

2020

YEAR IN REVIEW

TUCSON AIRPORT AUTHORITY



// The COVID health pandemic has had a harsh impact on the airport industry after coming off a record year for air travel; however, it has not beaten us, and we will persevere.

DANETTE BEWLEY

2020

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TAA 2020 Board of Directors

LEADERSHIP PERSPECTIVE



Rightfully, 2020 will be remembered as “The Year of the COVID Pandemic” that affected more than 69,500 individuals, their families and most sadly included many people who lost their lives in Pima County.

As the year came to a close, we can only hope the stress and strain that enveloped us for 10 months will give way to hope and promise of a better future in 2021.

I can report to you that in spite of the obstacles facing the Tucson Airport Authority, the Board of Directors took steps to help ensure that Tucson International Airport (TUS) and Ryan Airfield (RYN) remained fully operational as these facilities play a vital role in our region.

In August, the Board adopted a three-year Strategic Plan to help guide TAA through the impacts of COVID-19 and toward a more prosperous future. The original goal was to develop a long-range plan - the first in TAA’s 72-year history - however, as the severe impacts of COVID-19 took its toll, TAA leadership pivoted to focus the plan on navigating the challenges presented by the pandemic.

This is an example of the organization’s innate and deeply rooted mindset to focus on what is important. In a year in which we saw TUS passenger numbers plummet 95% in a month’s time, it was remarkable to see how quickly the TAA responded to reassure travelers our airport is as safe as possible.

TAA members should be pleased and proud with how the organization responded. It is evident in the terminal with welcoming messaging and signs advising passengers of requirements to wear face coverings and to social distance as well as other important health safety measures we have come to expect. More than \$275,000 was invested in upgrades of cleaning equipment, the installation of UV-C disinfecting devices on handrails of escalators and moving walkways and foot-operated buttons on elevators.

All of these measures contributed to TUS being the fifth airport in the world to earn a STAR accreditation from the Global Biorisk Advisory Council. It is the cleaning industry’s only program that evaluates facilities for outbreak prevention, response and recovery. It is validation of the TAA’s commitment to a clean, safe and healthy environment for everyone who works in and travel through the terminal at TUS. As of the end of 2020, more than two dozen other airports are following TAA’s lead and seeking the same accreditation.

As we look forward to the day when we can resume a semblance of normalcy in our lives, the TAA made two advancements on capital improvements. The first was the ground-breaking of the Airfield Safety Enhancement



(ASE) Program to transform the TUS airfield to the most current safety standards. At an estimated \$320 million, it is the largest project in TAA's history and will serve our community for decades into the future. The second was the opening of a remodeled facility for U.S. Customs and Border Protection. Now located at the base of the iconic air traffic control tower, with the word T-U-C-S-O-N spelled out down its sides, the new high-profile location emphasizes the importance of the airport as a Port of Entry.

The TAA continues to make progress toward a more diverse membership, specifically in the areas of ethnic diversity and women. We have intentionally reduced our total membership to 60 leaders in our region who will take up the mantle to be advocates for our airport system and throughout our region.



While we will never forget the impacts of COVID-19, we have learned from the experience and set the foundation to inspire the TAA to greater achievements as it enters its ninth decade.

Taunya Villicana
Chair, TAA Board of Directors

LEADERSHIP PERSPECTIVE



Thinking back to January 2020, we were encouraged by the continued air service and passenger growth that Tucson International Airport (TUS) experienced in 2019, and we were looking forward to a robust 2020 with a continued emphasis on financial sustainability, air service, economic development, community engagement, and providing our tenants, passengers and users with the superior safety, security and customer service they have come to expect. Then, the COVID-19 pandemic hit and the world radically shifted.

In March, the airport terminal became still and quiet as airlines cancelled flights and grounded aircraft, and our passenger numbers began to slip from a daily norm of 7,500+ departing passengers to a mere 250 on the lowest day in April 2020. The TAA was quick to respond to the challenges, even though we did not fully understand them, as we knew the criticality of the situation.

On March 27, 2020, President Trump signed into law the Coronavirus Aid, Relief, and Economic Security (CARES) Act, a \$2.2 trillion stimulus package, and then on December 27, 2020 the Coronavirus Response and Relief Supplemental Appropriations Act of 2021, to provide fast and direct economic assistance for American workers, families, and small businesses, and preserve jobs for American industries. The first package included \$10 billion for airports, with amounts determined by the Federal Aviation Administration based on a standard formula. Tucson International Airport and Ryan Airfield were authorized a combined total of \$22.6 million to use for airport purposes; access and use of these funds follow the standard grant and reimbursement process. These funds, expected to last into 2024, allow us to continue to operate the airport system to the highest standards, and offer relief to tenants during this economic downturn. The second relief package includes \$2 billion for airports and an additional \$200 million for airport concessionaires. We expect to find out by the end of January how much money the TAA will receive for both TUS and RYN.

The TAA developed the "TUS Cares" campaign, a program designed to heighten safety awareness of Center of Disease Control standards through enhanced signage and messaging, face covering requirements, radio broadcasts and continued social media posts and videos that explained our cleaning processes, procedures, upgraded products and the level of sanitization in the terminal environment. We shared how we invested over \$275,000 in equipment and infrastructure improvements improve safety and sanitization, and earn the trust and confidence from our many passengers and users (the details about the decisions and purchases made in support of the "TUS Cares" campaign are highlighted in this report). In addition, the TAA sought out industry best practices, and became the fifth airport in the world to earn the STAR accreditation from the Global Biorisk Advisory Council for our thorough approach to cleaning, disinfection and infection prevention. We also worked closely with the Pima County Health Department and Paradigm Laboratories to establish free COVID testing for passengers in the terminal, and a drive-up site location on TAA property for our passengers and community to utilize.



As rapidly as our passenger numbers fell, signs of recovery are visible; however, recovery will be a slow process and may take a few years. As we ended 2020, TUS was operating at about 40% of the 2019 “norm.” The TAA continues to work closely with airline partners to restore lost air service and attract air service to new markets. Airlines have either resumed flights or announced dates they plan to resume service (in the first quarter of 2021) to all but two of the 19 nonstop destinations served by TUS.

In early 2020, the TAA was well into the development of the first Strategic Plan in its 72-year history. Because of COVID-19, we had to quickly pivot and chart a plan to navigate through uncertainty. The Three-Year Strategic Plan for FY 2021-2023, adopted by the Board of Directors on August 5, 2020, outlines the path which best allows us to adapt to changing circumstances and immerse ourselves in recovery in 2021, capitalize on opportunities and adjust to the new reality of the known and unknown in 2022, and to dream big in 2023 and beyond. And, throughout this process, ensure that the TAA continues to be self-sustaining and delivers operational success for the benefit of the metro Tucson community and Southern Arizona.

Despite the challenges, the TAA has been able to move forward with a variety of critical infrastructure projects, including and not limited to, the \$320 million Airfield Safety Enhancement (ASE) program, which had undergone nearly a decade of planning, environmental study, stakeholder coordination and design to transform the airfield to meet current FAA safety and standards, and serve our region well into the future. In addition, the TAA completed the U.S. Customs and Border Protection Facility at the base of the iconic and former air traffic control tower; this new Port of Entry provides arriving general aviation pilots and passengers a superior experience and introduces them to beautiful Tucson. Other projects will be highlighted in this report.

The COVID health pandemic has had a harsh impact on the airport industry after coming off a record year for air travel; however, it has not beaten us, and we will persevere. Our industry has not only worked to maintain the safest and cleanest environments possible, it has also revealed new ideas and best practices that have been invaluable on the path to recovery.

2021 provides us the opportunity to **Align and Engage!**

Danette Bewley, A.A.E.
President and CEO, Tucson Airport Authority

TUCSON AIRPORT AUTHORITY

2020 BY THE NUMBERS



92

TUS Cares signs
added to terminal
walkways and
outdoor areas



**NEW NONSTOP
DESTINATIONS**

ANNOUNCED IN 2020:
HOUSTON HOBBY AND
OAKLAND

295

TUS Cares stickers encouraging hand
washing affixed to bathroom mirrors



691,000

TUS TWITTER IMPRESSIONS



35

POLE-MOUNTED HAND
SANITIZING STATIONS
LOCATED THROUGHOUT THE
TERMINAL

Feb. 23

7,303

April 16

250



**PERSONS SCREENED BY TSA ON THE YEAR'S
BUSIEST AND SLOWEST DAYS**



467

Calls responded to by
TAA Fire/EMTs



4.1 Million

SQUARE FEET OF PAVEMENT AT RYAN AIRFIELD (EQUIVALENT OF 94 ACRES)



1,857

distance dots placed in
the terminal

10 MINUTES:

time it takes for hands-free
escalator cleaner to finish
one handrail



36

MAJOR
MAINTENANCE
PROJECTS
COMPLETED



9,577

customer service requests
completed by the
Maintenance Department



48 ACRES

OF LANDSCAPING MAINTENANCE

2,853

LIGHTS ON THE AIRFIELDS
AT BOTH TUS AND RYN



291

ACRYLIC TRANSACTION SHIELDS

installed in office spaces and
public-facing counters

COVID-19

The Tucson Airport Authority, and its employees, as well as the many others who work for the airlines, airport restaurants and shops, rental car companies, parking lots, ground transportation providers and federal agencies are committed to the safety and well-being of all passengers and employees. At the onset of the pandemic, this was evident through strategic planning to make the TUS experience as safe as possible.

Our goal was to make the passenger journey smooth and enjoyable, so Southern Arizonans would continue to choose to fly TUS in the future. The measures undertaken by TAA are summarized under the airport's 'TUS Cares' campaign.

TUS Cares Campaign

As the impacts of COVID-19 began to be felt in March, the TAA launched a public safety campaign to reassure the traveling public that Tucson International Airport is a clean and safe facility. The 'TUS Cares' initiative included an investment of over \$275,000 and included:

- ➔ Social distancing signage and floor dots
- ➔ Upgraded filtration to the HVAC system
- ➔ Acrylic transaction shields at customer-facing transaction counters
- ➔ UV-C sanitizing systems on handrails at moving walkway and escalator systems
- ➔ Backpack type disinfectant sprayers which allow quick and versatile sanitization
- ➔ Toe-tap buttons on elevators
- ➔ Working with public health officials, airline partners to use social media, traditional



media and advertising to communicate critical information

Global Biorisk Advisory Council

TUS demonstrated it met the high standards required by the GBAC STAR rating, the cleaning industry's leading agency about outbreak prevention, response and recovery accreditation for facilities, and was the 5th airport in the world and the first in the western United States to earn this accreditation.

- ➔ GBAC STAR Accreditation is a rigorous performance-based program designed to measure a facility's system of cleaning, disinfection, and infectious disease prevention for the benefit of patrons and employees.
- ➔ The program relies on comprehensive training, proper protocols, correct disinfection techniques, and cleaning best practices for biohazard situations like the novel coronavirus.
- ➔ Successful GBAC STAR facilities are able to demonstrate that correct work practices,



procedures and systems are in place to prepare, respond, and recover from outbreaks and pandemics.

Touchless Journey

- ➔ To enhance touch-free options for passengers, the TAA and Ace Parking, the company that manages TUS parking facilities, in June launched and promoted a reservation system for parking using the flytucson.com website. Customers reserve and pay for their reservation in advance then receive a code that can be downloaded to their smartphone or printed to enter and exit their selected parking facility.
- ➔ The TAA and Delaware North Companies, Inc., in October launched the Grab App allowing passengers and employees to order, pay for food and pick it up for a contactless experience from restaurants in the terminal.
- ➔ Toe Tap buttons were placed at the elevators for customers to use their feet to call elevators instead of having to touch a button with their hands.

Pima County Health Department Partnership | TUS Testing Site

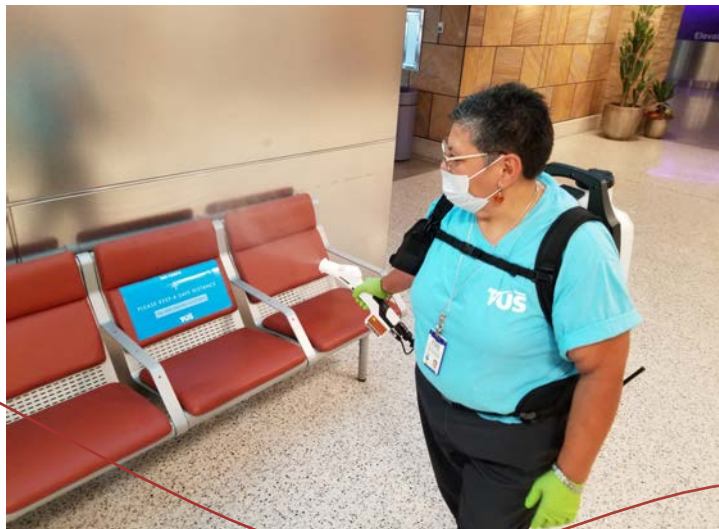
The TAA, Pima County Health Department (PCHD) and Paradigm Laboratories partnered in November to provide free COVID-19 PCR (polymerase chain reaction) tests in the airport terminal. TUS was the first airport in Arizona to offer COVID-19 tests in the terminal and was one of only a handful in the United States to offer them for free. To facilitate efficiency and prevent

crowding, passengers were asked to register in advance through an online portal that could be reached from a QR code on signage in the terminal or through flytucson.com website. The program became popular among local residents, which prompted a second outdoor location for the community.

Airlines and COVID-19 | Enhanced cleaning and operational protocols were part of quick response

- ➔ Deep cleaning aircraft, including electrostatic and fogging procedures and disinfecting cabins and key touch points – like tray tables, arm rests, seatbelts, buttons, vents, handles and lavatories.
- ➔ Emphasizing their use of High Efficiency Particulate Air (HEPA) filters that completely refresh cabin air every 3 minutes on average (compared with every 5 minutes in a typical office building). The Centers for Disease Control and Prevention (CDC) says that prevents most viruses and other germs from spreading easily on aircraft.
- ➔ Requiring passengers wear face coverings and complete a health status acknowledgement at check-in.
- ➔ Reorganizing the boarding process to promote social distancing.
- ➔ Some airlines took additional steps by limiting the number of passengers on board, conducting temperature checks of passengers and crew, and providing hand sanitizer and health safety kits.

STRATEGIC PLAN





The Tucson Airport Authority (TAA), formed by state charter in 1948, is dedicated to providing Tucsonans, Southern Arizonans and visitors with excellence in aviation services and facilities, hallmarked by unparalleled safety, security and customer service. Running airports is our passion and we are great at it!

As COVID-19 devastated the economy and impacted airports and air service in ways that could not be fully realized in 2020, the TAA proactively charted a plan to navigate through the difficult times with the goal to maintain and enhance the economic vitality of both Tucson International Airport (TUS) and Ryan Airfield (RYN).

The TAA Board of Directors adopted the Tucson Airport Authority Three-Year Strategic Plan (for the period FY 2021 – 2023) on August 5, 2020 and it was effective on October 1, 2020. The plan includes an updated Mission and Vision statement, Guiding Principles, and Thematic Goals for the fiscal years 2021, 2022 and 2023.

- **FY2021 | Align and Engage**
- **FY2022 | Capitalize on Opportunities**
- **FY2023 | Dream Big Together**

The Three-Year Strategic Plan for FY 2021-2023 outlines the path which best allows the TAA to adapt to changing circumstances and immerse

the organization in recovery in 2021, capitalize on opportunities and adjust to the new reality of the known and unknown in 2022, and to dream big in 2023 and beyond. Throughout this process, the goal is the TAA continues to be self-sustaining and deliver operational success for the benefit of the metro Tucson community and Southern Arizona.

2021 | Align and Engage identifies strategic initiatives and outlines specific priorities the TAA will focus on to work through the challenges presented by the COVID-19 pandemic and its effect on the business, operation and financial position of the airport enterprise.

Strategic Initiatives:

- Re-align our organization to deliver the Strategic Plan
- Transform “HR” into a strategic resource known as People Operations
- Develop a sustainable business model aligned to post-COVID-19 financial reality
- Inspire travel

ECONOMIC DEVELOPMENT

A top priority for the TAA is to pursue commercial and industrial economic development opportunities to broaden existing revenue streams and to develop new economic opportunities for the benefit of the entire region is a top priority for the TAA. During Calendar Year 2020, the TAA moved forward on the following:

Tucson International Airport (TUS)

- ➔ **Mitsubishi Heavy Industries** | In June, Tokyo-based Mitsubishi Heavy Industries, Ltd (MHI) acquired the commercial aircraft division from Bombardier Aerospace (BBA) for a sale of approximately \$550 million. The sale included transfer to Mitsubishi of the Tucson Service Center at TUS for maintenance, support and refurbishment of the Canadair Regional Jet (CRJ) series of aircraft. Working closely with BBA and MHI, the TAA separated and assigned all appropriate lease documents from BBA to MHI.
- ➔ **Bombardier** | Despite the sale of the commercial aircraft division, Montréal-based Bombardier (BBA) kept and continued operating its facility at TUS to service its business jet product lines. The TUS service center is Bombardier's largest in North America. In addition to servicing existing models, the TUS center is expected to play an integral role in manufacturing and servicing Bombardier's two newest business jet models, the Global 5500 and 6500 series aircraft that entered service in 2019.
- ➔ **Atlantic Aviation** | Nearly \$3 million in improvements and expansion were completed by Atlantic Aviation, one of the busiest fixed-base operators for business and general aviation aircraft at TUS. As part of the commitment, the TAA Board of Directors authorized an extension of Atlantic's lease to June 30, 2037.
- ➔ **Executive Air** | Completed a \$3 million hangar development tenant improvement project. Executive Air was formerly known as Premier Aviation. The project included constructing a new 12,000 square foot Hangar and FBO facility, with a pilot lounge, to accommodate most business jets and a full rehabilitation of the ramp, which greatly improved pavement conditions for aircraft parking and their self-service fueling facilities.
- ➔ **Pima Community College** | Though construction slowed in 2020, Pima Community College (PCC) remained committed to its expansion project for the aviation program at TUS. The highly regarded aeronautical education programs offered by PCC provide a direct pipeline of potential employees for in-demand positions in the local aviation industry.
- ➔ **Raytheon Technologies Corporation** | On April 3, 2020, the merger of



the Raytheon Company and United Technologies Corporation was completed, creating an aerospace conglomerate valued at \$86 billion. The new company, based in Waltham, Massachusetts, has four subsidiaries including Raytheon Missiles and Defense, which was formed through the combination of Raytheon's Tucson-based Missile Systems and its Integrated Defense division, headquartered in Tewksbury, Massachusetts. As part of the merger, the company determined it would maintain the division headquarters in Tucson where it is both the TAA's largest tenant, and largest local private sector employer, with about 13,000 employees. Raytheon spent \$550 million in 2019 and 2020 on expansion of its campus at TUS.

Ryan Airfield (RYN)

➔ **Infrastructure Opportunities** | Working with developers of a nearby residential property, the TAA received approval in 2020 to tie RYN into the Pima County Wastewater system. Since its creation during World War II, RYN's facilities have been on a septic system. The improvement is a major step forward for potential economic development opportunities at RYN.

➔ **Airport Master Plan Update** | On December 2, 2020, the TAA Board of Directors approved an update to the



2010 Master Plan for Ryan Airfield. The Master Plan outlines airfield projects and infrastructure improvements to be completed over the next 20 years.

➔ **Pilot Training** | Velocity Air will relocate its TUS operation to RYN, and will expand their RYN footprint upon completion of a tenant improvement project to modernize a vacant flight training building and reconstruct the adjacent aircraft ramp. Planned upgrades include apron resurfacing, HVAC replacement, new flooring and paint, restroom repairs and the installation of shade ramadas for covered aircraft storage.

CAPITAL DEVELOPMENT AND PROJECTS



Capital development and improvement projects by the Tucson Airport Authority in 2020 included the groundbreaking of the largest project in its history.

Airfield Safety Enhancement Project (ASE)

After a decade of research, planning, environmental review, design work, and extensive stakeholder engagement, the TAA on October 15, 2020, broke ground on the largest project in its 72-year history. Designed to transform the TUS airfield, the \$320 million project (estimate as of December 2020) is defined by the Federal Aviation Administration (FAA) as a safety and standards project and includes coordinated land transfers involving governmental entities. Construction involves the demolition of existing Runway 11R/29L, an 8,000-foot general aviation runway that is 75-feet wide and relocating and reconstructing it as an 11,000-foot commercial runway that is 150-feet wide. The new runway will



provide much needed redundancy for aircraft. Construction of a new center parallel taxiway, end-around taxiway, airfield geometry changes and upgraded navigational aids are also included. The ASE project is expected to take more than four years to complete, depending on federal funding.

Customs and Border Protection Facility Project

On December 4, 2020, the TAA and U.S. Customs and Border Protection celebrated the completion of a \$1.8 million project to relocate CBP's facilities into a new higher-profile location at the base of the now-decommissioned air traffic control tower at TUS. The facility serves as the headquarters for CBP's Port of Entry 24/7/365 operations that include clearance of aircraft and cargo as well as housing Tucson's Global Entry Enrollment Center. The new location should be easy for general aviation pilots to find, with the word T-U-C-S-O-N still spelled out in large letters down the sides of the tower, just as it has been for the past 60 years.

Military Lounge Project

Servicemen and servicewomen are important to our community and our country, and the TAA honors their service. Toward this end, a community-led effort garnered over \$100,000 with the sole purpose to upgrade the Military Lounge at TUS. The TAA contributed in-kind project management support. In January 2020, the new and improved Military Lounge opened to the great satisfaction of our military members.

Ground Transportation Improvements

In recognition of the changing ways passengers get to and from the airport and to improve customer service and access to ground transportation services, the TAA is consolidating all services on the commercial roadways in front of the main terminal (outside bag claim). Pending the arrival of a piece of equipment in late January 2021, the new location should be open by early February and passengers will find taxis, Uber, Lyft, car services, limos, shuttles and Sun Tran all in the same centralized location.

Landscape Improvements

The TAA continued its improvement plan to add or upgrade the appearance of landscaping across the TUS airport campus, especially at all entrances to the airport. In 2020, the investment in beautification efforts was close to \$1.2 million with more improvements scheduled for 2021.

Information Technology Terminal Improvements

The TAA completed an upgrade to the Wi-Fi in the terminal to provide an improved experience for travelers. An additional 35 access points provide coverage throughout the main terminal and the C Gates facility. TAA also added a second Internet feed that allows dedicated access for the public Wi-Fi with enhanced bandwidth for a better customer experience.

FINANCE





The Tucson Airport Authority continues to work toward maintaining and enhancing a sustainable business model despite the harsh financial impact of the COVID-19 pandemic beginning in March 2020.

The Coronavirus Aid, Relief, and Economic Security (CARES) Act (H.R. 748, Public Law 116-136) (PDF), signed into law by the President on March 27, 2020, included \$10 billion in funds to be awarded as economic relief to U.S. airports impacted by severe revenue declines and additional required expenditures due to the COVID-19 pandemic. The TAA is eligible to receive grants totaling \$22.6 million under this program through the federal grant reimbursement

process. Along with swift action to reduce operating and capital expenses where possible, the CARES Act funding allowed for the TAA to offset revenue declines while also assisting our vitally important and similarly impacted airline and concession partners by reducing certain rents and fees otherwise due to TAA. This relief to our partners will extend through 2021, and it is anticipated that prudent management of CARES Act funding will allow offset of continued revenue declines as air travel and passenger traffic further recovers in 2022.

A second relief package was signed on December 27, 2020 and provided additional money for TUS, RYN and airport concessionaires.

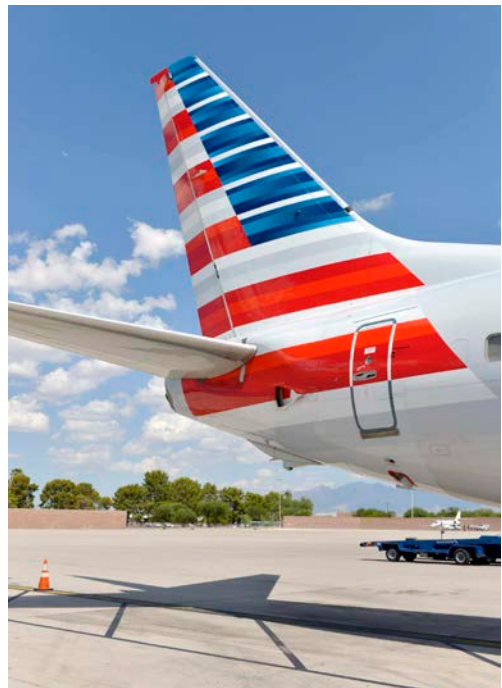
Preliminary unaudited financial results for fiscal year 2020 are as follows (in millions):

	Actual	Budget	Variance
Operating Revenues	\$38.7	\$45.4	\$(6.7)
Operating Expenses	31.8	33.8	(2.0)
Net Operating Income Before Depreciation & Amortization	6.9	11.6	(4.7)
Capital Expenditures	\$7.3	\$9.6	\$(2.3)

AIR SERVICE

Tucson International Airport was on track through the first two months of the year to exceed 4 million passengers in 2020. This potential milestone evaporated, along with many passengers, as numbers plummeted to less than 300 departing passengers on some days in April. As a result, most of 2020 was spent working with airlines to resume and maintain existing air service.

- ➔ The TAA allotted a portion of money received through the federal CARES ACT to reduce lease fees for the period of April 1, 2020 - September 30, 2021. The reductions applied to airlines, concessions and car rental firms operating at TUS. The companies expressed their gratitude for the financial relief to help them reduce expenses during the pandemic.
- ➔ In October, Southwest Airlines launched a new nonstop route between TUS and Houston Hobby Airport. This was part of a strategy implemented by Southwest to develop connecting opportunities for passengers. Initial bookings of passengers on this flight appeared promising and as 2020 ended Southwest had committed to maintaining the flight well into 2021.
- ➔ In December, Southwest Airlines announced it would begin regular



service on another route - between TUS and Oakland. Airlines note that most airports in California have been slow to slow to recover, though Oakland appears to be doing better than other airports. This route also provides passengers with additional connecting opportunities. The new flights are scheduled to begin in March 2021.

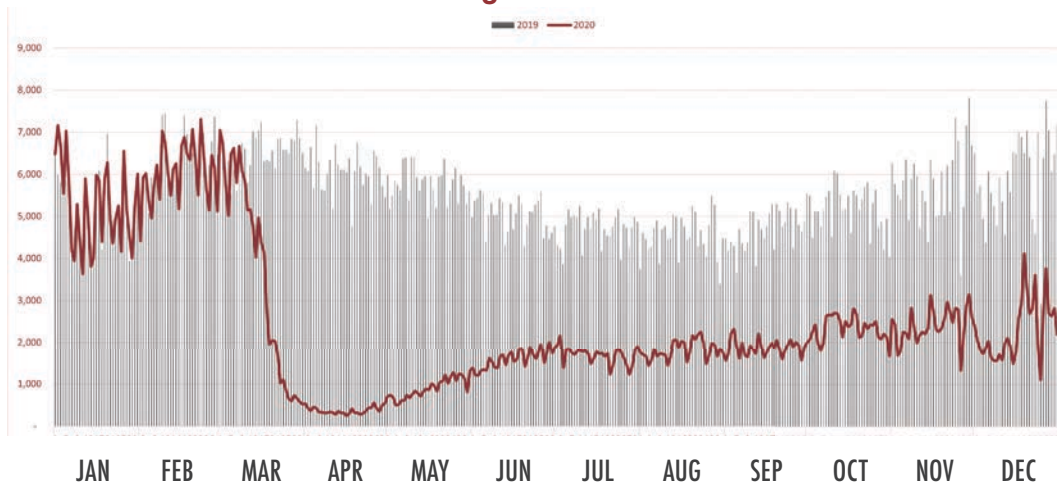


➔ Despite these positive indicators, TUS faced uncertainty as of the end of 2020. Through most of the summer, the airport had passenger counts that were higher than a majority of other U.S. airports. But, as COVID-19 cases surged across the country in mid-November, the Centers for Disease Control urged people to avoid travel during the holidays. Passengers took advantage of airlines' lenient cancellation policies and heeded the advice and once again passenger numbers fell. The first day the airport had more than 3,000 daily departing passengers after the pandemic began in March was November 15, a Sunday two weeks ahead of Thanksgiving – and preceding the CDC's advice against travel – when there were 3,129

departing passengers, according to TSA screening statistics.

- ➔ December had four days with more than 3,000 daily departing passengers, including December 19, when 4,112 passengers were screened by TSA. More than 2,200 of the passengers were soldiers departing on holiday leave from Fort Huachuca. In the end, TUS served 1,698,777 passengers in 2020, a 55.3% decline from 2019. Not since 1982 had TUS served fewer than 2 million passengers in a calendar year.
- ➔ Of TUS' 19 nonstop destinations prior to the pandemic, all but five had been restored by the end of 2020, and three of those were scheduled to resume by March 2021.

TSA Screenings at TUS 2020 v 2019



COMMUNITY



- In coordination with the Pima County Health Department and Paradigm Laboratories, the TAA launched a free COVID-19 testing site in the terminal focused on testing arriving passengers. A second location was opened outside of the terminal for the community at-large.
- Members of the TAA, TAAFD and TAAPD enrolled in a COVID-19 research study administered by the University of Arizona. Involvement in the voluntary program helped TAA protect against the coronavirus and contributed to a larger effort to better understand how the virus spreads.
- To promote the TAA's face covering mandate and encourage community members to #MaskUp, TUS-branded face masks were given away through multiple social media platforms. The TAA also supported the Tucson Metro Chamber's "Masks Mean Business And So Do We" initiative.
- In an effort to help attract more leisure travelers, the TAA partnered with Visit Tucson to promote the TUS Cares campaign and the wide-open spaces available in Southern Arizona.
- Food concessionaires at TUS earned the Pima County Health Department's "Ready for You" emblem which indicates the restaurant is complying with the minimum COVID-19 safety guidelines required by the PCHD.



Tucson Airport Authority Police Department

- ➔ The TAAPD continued in its role to provide exceptional safety, security and customer service to our passengers, tenants and other users of TUS.
- ➔ TAAPD joined the Southern Arizona Law Enforcement Foundation (SALEF), which is a community-focused group that hosts fundraisers and other events in support of law enforcement agencies.
- ➔ The TAAPD welcomed a third canine to its force. The canine and its handler, or the K-9 Team, were certified by the Transportation Security Administration. The specialized Explosive Detection Canine teams are also members of the Pima Regional Bomb Squad.

Tucson Airport Authority Fire Department

- ➔ The TAAFD continued to provide emergency response to airfield incidents in support of federal regulations.
- ➔ The Arizona Department of Health Services recognized TAAFD as a Premier Level Agency, making it one of just a handful in Pima County.
- ➔ The TAAFD remained committed to providing Advanced Life Support (ALS) services to passengers and airport employees. Newly hired Paramedics can now administer medications. They also have advanced skills including cardiac monitoring, administering IVs and pushing lifesaving medications.

Airport Employee Community Effort

- ➔ The Airport Employee Community Effort (AECE) Committee is an employee-run group advocating for local non-profits in the local Tucson community through fundraising efforts.
- ➔ Among the charitable organizations receiving funds was Arizona Greyhound Rescue, which is placing a bench at its new facility with money raised by TAA staff.
- ➔ The AECE Committee and TAA employees promoted multiple fundraisers, including virtual opportunities, to raise more than \$13,000 in 2020.
- ➔ The AECE Committee and TAAFD raised hundreds of dollars and collected numerous boxes full of new toys to support Toys for Tots and other local organizations within the airport's neighboring area.
- ➔ The TAAPD raised \$720 for a local family to Shop-with-a-Cop through their Hairy Holidays 2020 effort.
- ➔ The TAA maintained its partnership with the University of Arizona Alumni Association, Tucson Roadrunners Hockey and FC Tucson Soccer to promote TUS across different platforms to multiple audiences.

INTO THE FUTURE



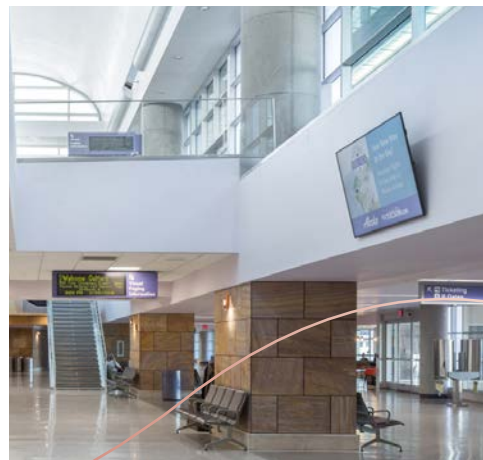


There is no crystal ball to show what 2021 will bring for the aviation industry; however, the Tucson Airport Authority will continue to work to achieve the goals set forth in the Three-Year Strategic Plan adopted by the TAA Board of Directors on August 5, 2020. We will continue to strive to provide the best for our passengers and community while advocating for additional air service, economic development and community engagement.

Here are a few projects that will start or continue in 2021:

- ➔ The first phase of the \$320 million Airfield Safety Enhancement Program will begin construction.
- ➔ Video “walls” will be installed above the arrival escalators welcoming passengers on their way to baggage claim.
- ➔ Design work will begin for the extension of Country Club Road on the TUS campus that will provide greatly improved access to shovel-ready development sites on the southeast side of the airfield.
- ➔ A terminal siting study will be conducted to determine, whether, when and where TUS may need to construct a new airline passenger terminal. The study is expected to take about a year before recommending what the needs are for the future.

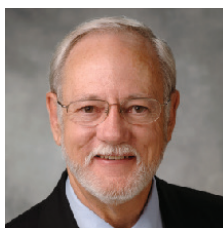
- ➔ A new electronic video information display and signage program is planned in 2021. The signage programs will include installations both inside the terminal and on roadways.



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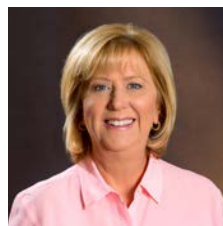
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