

**Chattanooga Metropolitan Airport Authority  
Board of Commissioners Meeting Minutes  
May 22, 2023**

The Board of Commissioners of the Chattanooga Metropolitan Airport Authority met in open meeting, Monday, May 22, 2023 at 2:00 p.m. Chairman Hall, Vice Chairman Jacobson, Commissioners Conn, LittleJohn, Roddy, Sankar, Snow, and Stokes were present.

April Cameron verified that a quorum was present and the requirements of the Sunshine Law had been met.

**Minutes:**

**On motion of Commissioner Roddy, seconded by Commissioner Snow, the minutes of the April 17, 2023 meeting were approved.**

**President's Report:**

President Hart began by discussing the current projects starting with West Star Hangar 27. This project is on track to be completed at the end of June. The hangar doors are in place, and they are moving along with the finishing elements of this development.

Next, Talley Construction will begin work on the East Ramp and Taxiway "C" connector the Tuesday after Memorial Day. This adds another way of moving traffic on and off the ramp next to West Star.

Another project is the West Side General Aviation development. The ground work drawings are 90% complete. This project sits next to the Forestry Service and allows us to build a connector off Taxiway "H" back to a ramp and eventually two new hangars will sit on this property. After the Taxiway "C" connector is complete, this project will start.

Moving on, Convergint is 99% complete on the final stage of our access control security project. This should be complete by the next board meeting. This took a system that was introduced in 2008 and upgraded and replaced our security system and access controls.

Finally, the terminal expansion with J&J Contractors is well underway. The exterior is mostly complete with the exception of an air conditioning unit, a few windows, and a couple specialized pieces. The interior is moving along nicely. Most of the terrazzo flooring has been put down, and will just need to be finished and polished. The project is well ahead of schedule. Mr. Hart presented an overhead photo of the terminal expansion as it looks today.

Next, Mr. Hart presented the statistics for the month of April. Enplanements were 37,705. Load factors are almost 90% for the month. All of the carriers were positive. Deplanements tracked in line with the enplanements. Landing weights and cargo were good; however, operations were down, primarily driven by military traffic. They were not here as much as they have been in previous months. That being said, April was a good month for us and year to date, our enplanements at 143,777 are up almost 13% from the same time period in 2022. When looking at the current information for May, this week will be the highest since 2019. There were also plenty of Ironman competitors in town. We are trying to reach the 500,000 annual enplanements for 2023, and if we finish the year strong, we should be close to that number.

Mr. Hart discussed a few miscellaneous items. The first item is the completion of the application for the Small Community Air Service Development (SCASD) grant. We are seeking additional air service to the West. We were able to raise \$375,000 in commitments from the community. That is 50% of the ask on the grant. Most importantly, we have received a letter from United Airlines supporting our grant application. It will probably be August before we hear anything on grant approval. We will keep the board updated with the progress on this.

For the third year in a row, Wilson Air center hosted the Challenge Air Event here in Chattanooga. Challenge Air is an organization whose mission statement reads: They exist to build confidence and self esteem in children and youth with special needs through the gift of flight. There were 55 families that were here, as well as many volunteers, pilots, and aircraft. Wilson did a great job of hosting this event.

Next, we had a visit last week from the FAA Airport District Office in Memphis. This gave us an opportunity to show them our current projects, and future development. It is important to stay connected with them, and have them understand where the dollars for the grants are actually being used.

Continuing, on April 19, we had our tri-annual full scale emergency drill. This is a requirement by the FAA. It gives us an opportunity to test our emergency procedures. Because we are a smaller airport, we rely heavily on local support agencies. There were over 200 people involved in this drill. CARTA donated a bus to be used as the extraction simulator. We had local police and fire agencies, local hospitals, as well as state agencies involved in the success of the drill. There were many people that put a lot of time and effort, months in advance to ensure that everything goes well, and accomplish the task that we were asked to do.

Also, we are kicking off the campaign for the American Heart Association. The Heart Walk will take place on September 30<sup>th</sup> at Coolidge Park. Our goal is to raise \$25,000 to support that cause. We will do a vendor campaign, and are working to establish a round-up program with Tailwind. Mr. Hart will keep the board updated on our progress.

Lastly, we had a commercial flight, Alaska Airlines Flight 334, enroute from Seattle to Atlanta, land at CHA on May 6. Atlanta was in a ground stop due to thunderstorms. The flight was circling for a significant amount of time around Atlanta, and then they developed a mechanical issue. They diverted to Chattanooga. First on the scene was Operations Supervisor, David Morgan. The crew timed out, so the flight with 160 passengers on board was not going to leave that night. Most of the passengers made their way to Atlanta by other means, but there were a few passengers that were on the flight when it left the next afternoon. We received a letter from the Director of Station Operations with Alaska Airlines recognizing the help and support from CHA and was greatly appreciative, and pointed out specifically how helpful David was. We always take care of the customer as well as we can, even when it is a new carrier.

President Hart introduced the new Vice President of Public Relations & Air Service Development, Kristen Behm. Ms. Behm comes from an airline family, with a substantial marketing background, and is a Chattanooga area resident. Kristen addressed the board and introduced herself and spoke about her goals and service here at the Chattanooga Airport.

#### **Board Action Items:**

##### **FY 2024 Budget**

April Cameron, VP Finance & Administration presented the FY 2024 Budget to the Board for review and approval.



CHA CHATTANOOGA AIRPORT  
Operating Revenues

Revenues	FY 2023 Forecast	FY 2024 Budget	Variance
Airline	\$3,035,218	\$3,190,029	5%
Parking	\$6,058,189	\$6,210,000	3%
Rental Car	\$2,664,970	\$2,664,970	0%
Airfield	\$1,323,663	\$1,323,663	0%
Terminal	\$957,325	\$958,045	0%
Reimbursement Programs	\$116,800	\$124,100	6%
Rental Property/Other	\$573,431	\$570,332	0%
FBO	\$19,054,657	\$19,088,039	0%
Total	\$33,784,053	\$34,129,678	1%





**Motion for approval by Vice Chairman Jacobson, seconded by Commissioner Stokes.  
Motion approved.**

### **Maycreate Advertising Agreement**

In 2016, CMAA entered into our initial contract with Maycreate, a local creative firm. Over the past seven years, the team at Maycreate has worked diligently to utilize our funding to further expand our positive message and promote all that the Chattanooga airport has to offer our community and surrounding region. The contract that we entered into in 2020 was a three-year agreement which extended it until June 30, 2023. Our request is to approve the funding for Maycreate for three additional years: FY 2024, FY 2025 and FY 2026.

The scope of their services remains the same and includes:

- Develop an annual Advertising Plan in support of our existing brand by creating strategies for reaching business and leisure travelers.
- Make recommendations as to the types and locations of airport advertising in the region which will support the airport's brand and reach the evolving airport and community demographic.
- Develop advertising creative graphics as needed for approved locations which support CMAA's brand.
- Negotiate rates and place media buys for approved CMAA advertising purchases.
- Report quarterly on marketing activities and consumer research. Maycreate provides a real time dashboard that measures all digital channels, site actions and conversions to find the visitors most likely to help CHA meet its objectives. Also, CHA can have a true picture of its digital performance and the performance of the advertising campaigns.
- Other advertising and creative consulting services, as required.

The FY 2024 contract will be in the amount of \$281,000 with \$229,000 towards media buying and \$52,000 for creative services and account management. This expense was included in our approved operating budget.

**Board Action:** CMAA requests Board approval to renew our marketing and media placement contract with Maycreate for a three-year term with the FY 2024 contract valued at \$281,000. The two subsequent years will be determined through the budget process.

**Motion for approval by Commissioner LittleJohn, seconded by Commissioner Conn.  
Motion approved.**

## **Waterhouse Public Relations Agreement**

As many of you know, Waterhouse Public Relations has provided public relations support to the Chattanooga Airport since 2003. During that time, Albert Waterhouse and his team has assisted the airport through many transitions. As part of the agreement, Waterhouse provides public relations support in the following areas:

- Media relations, including but not limited to crisis communications
- Media clips, including sending monthly copies of all print, online and broadcast coverage of the airport
- In-terminal advertising support
- Special projects
- Event management and miscellaneous public relations support
- Social media monitoring and administration, including notifying CMAA as required for reputation management

Due to the relationship that we have built with the team at Waterhouse, the airport staff recommends renewing our contract. The term of the new agreement will begin on July 1, 2023 and will extend for three years. The contract is valued at \$60,000 annually based on the number of man hours required to support the Airport's activities. This expense was included in our approved operating budget.

**Board Action:** CMAA requests Board approval for a three-year contract with Waterhouse Public Relations in the annual amount of \$60,000.

**Motion for approval by Commissioner Snow, seconded by Commissioner Sankar.  
Motion approved.**

### **ACTION BY WRITTEN CONSENT OF THE BOARD OF COMMISSIONERS**

#### **OF**

### **CHATTANOOGA METROPOLITAN AIRPORT AUTHORITY**

As allowed by Section 100.06 of the Amended and Restated Bylaws of the Chattanooga Metropolitan Airport Authority, the undersigned, being a Commissioner of the Chattanooga Metropolitan Airport Authority, a metropolitan airport authority organized and existing under the laws of the State of Tennessee (the "CMAA"), do hereby consent to the taking of the following action without a meeting, and by my signature below vote in favor of such action, this instrument to have the same force and effect as if the action had been taken by a lawful and appropriate vote at the regular meeting of the Board of Directors held on this date. This written consent is being requested upon a determination by the Chairman of the Board of Commissioners that exigent circumstances require Board approval of the Memorandum of Agreement described herein below prior to the next scheduled meeting of the CMAA Board of Commissioners.

As part of the terminal expansion, the existing TSA checkpoint will need to be moved into a temporary location so that the existing location can be upgraded for the future checkpoint. As part of the project, Leidos will provide Original Equipment Manufacturer (OEM) -certified technicians, for decommissioning and relocating the Transportation Security Equipment (TSE) in the existing checkpoint. The TSE includes two CT X-Ray scanners, one body scanner, and one metal detector which will all need to be relocated. The project will begin on May 15<sup>th</sup> and take place over multiple days until the temporary checkpoint is fully operational. The temporary checkpoint will be in place for at least six weeks until the future checkpoint area is complete.

Currently, Leidos is the only contractor authorized to install, move and calibrate any of the Transportation Security Equipment. They have provided a cost estimate of \$151,885 to complete the relocation. This project will be funded as part of the terminal expansion project.

**Board Action:** CMAA requests approval to contract with Leidos, Inc. to provide relocation of the Transportation Security Equipment (TSE) as part of the terminal expansion project in the amount of \$151,885.

**This action was approved by all Commissioners via written consent.**

**Motion to ratify the approval was made by Commissioner Snow, seconded by Commissioner Roddy.**

**Motion approved.**

**Other Business:**

Commissioner LittleJohn proposed a new mission statement for the airport. The mission statement has been in effect for over 15 years, and it served its purpose very well. However, the time has come that the mission statement be updated. The new proposed mission statement was read as follows:

To serve Chattanooga and the surrounding tri-state region as the undisputed choice for personal and business travelers offering safe and convenient air transportation with unprecedented customer service – driving economic growth for the airport and the communities that it serves.

Continuing, Commissioner LittleJohn said a new mission statement points us to what our priorities are and should inspire us to go beyond what we are currently doing. The airport is much bigger than the customers it serves. The airport is the life blood of the community, the internet for our city, and how we connect to the rest of the world and how the world connects to us. As our airport improves, so does the services and businesses that can happen in Chattanooga.

Discussion followed around the term “undisputed” but was eventually agreed upon. A motion was made to adopt the new mission statement.



**Motion for approval by Commissioner LittleJohn, seconded by Commissioner Sankar.  
Motion approved.**

Mr. Hart officially announced his retirement as President and CEO after 43 years in the industry, and 16 years at the Chattanooga Metropolitan Airport. He explained some of the accomplishments that have happened during his tenure at the airport including the terminal expansion, new parking garage, solar array, West Star Aviation, Wilson Air, and establishing direct flights with our current air carriers. Mr. Hart has always worked with three core goals in mind. 1. Maintain a safe and secure operation 2. Improve service to all of our customers, 3. Improve the long-term financial success of the organization; all of which have happened under his leadership.

The succession plan had been developed years ago. It is important to maintain continuity, and strength in leadership. This is why April Cameron will assume the position of President and CEO, and Tena Keith will become the Vice President of Finance and Administration. The organization will be in good hands. President Hart thanked the board for allowing us to do the right things in the community and appreciated all of the support over the years.

Chairman of the personnel committee, Dr. Conn commented on the extraordinary leadership of Terry Hart over the years, and has never seen a better leader over this organization. On behalf of the entire personnel committee, Dr. Conn recognized President Hart and thanked him for his tremendous service. Dr. Conn continued, there is no true success without a great successor. The personnel committee has a great successor in April Cameron, and Dr. Conn acknowledged and approved the appointment of April Cameron officially as President and CEO of the Chattanooga Airport. He noted that April has been a key player in all of the accomplishments of the airport for the past 25 years. The personnel committee recommended that the board follow the succession plan and approve the resolution naming April Cameron as President and CEO effective August 1, 2023.

**CMAA's legal counsel read the resolution as follows:**

### **RESOLUTION 79**

The Personnel Committee of the Chattanooga Metropolitan Airport Authority met in a duly noticed session on March 15, 2023.

The Personnel Committee, without dissent, resolves and recommends to the Board of Commissioners of the Chattanooga Metropolitan Airport Authority that, in accordance with CMAA's succession plan, in light of Terry Hart's impending retirement, April Cameron be appointed as President and Chief Executive Officer of the Chattanooga Metropolitan Airport Authority ("CMAA"), effective August 1, 2023.

**Motion for approval by Commissioner Conn, seconded by Commissioner Stokes.  
Motion approved.**

**Public Comment:**

Mayor Kelly's office also commented on Terry Hart's leadership and is excited for the direction the airport is headed. Additionally, the Mayor is also pleased with the succession plan and appointment of April Cameron to lead the airport.

**Closing Comment:**

Chairman Hall closed with comments about Terry Hart, his succession, his leadership and the many accolades that were accomplished during his service with the airport. During the pandemic, Terry Hart made sure that operations continued, along with construction on the parking garage. It seems as though the 2012 terminal renovation, and the 2023 terminal expansion were the bookends of Terry's tenure as President and CEO and appreciate all of his efforts.

April Cameron, with 25 years of service with the airport, is the longest serving member of our executive team. We are all very proud of the appointment moving forward.

**Adjourn**

Minutes approved by:

Minutes approved by:

Harriette Stokes  
CMAA Secretary

Jim Hall  
CMAA Chairman

Corporate Secretary:

Minutes Recorded by:

April Cameron

Kim Randle