W 2C/20C. As such, considerable concrete and asphalt degradation has occurred on these pavements. The existing asphalt and concrete pavements have current Pavement Condition Indices (PCI) values in the 60's. At these PCI values, a full-depth pavement reconstruction project is not required, but major rehabilitation is recommended to prolong the useful life of this pavement.

The second aspect of this project involves the asphalt blast pads at the north and south ends of R/W 2C/20C. At the 2025 FAA Part 139 Inspection, these blast pads were identified as being non-compliant, due primarily to their overall deteriorated condition and the asphalt "ridge" that had developed at the interface of the asphalt blast pad and the concrete runway ends. In order to mitigate this discrepancy, the reconstruction of both blast pads has been added to this project.

The project shall consist of minor and major rehabilitation of the pavements identified in this area. This rehabilitation would include crack sealing and mill/overlay (asphalt) and spall repair/joint repair (concrete) and some limited full-depth concrete panel replacement, where warranted. Additionally, this project will include the removal of the asphalt blast pads at the north and south end of R/W 2C/20C and the reconstruction of the blast pads with full-depth, full-strength concrete. It should be noted that R/W 2C/20C is only used by ADGIV aircraft or smaller and that the concrete blast pads will be constructed at ADGIV design standards.

An Invitation to Bid for the project was advertised on June 16, 2025 and included one (1) Bid Schedule and one (1) Additive Alternate.

On July 17, 2025, one (1) bid was received. Below is a tabulation of that bid:

Contractor	Bid Schedule	Bid Amount
Hi-Way	Base Bid Add. Alt. 1	$5,442,841.95 $2,082,812.85

Hi-Way Paving, Inc.'s Base Bid is 16.39% lower than the Engineer of Record's (Garver) opinion of probable construction cost of $6,502,033 for the Base Bid. HiWay Paving, Inc.'s Additive Alternate 1 Bid of $2,082,812.85 to 22.47% lower than the Engineer of Record's (Garver) opinion of probably construction cost of $2,686,476..

The Metropolitan Nashville Airport Authority (MNAA) and Engineer of Record, Garver, have evaluated the bid and determined the bid from Hi-Way Paving, Inc., to be responsive and responsible and recommend award to Hi-Way Paving, Inc.

B. Impact/Findings

MNAA DBE Goal:	No goal
Anticipated Contract Start Date:	August 2025
Duration of Contract:	260 Calendar Days
Contract Completion Date:	May 2026
Contract Cost:	$7,525,654.80
Funding Source:	75% Federal, 25% MNAA

C. Strategic Priorities

- Invest in BNA/JWN

D. Options/Alternatives

Do Nothing: The "Do Nothing" option will result in continued deterioration of the existing asphalt and concrete pavement in the taxiway system between R/W 2C/20C and R/W 13/31, which will negatively affect airfield operations, and lead to further emergency repair spending. Additionally, failure to reconstruct the blast pads will lead to it's continued deterioration and being identified as a deficiency for a second time, creating the potential for further consequences from the FAA Part 139 Inspection team.

III. Committee Review

This item was presented to the Operations Committee on August 6, 2025. The Operations Committee voted 3 to 0 to recommend approval to the Board of Commissioners.

MNAA RESOLUTION NO. 2025-13

A RESOLUTION OF THE BOARD OF COMMISSIONERS OF THE METROPOLITAN NASHVILLE AIRPORT AUTHORITY AFFIRMING ITS COMMITMENT TO SMALL BUSINESSES, AUTHORIZING DISCONTINUANCE OF THE SMALL, MINORITY AND WOMEN-OWNED BUSINESS ENTERPRISE (SMWBE) PROGRAM AND AUTHORIZING CREATION OF THE SMALL BUSINESS PROGRAM (SBP).

WHEREAS, on April 17, 2002, the Board of Commissioners approved the creation of a Small, Minority and Women-Owned Business Enterprise Program, related to non-federal expenditures limited to Davidson County and the 8 surrounding counties; and,

WHEREAS, on September 20, 2006, the Board of Commissioners suspended percentage goals for non-federally funded projects, pending completion of a Disparity Study to support the setting of race and gender participation goals; and,

WHEREAS, on September 19, 2007, the Board of Commissioners accepted results of a Disparity Study recommending MNAA develop a commercial non-discrimination program including narrowly tailored race and gender participation levels, and approved revisions to the existing SMWBE Policy incorporating narrowly tailored race and gender participation goals; and,

WHEREAS, on June 15, 2015, a 2014 Disparity Study supported the expansion of the local SMWBE Program to the State of Tennessee marketplace, and the program was expanded as such; and,

WHEREAS, on May 19, 2021, a 2020 Disparity Study supported the continuation of the local SMWBE Program in the State of Tennessee marketplace; and,

WHEREAS, on January 21, 2025, President Trump issued Executive Order 14173, Ending Illegal Discrimination and Restoring Merit-Based Opportunity, stating “It is the policy of the United States to protect the civil rights of all Americans and to promote individual initiative, excellence, and hard work. I therefore order all executive departments and agencies (agencies) to terminate all discriminatory and illegal preferences, mandates, policies, programs, activities, guidance, regulations, enforcement actions, consent orders, and requirements. I further order all agencies to enforce our longstanding civil-rights laws and to combat illegal private-sector DEI preferences, mandates, policies, programs, and activities”; and,

WHEREAS, on April 24, 2025, Sean P. Duffy, the Secretary of the United States Department of Transportation, sent a Letter to Grant Applicants stating that “any discriminatory actions in your policies, programs, and activities based on prohibited categories constitute a clear violation of Federal law and the terms of your grant agreements”; and,

MNAA RESOLUTION NO. 2025-13

WHEREAS, on April 25, 2025, the Federal Aviation Administration updated the Grant Assurances for Airport Sponsors to require compliance with Executive Order 14173; and,

WHEREAS, on April 28, 2025, and on May 6, 2025, the Federal Aviation Administration updated the Fiscal Year 2025 Grant Agreement Template, stating that the sponsor: "a) agrees that its compliance in all respects with all applicable Federal anti-discrimination laws is material to the government's payment decisions for purposes of 31 U.S.C. 3729(b)(4); and b) Certifies that it does not operate any programs promoting diversity, equity, and inclusion (DEI) initiatives that violate any applicable Federal anti-discrimination laws"; and,

WHEREAS, on May 21, 2025, to comply with Executive Order 14173, the Letter to Grant Applicants, and the updated Grant Assurances, and to ensure the MNAA continues to qualify for federal funding and keeps moving forward with current and future capital programs, the Board of Commissioners approved MNAA Resolution No. 2025-11, eliminating goals in both solicitations and contracts and eliminating scoring criteria related to the SMWBE Program, the Disadvantaged Business Enterprise (DBE) Program and the Airport Concessions Disadvantaged Business Enterprise (ACDBE) Program; and,

WHEREAS, to ensure MNAA has a program that supports small businesses and maintains compliance with Executive Order 14173, the Letter to Grant Applicants, and the updated Grant Assurances, MNAA's SMWBE Program must avoid the presumption of minority and gender preferences.

NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF COMMISSIONERS OF THE METROPOLITAN NASHVILLE AIRPORT AUTHORITY AS FOLLOWS:

Section 1. That the Board of Commissioners hereby affirms its commitment of encouraging the use of small businesses and creating opportunities for small businesses to successfully participate in MNAA contracts.

Section 2. That the Board of Commissioners hereby authorizes discontinuance of MNAA's SMWBE Program including ceasing enforcement of prior race-and-gender commitments.

Section 3. That the Board of Commissioners hereby authorizes creation of MNAA's Small Business Program (SBP), with the following participation requirements for businesses to qualify:

3.1 Meet U.S. Small Business Administration (SBA) size standards appropriate to the primary industry classification (North American Industry Classification System "NAICS Code"),

including average gross receipts over the previous five fiscal years and/or number of employees; and,

3.2 Have a personal net worth of less than $2.047M, or as updated by the U.S. Department of Transportation (DOT); and,

3.3 Be located in the State of Tennessee.

Section 4. That the Board of Commissioners acknowledges staff will develop the Small Business Program (SBP) with full deployment by the end of Fiscal Year 2026.

Section 5. That the Board of Commissioners acknowledges staff will continue to monitor and respond as further Federal guidance is received.

Section 6. This Resolution shall take effect from and after its adoption and be made a part of the Board of Commissioners official Minutes of Record.

RECOMMENDED: **ADOPTED:**

_____ _____

Douglas E. Kreulen, President & CEO Nancy B. Sullivan, Board Chair

APPROVED AS TO FORM AND LEGALITY: **ATTEST:**

_____ _____

MNAA Legal Counsel Andrew W. Byrd, Board Secretary

This 13th day of August 2025.

FY25 CEO Key Performance Indicators (KPIs)
Board Approved: October 16, 2024

BNA Nashville International Airport

KPI Evaluation Criteria	90% Eligibility	100% Eligibility	110%+ Eligibility	Actual	Results
Financial (50%)				**Financial**	
Operating Income (BNA+JWN+MPC) (25%)					CFO Input
Operating Revenue	Meets budget: $350.0M	5% over budget: $367.5M	10% over budget: $385.0M		
Operating Expense	Meets budget: $199.8M	5% under budget: $189.8M	10% under budget: $179.8M		
Fiscal Responsibility / Strength (25%)					
Senior Debt Coverage	1.25	1.3 - 1.5	Greater than 1.5		
Sr/Subordinate Debt Coverage	1.1	1.2 - 1.25	Greater than 1.25		
Days Cash on Hand	500 days (OS)	550 - 650 day (Policy)	Greater than 650 days		
Pension Funding	80% - 89%	90% - 100%	Greater than 100%		
OPEB Funding	80% - 89%	90% - 100%	Greater than 100%		
Operational (50%)				**Operational**	
Overall Airport Satisfaction (15%)	80% - 84% top 2 box	85% - 90% top 2 box	Greater than 90% top 2 box		CSO Input
Average Employee Satisfaction (10%)	3.0 - 3.5 rating	3.6 - 4.0 rating	Greater than 4.0 rating		
Strategic Goals (25%)	Meets expectations:	Exceeds expectations:	Outstanding:		
Invest in BNA/JWN	70% - 79%	80% - 90%	Greater than 90%		
Plan for the Future					
Prepare for the Unexpected					
				Total	

Revenue and Expense budgets for BNA, JWN and MPC approved by Board April 2024
Pension Funding based on 3-yr smoothed actuarial basis; OPEB funding based on market basis
Customer Satisfaction survey conducted by independent consultant
Employee Satisfaction survey to be conducted by independent consultant, March 2025

FY26 CEO Key Performance Indicators (KPIs)

Presented to Management Committee: August 6, 2025

KPI Evaluation Criteria	90% Eligibility	100% Eligibility	110%+ Eligibility	Actual	Results
Financial (50%)				**Financial**	
Operating Income (BNA+JWN+MPC) (25%)					CFO Input
Operating Revenue	Meets budget: $367.5M	5% over budget: $385.9M	10% over budget: $404.3M		
Operating Expense	Meets budget: $203.1M	5% under budget: $192.9M	10% under budget: $182.8M		
Fiscal Responsibility / Strength (25%)					
Senior Debt Coverage	1.25	1.3 - 1.5	Greater than 1.5		
Sr/Subordinate Debt Coverage	1.1	1.2 - 1.25	Greater than 1.25		
Days Cash on Hand	500 days (OS)	550 - 650 day (Policy)	Greater than 650 days		
Pension Funding	80% - 89%	90% - 100%	Greater than 100%		
OPEB Funding	80% - 89%	90% - 100%	Greater than 100%		
Operational (50%)				**Operational**	
Overall Airport Satisfaction (15%)	80% - 84% top 2 box	85% - 90% top 2 box	Greater than 90% top 2 box		CSO Input
Average Employee Satisfaction (10%)	3.0 - 3.5 rating	3.6 - 4.0 rating	Greater than 4.0 rating		
Strategic Goals (25%)	Meets expectations:	Exceeds expectations:	Outstanding:		
Invest in BNA/JWN	70% - 79%	80% - 90%	Greater than 90%		
Plan for the Future					
Prepare for the Unexpected					
				Total	

Revenue and Expense budgets for BNA, JWN and MPC approved by Board April 16, 2025
Pension Funding based on 3-yr smoothed actuarial basis; OPEB funding based on market basis
Customer Satisfaction survey conducted by independent consultant (quarterly through fiscal year)
Employee Satisfaction survey conducted by independent consultant (planned for March 2026)

FY25 Strategic Goals & Objectives

Invest in BNA/JWN

1. **Achieve Financial Commitments** (Basrai)
   - ✓ Issue a new Short Term Credit Facility by December 31, 2024, and prepare for a FY25 or early FY26 bond issuance
   - ✓ Ensure debt service coverage and days cash on hand are maintained above policy requirements
   - ✓ Continually update funding model to ensure adequate access to capital
2. **Continue to Develop BNA Concessions Program** (Johnson)
   - ✓ Complete 8 concessions in Concourse D by July 2, 2025
   - ! Develop and issue concessions solicitation for Concourse A
   - ✓ Develop and issue solicitation for Mezzanine Lounge(s)
   - ✓ Develop plan to increase advertising revenue by December 15, 2024
3. **Organizational Review** (Cooper, Lankford)
   - ! Complete comprehensive review of Human Resources, Business Diversity Development and Procurement and develop plan to continue improvement of long-range department performance (Cooper)
   - ! Develop requirements, including recommended roles and required resources, for analytical data center by January 31, 2025 (Lankford)
4. **Improve Procurement Efficiency and Service** (Cooper)
   - ! Complete comprehensive review of Procurement Program, including verification of compliance with all local, state and federal requirements, benchmarking against other large hub airports, and evaluation of efficiency and transparency
   - ○ Update Procurement Policy and Procedure Manual and implement updates
   - ○ Implement new credit card program to support corporate credit card/p-card policy by December 31, 2024
5. **Continue Advocacy of State Support for Long-range Capital Funding** (Lankford)
   - ! Complete BNA/JWN Economic Impact Study and coordinate with State of Tennessee and TAACA
6. **Attract and Retain the Best Employees** (Cooper)
   - ✓ Complete compensation survey, specialty/shift-differential pay, and provide recommendations to CEO by January 31, 2025
   - ✓ Evaluate and develop proposal for improvements to supplemental benefits
   - ✓ Conduct recruiting outreach with industry professional organizations and institutions to establish a pipeline of critical skill needs
7. **Sponsorships and Marketing** (Lankford)
   - ✓ Implement Sponsorship Portal and develop reporting for sponsorship spend
   - ! Determine effectiveness of sponsorship and marketing spend
8. **Improve Customer Experience** (Floyd)
   - • Develop plan that merges customer service and customer experience to provide proactive and urgent response to all facets of customer journey, including required roles and resources by December 15, 2024

Plan for the Future

9. **Improve Airport Access** (Ramsey)
   - ✓ Complete, manage and maintain Roadway/Traffic Management Model
   - ! Finalize Future Parking/Garage(s) Plan for 70M passengers
10. **Enhance Airline Efficiency** (Ramsey, Floyd, Johnson)
    - ✓ Complete design and begin construction of improvements to Baggage Handling System (Ramsey)
    - ✓ Complete construction of Concourse D Extension by July 2, 2025 (Ramsey)
    - ✓ Complete design of Concourse A and award CMAR contract for enabling to begin July 3, 2025 (Ramsey)
    - ✓ Award design/build contract for Central Ramp (Ramsey)
    - ✓ R/W 2L Proposed Extension (Ramsey, Johnson)
      - ✓ Develop real estate acquisition plan for the R/W 2L proposed extension (Johnson)
      - ✓ Respond to FAA Agency Review decision (Continue EIS or begin EA) (Ramsey)
    - ✓ Coordinate improvements to Air Traffic Control Procedures (Floyd)
11. **Expand Air Service** (Powell, Floyd)
    - ✓ Continue to pursue International Air Service and obtain at least one new transoceanic route (Lankford)
    - ✓ Develop Corporate Engagement plan for each airline at BNA (Lankford)
    - ✓ Facilitate improvements to Customs and Border Protection service (Floyd)
12. **Create Terminal II Strategic Plan** (Ramsey, Basrai, Lankford)
    - ✓ Refine preferred site concepts for Terminal II and CONRAC (Ramsey)
    - ✓ Develop Terminal II Tenant Relocation Plan (Ramsey)
    - ✓ Obtain Board approval to raise Customer Facility Charges (CFCs) to support financing of new Consolidated Rental Car Center (CONRAC) at BNA (Basrai)
    - ✓ Develop plan for the funding of New Horizon and Terminal II (Basrai)
    - ✓ Develop/produce community storyline for New Horizon and Terminal II Plans (Lankford)
13. **Airport Authority Long-Range Planning** (Ramsey, Johnson)
    - ✓ Create an Airport Authority Long-Range Facility/Campus Plan (Ramsey)
    - ✓ Initiate and manage development of a new Airport Master Plan (Critical Facilities: Centralized Receiving & Distribution, Air Freight, ARFF Stations, Fuel Storage, Future Airfield) (Ramsey)
    - ✓ Develop plan to purchase additional real estate (Johnson)
14. **Expand John C. Tune Airport** (Floyd, Johnson)
    - ✓ Complete solicitation and execute lease for 2nd FBO
    - ! Complete solicitation and execute lease or contract for Midfield Development (Johnson)

Prepare for the Unexpected

15. **Succession Planning** (Cooper, Floyd)
    - ✓ Complete solicitation for Human Resources Information System (HRIS), including Performance Management, and develop plan for funding and implementation (Cooper)
    - ✓ Begin development of comprehensive plan for organizational development, including training for new managers and defining requirements for leadership positions (Cooper)
    - – Develop & publish Talent, Excellence, and Diversity Plan (Cooper)
    - ✓ Develop 24/7 duty roster (Floyd)
16. **Business Diversity Leadership** (Cooper)
    - – Publish certified SMWBE, DBE and ACDBE Performance for community distribution
    - ✓ Complete actions in response to five 2021 Disparity Study findings, including B2Gnow enhancements
17. **2nd Water Line to Airport** (Ramsey)
    - ✓ Complete construction of redundant water line by June 30, 2025
18. **Compliance** (Legal)
    - – Develop recommendation for updated Board and Staff Ethics policies by October 15, 2024
    - – Develop recommendation for updated Board bylaws by December 15, 2024
    - X Develop recommendation for comprehensive Compliance Program by March 15, 2025
    - ✓ Provide quarterly updates and recommendations to executive staff on legal issues and challenges impacting airports
19. **Operational Excellence** (Floyd)
    - ✓ Develop FAR 139 program to be used as benchmark for large hub airport performance for annual preparation
    - ! Develop TSA 1542 program to be used as benchmark for large hub airport performance for annual preparation
20. **Media Response Plan** (Lankford)
    - ✓ Develop real-time Media Response Plan to improve media accuracy

FY25 Year-End Rating: 92.8%

✓ Met Goal
! Partially Met Goal
○ Did not Meet Goal
– Partially Met Goal/Re-Evaluate
X Hold / Stop / Re-evaluate

Issued: July 8, 2024
Updated with scoring: July 3, 2025

FY26 Strategic Goals & Objectives

Invest in BNA/JWN

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 and award contract for North Mezzanine 3rd Party Lounge (Johnson)
   - Negotiate business terms with rental car companies for 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)
   - Expand customer service to support 24/7 operations and develop proposal to increase customer satisfaction through recurring programs (Floyd)
   - Issue solicitation, award contract and begin development of 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)

Plan for the Future

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 road to Westside (Ramsey)
    - Begin development of JWN Long Range/Master Plan Update (Ramsey)

Prepare for the Unexpected

14. **Succession Planning** (Cooper, Basrai, Floyd, Lankford)
    - Launch Human Resources Information System (HRIS) by October 1, 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/outsourcing 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 AAAE / ACI/NA Committees (All)

Issued: July 16, 2025