

2021 YEAR IN REVIEW

--

Tucson Airport Authority





TABLE OF CONTENTS



Leadership Perspective.....	3
TAA Infographic.....	5
Strategic Plan 2.0.....	7
Air Service.....	9
Marketing.....	11
Economic Development.....	13
Capital Development and Projects.....	15
Finance.....	19
Safety, Security, Customer Service	21
Community.....	25
2021 Board of Directors.....	27
2021 Executive Team.....	28

LEADERSHIP PERSPECTIVE



The Year 2021, like Year 2020, was a year that presented the Tucson Airport Authority (TAA) with tremendous challenges. To face the challenges, the TAA team updated, and the Board adopted, Strategic Plan 2.0, which continues our focus to provide a sustainable airport system and constantly pursue initiatives that promote and grow business opportunities. To reach our goals, it is important to continue to invest for success and develop strategies and systems that set the stage for our TAA members and the community. Then, execute and refine the efforts to position the TAA to be a fulcrum for regional prosperity.

Also, during the year our team of outstanding and dedicated airport professionals continued to focus on safety, security, and customer service, and showcased our commitment to the community through the “Nonstop for Tucson” marketing campaign.

SAFETY

- Maintained Airport Operating Certificate through demonstrated management and maintenance best practices, exceptional emergency management and public safety response to airport incidents/accidents
- Maintained highly regarded Global Biorisk Advisory Council STAR Accreditation for sanitizing protocols and cleaning practices
- Continued to invest and incorporate innovative technology into cleaning practices

SECURITY

- Maintained a high posture of aviation security readiness through the ongoing certification of the Canine Explosive Detection Teams (K-9 Teams)
- Maintained the highly coveted law enforcement accreditation through the Commission on Accredited Law Enforcement Agencies (CALEA), the agency that assesses police department practices and programs for compliance with best practices and industry standards

CUSTOMER SERVICE

- Continued award-winning public awareness campaign of “TUS Cares,” which is focused on the steps the TAA has taken to prevent the spread of COVID-19
- Provided a free COVID-19 testing site for passengers, employees, and the community
- Offered space at TUS and served as a COVID-19 vaccine point of distribution (POD) (free of charge) in partnership with the Arizona Department of Health Services, Pima County Health Department and Premier Medical Group, USA

Despite the COVID-19 pandemic continuing its impact on air travel, the TAA achieved significant milestones in other areas. While we did not break records with passenger growth, airlines showed confidence in Tucson International Airport (TUS) through increased service and seat capacity as compared to the

service and seat capacity offered in 2020. At the end of 2021, statistics reflect that TUS recovered approximately 85% of the passenger volume as compared to the pre-pandemic year of 2019. This level of recovery demonstrates that our airline partners recognize our community as resilient, strong, and ready to return to travel.

Ryan Airfield (RYN), our reliever airport and general aviation airport, did not experience the same impacts as TUS. RYN continued to operate with a mixed clientele of aviators focused on flight training and recreational flying (general aviation and military aircraft), with 104,000 operations in 2021.

The TAA remained focused on future capital needs and work continued on a myriad of airport infrastructure projects. The Airfield Safety Enhancement (ASE) Program, defined by the Federal Aviation Administration (FAA) as a safety and standards project, achieved significant milestones with the completion of the electrical vault, which will provide power to the new infrastructure, and the groundbreaking of the first of three Design-Bid-Build (DBB) projects, the End-Around Taxiway project. Ahead, you will read about additional capital improvement projects.

During 2021, the Arizona Department of Transportation (ADOT) released an airport system economic impact study, which analyzed the airport system's (TUS and RYN) regional effects for 2019. The TAA airport system exceeded \$8.3 billion, which is 12% higher than the 2018 economic impact study, which reflected a regional impact of \$7.4 billion. This report also quantified the number of jobs supported by TUS (45,785) and the economic impact of on-airport activities (\$4.9B) and visitor spending (\$805.7M). While we know the pandemic has since affected these figures, we are optimistic that our path to recovery and positive economic impact for our region will rebound and continue.

The FAA encourages all airports to be self-sustaining enterprises. The TAA has enjoyed great success because of the strong partnership it has with the airlines, concessionaires and other tenants and businesses that operate at either TUS or RYN. However, it is important that the TAA look at ways to diversify its revenue stream. To that end, the TAA is focused on the development of land, and in 2021 created the Commercial and Industrial Business Implementation Plan, which identifies the land available and our approach to commercial and industrial development. In partnership with Sun Corridor and local municipalities, we continued to work together to attract new businesses and increase economic development and growth in our region.

Our priorities are to remain focused on safety, security, and customer service, the restoration and attraction of new air service options, and to increase economic development to diversify our revenue stream while we continue to navigate the prolonged impacts of the COVID-19 pandemic. With the advocacy of the TAA Membership and our community to support TUS and RYN, we will emerge stronger as we work "Nonstop for Tucson."

We encourage you to learn more about how our aviation system has transformed in the following Year in Review.

Sincerely,



Danette Bewley
TAA President/CEO



Bruce Dusenberry
TAA Chair

TUCSON AIRPORT AUTHORITY

2021

BY THE NUMBERS



2,658

active airport badges

NOVEMBER 28

THE BUSIEST DAY
OF 2021, WITH
6,097 THROUGH THE
CHECKPOINTS



1,000+

questions from the public
answered directly through
[FlyTucson.com](https://www.flytucson.com)



870,000

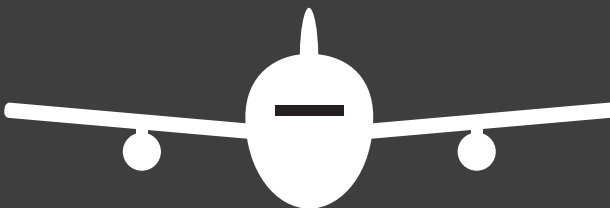
TUS TWITTER IMPRESSIONS



402

GALLONS OF LIQUID SOAP
USED IN TUS RESTROOMS

19 NONSTOP DESTINATIONS



322 ADDITIONAL CITIES CAN BE REACHED VIA A ONE-
STOP THROUGH FLIGHT OR ONE-STOP CONNECTION



531

Calls responded to by
TAA Fire/EMTs



ZERO

DISCREPANCIES DURING FAA PART 139 INSPECTION



AIRLINES SERVING TUS

49

Times TAA Police K-9
Teams were deployed



9,432

MAINTENANCE
WORK ORDERS
COMPLETED



4.2 MILLION

people reached on Facebook,
up 13.4% compared to 2020



\$7,500

IN SCHOLARSHIPS WERE AWARDED TO
PIMA COMMUNITY COLLEGE AVIATION
TECHNOLOGY PROGRAM STUDENTS

1,630

LIGHTS ON THE AIRFIELDS
AT BOTH TUS AND RYN



TAA APPROVED AND FACILITATED
TENANT IMPROVEMENT PROJECTS
AT TUS AND RYN

STRATEGIC PLAN 2.0



MISSION STATEMENT

“Provide a sustainable airport system and constantly pursue initiatives that promote and grow business opportunities.”

The Tucson Airport Authority (TAA), formed by state charter in 1948, provides Tucsonans, Southern Arizonans, and visitors with excellence in aviation services and facilities, hallmarked by unparalleled safety, security, and customer service.

The Strategic Plan was created in 2020 as the pandemic began its devastation on our industry and across the world. TAA leadership recognized the need to pivot and align the organization’s goals with the new reality. Strategic Plan 2.0, adopted in 2021, builds on the original strategic plan, and includes ambitious, yet achievable, goals that set the TAA on a four-year course of action for long-term success at TUS and RYN.

The TAA has established four “Strategic Initiatives” that will be sustained over the years of the plan and build on themselves each year. Each fiscal year has an accompanying “Rally Cry,” which is our annual call to action or focus for the year.

To reach our goals, it is important to continue to invest for success, accelerate performance, and develop strategies and systems that set the stage for our TAA members and the community. Then, we execute and refine the efforts to position the TAA to be a fulcrum for regional prosperity. Through each step of this plan, key performance metrics are included to measure our success.

FY 2022	TAKE OFF: INVEST FOR SUCCESS	UPGRADE TO FIRST CLASS SYSTEMS AND EFFICIENCIES	EXPAND PROSPERITY	CREATE EXTERNAL TAA CHAMPIONS	ACCELERATE PERFORMANCE
		Growing to Efficient Systems	Staging the Resources	Create Champions	Embed Capacity
		Achieve Efficiency	Execution and Engagement	We are the Champions	Connected Flow
		Systems are Centers of Excellence	Sustained Growth	Engage the Futurists	High- Performing, Engaged Workforce
FY 2023	CLIMB OUT: CONNECTED, FUNCTIONING SYSTEMS				
FY 2024	OPEN SKIES: HIGH PERFORMANCE				
FY 2025+	NEW DESTINATIONS: EMPLOYEE- DRIVEN AND COMMUNITY- ENGAGED CULTURE		Investigating New Opportunities	TAA as Fulcrum for Regional Prosperity	Recognition as Great Place to Work

AIR SERVICE



Although the pandemic is slow to subside, TUS steadily gained passengers during 2021 as airlines added flights to many destinations that had been reduced or suspended in 2020. Travel patterns changed, though it remains unclear which of these are long-lasting and which are only a short-term effect of the pandemic.

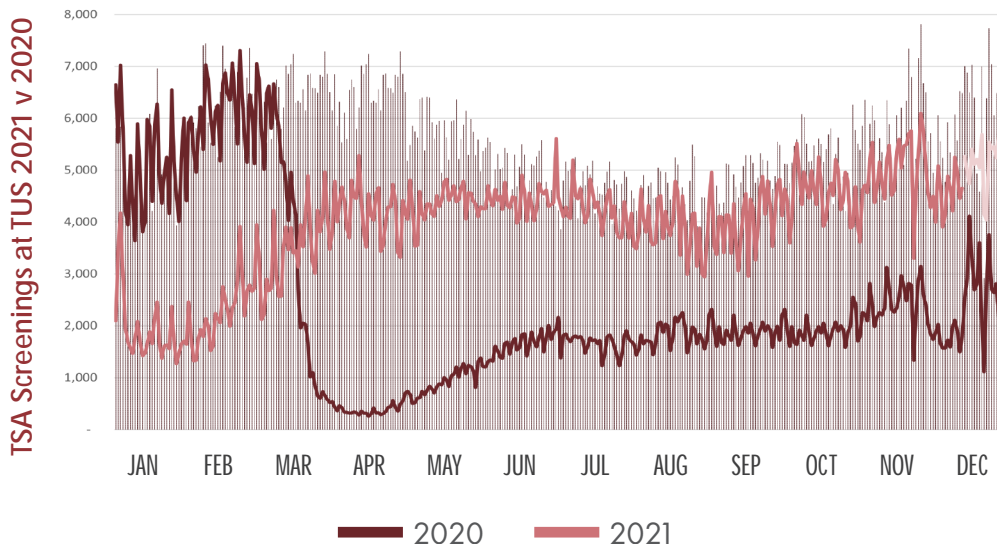
By October 2021, TUS had recovered almost 85% of its 2019 passenger traffic volume. As of the end of 2021, nine airlines offered service to 19 destinations. With a one-stop connection, passengers can reach more than 320 destinations around the

country and world.

Flights to and from destinations in California, which constitute more than 20% of total flights, are still well below 2019 levels. Air travel originating in the San Francisco Bay Area has been particularly impacted during the pandemic. Even so, six existing destinations from TUS have already surpassed their 2019 capacity.

TUS added two new nonstop routes in 2021:

- ➔ On November 18, Alaska Airlines launched nonstop flights to Paine Field (PAE) in Everett, Washington, allowing convenient access to the north side of the Seattle metro area. The flights are





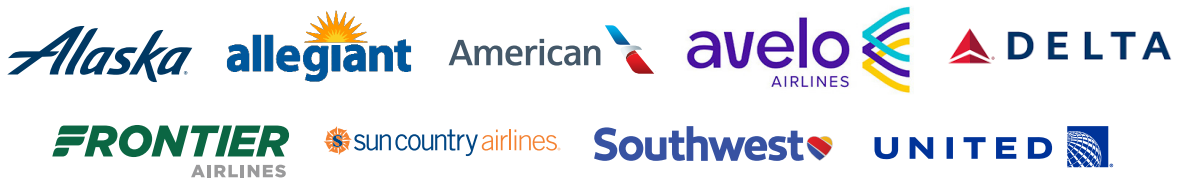
planned as seasonal.

- On December 16, Avelo Airlines introduced nonstop flights to Hollywood Burbank Airport (BUR), giving Southern Arizonans easy access to the Greater Los Angeles area without having to battle congestion at other Los Angeles basin airports*.

Airlines made several route changes from TUS during 2021:

- American and Southwest both reinstated flights to Los Angeles.
- Southwest reinstated flights to San Diego.
- Denver gained additional service from American and Southwest.
- American and Southwest brought back routes to Chicago.
- Houston was added by United and Southwest.
- American reinstated Dallas/Fort Worth service.
- American placed additional capacity at TUS through Phoenix.
- Frontier swapped out Denver service for Las Vegas. Allegiant suspended TUS service in late 2021 due to operational constraints at the airline.

Beginning in April 2021, over 80% of available seats at TUS were filled in every month except August, outpacing the US recovery. During that period, every continuing market except Los Angeles International Airport (LAX) exceeded that 80% average load factor benchmark. This high level of demand demonstrates a strong market and encourages airlines to consider growth at TUS in 2022.



*At the time of printing, Avelo Airlines notified TAA that they would be pulling service to BUR.

MARKETING



The TAA launched a new branding campaign to help restore confidence in TUS and to raise overall community awareness of the airport and its contribution to the Southern Arizona region.

The “Nonstop for Tucson” campaign was launched in February 2021 and advertised in local publications, digital platforms, social media, cable television, billboards, and was included in numerous community partnerships.

Since then, more than 73.5 million people have seen the campaign through paid mediums.

Some highlights of the campaign include:

- ➔ Investment in transit marketing to purchase a full Sun Link streetcar wrap and numerous Sun Tran public buses.
- ➔ Video commercials played during the Summer Olympics, live sporting events and primetime cable television shows.
- ➔ One-year billboard investment in Pinal County to remind Southern Arizonans of the importance of flying from TUS.
- ➔ Partnerships with FC Tucson Soccer, Tucson Roadrunners hockey team, and City of Tucson/Rio Nuevo Ice Rink, among others.



The TAA also increased its media outreach efforts sending out more than 25 press releases which garnered more than \$3.4 million in Advertising Value Equivalency (AVE) through earned media efforts. AVE places a monetary value on earned media coverage by measuring the column inches or broadcast seconds and multiplying these figures by a medium's average advertising rate.

AWARDS

During the year, the TAA either won or was a finalist for numerous public relations and marketing awards, including:

- ➔ 2021 Spirit of Service | Crisis Response Award, Arizona Governor's Office of Tourism, winner
- ➔ Airports Council International–North America (ACI-NA) MarCom, Brand Identity, finalist
- ➔ ACI-NA MarCom, Radio Advertising, finalist

ECONOMIC DEVELOPMENT



A priority for the TAA is to pursue commercial and industrial business development at TUS and RYN. While the COVID-19 pandemic has proved to be a challenge in the way business is conducted, the TAA is in a great position to leverage its many land assets to businesses looking to relocate to Southern Arizona.

To showcase TAA land assets, the TAA developed a Commercial and Industrial Business Implementation Plan. Launched October 1, 2021, this plan takes a deep dive into the land resources available

at both TUS and RYN, as well as how to do business with the TAA. The land available at TUS will be marketed as the Sonoran Commerce Center and is divided into four different areas based on the best use of the land. The plan has been shared with regional partners, national and international site selectors, and is available on the TAA website.

During calendar year 2021, the TAA moved forward on the following economic development projects, many of which were in coordination with our regional partners:

TUCSON INTERNATIONAL AIRPORT (TUS)

- ➔ Commercial and Industrial Business Implementation Plan | A plan that prescribes a method to bring the real property resources of TAA to market and highlights the land that can be developed into shovel-ready assets. Within the plan, resources and plans are identified for each development opportunity, including those that will require partnerships with national and regional entities.
- ➔ Sonoran Corridor | The TAA has closely followed the development of a proposed Sonoran Corridor route, which will ultimately streamline supply chains between Mexico and the United States. An announcement of the final route that connects Interstate 10 and Interstate 19 and passes right by the TUS campus via Alvernon Way was welcomed news for TAA. It will be years before the approximately 20-mile stretch is complete; however, TUS' proximity to this project area positions the TAA land well. This route will be a win for the TAA and for Southern Arizona as a whole.

RYAN AIRFIELD (RYN)

- ➔ Completion of Master Plan Update | The updated Master Plan provides a 20-year blueprint that responds to future airport demand by guiding timely development of new or expanded facilities, evaluates the airport's

capabilities, infrastructure needs and role in the economy in relation to forecasted aviation activity, and provides recommendations to ensure compatible land use surrounding the airport.

- ➔ Velocity Air/Double Eagle Aviation | Velocity Air relocated its flight school and training operation from TUS to RYN into a remodeled 10,000 square-foot facility. The TAA made improvements, which included repaving the aircraft apron area, installation of aircraft canopies to protect aircraft, and provided light aircraft tie downs, among other improvements.

CAPITAL DEVELOPMENT AND PROJECTS



Throughout the pandemic, capital development and various improvements continued in 2021. From progress on the Airfield Safety Enhancement (ASE) Program, the largest TAA project on record, to terminal advancements, the TAA has been focused on the work to improve TUS and RYN.

TUCSON INTERNATIONAL AIRPORT

Airfield Safety Enhancement Program (ASE)

After breaking ground in October 2020 on the ASE Program, a project 10 years in planning, the TAA team and its major construction partners started right away on construction of a new electrical vault. The vault was substantially complete at the end of 2021. The ASE Program, as defined, will transform the TUS airfield, which does not meet current FAA standards (yet is safe as confirmed by the FAA's annual inspection), to a condition that meets current FAA safety standards. The project includes the demolition of existing Runway 11R/29R; this runway will be relocated and reconstructed as an 11,000-foot x 150-foot parallel commercial runway.

In November 2021, another milestone was reached when the team broke ground on the End-Around Taxiway Project, which is one of three Design-Bid-Build (DBB) projects in the ASE Program. This first stage includes new Taxiways F, G, and D3. This project is also a collaboration with the Arizona Air National Guard, with plans to improve its Arm/De-Arm Pad, Gate B Entrance, and install an aircraft barrier arresting kit (BAK) system on Runway 3/21. The End-Around Taxiway Project is not expected to affect commercial airlines. The project is scheduled to be completed by January 2023.

Roadway Improvements

It is important for the TAA to maintain the infrastructure around the airport campuses to promote ease of access and egress. This year, two major roadway projects rehabilitated high-traffic areas that were at the end of their useful life. Most recently, sections of Airport Drive and Los Reales Road were repaved and sealed. These roads provide access to and from the parking garage, rental car facility and cargo facilities at TUS.



Before that, the majority of East Aero Park Boulevard received similar treatment. The roadway south of the airfield is the only access point landside for some of our largest stakeholders. Raytheon Missile and Defense, Bombardier, Mitsubishi Heavy Industry, and Skywest Airlines all have office space on Aero Park Drive. The TAA is proud to provide these necessary infrastructure improvements to support the work of our tenants.

New Jet Bridges

It is always exciting to improve facility infrastructure. In February 2021, the TAA installed a new jet bridge at Gate B1. Jet bridges are one of the most critical infrastructure systems that allow TUS to provide excellent customer service to our tenants and passengers. The new jet bridge system includes a tunnel, rotunda and cab, bag slide/stairs, a lower drive column and roof top air conditioning unit. In October 2021, another jet bridge was approved for Gate B6. This new jet bridge,

when installed, will provide flexibility for air carriers.

Escalator Video Boards

To welcome passengers and visitors to our community, the TAA installed two 16'x 5' video boards above each escalator leading to the baggage claim level. The "Welcome to Tucson" messaging provides passengers a friendly greeting that they are sure to remember. The video boards include graphics that contain key tourism attractions throughout the region as well as welcome messages for marketing partnerships, conferences, and events.

Airport Communication Center | Radio Integration Improvements

The Airport Communications Center (ACC), the airport systems' 9-1-1 center, is operated by a group of talented public safety professionals whose job is to dispatch emergency calls for service 24/7/365. To enhance public safety, every workstation in the ACC was upgraded and integrated into the Pima County Wireless Integration

CAPITAL DEVELOPMENT AND PROJECTS



Network (PCWIN) radio system, a regional communication platform. This new integration allows for seamless communication between our public safety teams (ACC, Police, Fire) and the surrounding public safety agencies in Southern Arizona.

RYAN AIRFIELD

Sanitary Sewer Completion

TAA capital development and economic development plans include RYN. However, RYN had some limitations with its sanitary sewer infrastructure, which was served through several septic systems, and limited future growth. To remedy the challenges, the TAA worked with two adjacent property owners in a cost-sharing agreement to bring Sanitary Sewer Service to RYN. The new sewer extends through the east side of the airport and will allow RYN to expand to meet the future demand. The sewer was completed in November 2021.

Automated Weather Observing Systems (AWOS)

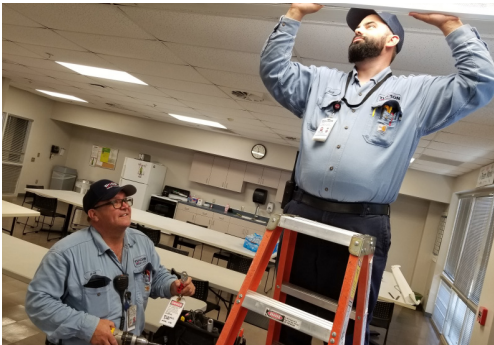
The RYN Automated Weather Observation System (AWOS) was replaced in 2021. The AWOS provides critical data to both the pilots and air traffic control to ensure a safe operation at the airfield. The project was funded 100% with FAA Airport Improvement Program grant funds.

TENANT IMPROVEMENTS

New Fuel Farm Nears Completion

The Tucson Fuel Farm Consortium, whose composition includes the airlines and is responsible to manage and maintain the fuel farm, invested \$28.8 million to relocate and upgrade the fuel farm at TUS. After thorough analysis, the airlines determined that a new above ground facility with expansion capabilities would best suit future needs.

An extensive lease renegotiation and tenant improvement review process was completed by TAA staff simultaneously to allow the project to move quickly. The project started construction in fall of 2020 and is anticipated to be fully operational in early 2022.



Aerovation

Situated on TAA land needed by the Arizona Air National Guard (AANG) for the construction of their main gate, sits the Aerovation Hangar. To expedite a complicated process, the TAA took the bold step to fund a new in-kind replacement hangar; construction is underway. Once finished in 2023, the current hangar will be demolished by the AANG to clear a path for the 162nd Wing to construct a state-of-the-art main gate. Through agreement, the AANG will reimburse the TAA for eligible costs when military construction funding is available.

Pima County Sheriff | New Location, New Hangar

To accommodate new aircraft to the already impressive fleet owned and operated by the Pima County Sheriff's Department, Pima County has committed to build a new 15,000 square-foot hangar facility with airfield access off Aeropark Boulevard. The business terms were approved by the Board in November 2021, and design of the new facility is underway.

FINANCE

Throughout fiscal year 2021, the TAA actively worked to maintain a sustainable business model while navigating the uncertainties presented by the COVID-19 pandemic. Our business approach also included a focus on avenues to diversify revenue sources.

With passenger-driven concession revenues accounting for nearly 40% of operating revenue, TUS terminal traffic was a key concern. Despite a weak start, with passenger counts lagging the anticipated budget level from October through February, a strong recovery in the second half of the fiscal year resulted in TUS serving 16.7% more passengers during the year than originally budgeted. While the TAA finished the year favorable to budget in all revenue categories, the strong travel recovery and historically high car rental rates contributed to an additional \$3.3 million in concession revenue compared to budget.

Overall, total operating revenue was \$5.1 million greater than budgeted.

While the TAA partnered closely with the airlines and tenants to ensure continuity of service and to maximize revenue, there was also concentration on controlling costs. Given the slow start of the fiscal year, personnel costs were reduced by leaving non-critical positions vacant. For long-term cost control, in April 2021 the TAA used existing resources to eliminate \$27.2 million of outstanding public safety pension liability. The anticipated savings from this action is more than \$15 million to be realized over the next 16 years. Discretionary spending on employee travel and other contractual services was also carefully monitored and reduced where possible, yielding further reductions in operating expenses. In total, the TAA's operating expenses were \$2.4 million less than budgeted.

Preliminary unaudited financial results for fiscal year 2021 are as follows (in millions):

	ACTUAL	BUDGET	VARIANCE
Operating Revenues	36.3	31.2	5.1
Operating Expenses	31.5	33.9	2.4
Net Operating Income Before Depreciation and Amortization	4.8	(2.7)	7.5
Capital Expenditures	4.7	4.7	0.0

The TAA never takes for granted the support from our federal and state partners. To date, the TAA has received or is expected to receive approximately \$80 million* in federal relief to maintain airport operations through the COVID-19 pandemic. These funds are being deployed to maintain our property and facilities, keep staffing at a level to operate the airport and capitalize on the travel recovery, and provide rent relief to our struggling TUS terminal tenants. This support is separate from the anticipated allocation from the recently signed Bipartisan Infrastructure Law (BIL).

The Airfield Safety Enhancement (ASE) Program also continues to benefit from federal grant funding. The current estimated cost to complete the ASE Program is more than \$350 million. Following Congressional testimony by TAA President and CEO Danette Bewley and a roundtable discussion with Senator Kyrsten Sinema and local leaders hosted at TUS, our elected leaders in Washington approved the BIL spending plan, which will provide TAA with additional funding over five years.

Relief Funds Received by Tucson Airport Authority

Award Year/Funding Relief Act	TUS	RYN	TOTAL
FY2020 - CARES	\$22,558,891	\$69,000	\$22,627,891
FY 2021 - CRRSA	\$5,960,449	\$57,162	\$6,017,611
Total	\$28,519,340	\$126,162	\$28,645,502
Pending Awards			
FY 2022 - ARPA	\$15,778,913	\$59,000	\$15,837,913
FY 2022 - BIL*	\$6,146,234	\$295,000	\$6,441,234
	\$21,925,147	\$354,000	\$22,279,147
Combined Awards	\$50,444,487	\$480,162	\$50,924,649

*The TAA will receive approximately \$32 million from the BIL over the next five years. BIL grants must be used to support projects.

SAFETY, SECURITY, AND CUSTOMER SERVICE



Embedded in the TAA culture is safety, security, and customer service. Every aspect of managing the airport system — from the parking lots to facilities to airfields — involves intentional effort to ensure a safe and secure environment so that airlines and businesses can operate effectively and efficiently, and customers can focus on their stress-free experience.

Safety

Airport compliance is regulated by the Federal Aviation Administration (FAA), and each year commercial service airports are carefully inspected by the FAA to retain their Airport Operating Certificate. The FAA inspection process consists of numerous phases of document review, evaluation of processes and training records, equipment evaluation and testing, and a comprehensive inspection of the airfield. To ensure readiness, the TAA relies on a highly skilled team from various departments including Maintenance, Airside Operations, Public Safety and several departments that serve in support roles. The TAA is proud to report it passed the inspection process for TUS in 2021.

Separate from the FAA annual inspection, but a federal distinction nonetheless, the TAA earned the FAA Safety Award for airfield hotspot mitigation efforts. This recognition, awarded by the FAA and the FAA Safety Team (FAAST), highlights our dedication to a safe airfield for all users.

Neighboring TUS is the Arizona Air National Guard (AANG), which operates the largest Air National Guard wings in the nation. The AANG mission is to train pilots in the F-16 Fighting Falcon, an aircraft used in air-to-air combat and air-to-surface attack and operates the premier F-16 fighter pilot training unit. As part of their readiness, AANG pilots conduct regular flight training. To ensure effective oversight and safety, the AANG and TAA entered into an agreement that allows the Supervisor of Flight (SOF) for the 162nd Wing to use the former air traffic control tower cab as a viewing perch. The elevation of the tower allows the SOF better visibility to operate a more efficient flying program. In this arrangement, the AANG will contribute to some of the major maintenance expenses associated with maintaining this iconic building.



Security

Protecting TAA property and providing public safety at TUS and RYN are the responsibility of the Tucson Airport Authority Police Department (TAAPD), who are duly sworn officers with the power to enforce laws in the State of Arizona, with special training in federal regulations and aviation security, and the Tucson Airport Authority Fire Department (TAAFD), who are responsible for emergency response to aircraft emergencies, incidents, accidents, and medical calls for service.

TAAPD

The TAAPD, accredited by the Commission on the Accreditation of Law Enforcement Agencies (CALEA), retained this elite distinction with re-accreditation in 2021. It was confirmed that TAAPD officers properly enforce Arizona Revised Statutes, and through partnership with the FAA, enforce zero-tolerance for unruly

behavior by passengers, and meet all Transportation Security Administration (TSA) aviation security regulations.

In addition, through the TSA Canine Explosive Detection Team Program (K-9 team), the TAA has three K-9 teams (officer handler/canine); the K-9 teams are certified each year. To compliment the K-9 teams, the TAAPD has an Explosive Ordnance Technician and Explosive Ordnance Disposal (EOD) robots to investigate suspicious objects. Members of the TAAPD K-9 team and the EOD Technician also serve as members of the Pima Regional Bomb Squad and respond to calls for service all over Southern Arizona.

Supporting the TAAPD are capable civilian staff, who serve in the Airport Communications Center (the airport's 9-1-1 center), airport security, police programs and emergency management staff.

SAFETY, SECURITY, AND CUSTOMER SERVICE



TAAFD

The TAAFD consists of firefighters and paramedics with the responsibility to respond to aircraft emergencies and accidents and life safety calls for service. These skilled team members have specialized training to operate the apparatus used for aircraft response, penetration, and evacuation, as well as rescue and recovery. Regulated by the FAA, the TAAFD must demonstrate speed and technical skills under rigorous testing.

TAAFD responded to 531 calls for service in 2021, an increase of 27% over 2020. TAAFD was also responsible for hosting a total of three COVID-19 vaccination clinics for airport employees during the year, which fully vaccinated 626 individuals.

Customer Service

While we cannot predict what the future holds for the aviation industry, there are positive indicators for the recovery of the TAA, TUS, and RYN. With the combination of additional



federal infrastructure assistance, increased air service capacity at TUS and the continued growth of “revenge” travelers, the TAA has an outlook that exemplifies the essence of being, “Nonstop for Customer Service.” It is important to the TAA that we deliver an exceptional passenger experience while advocating for additional air service, economic development, and community engagement.

Custodial and Maintenance

The TAA is highly committed to the safety of our employees, tenants, and customers. That said, the TAA’s custodial and maintenance teams provide a safe and clean facility for passengers, tenants, and employees. The facility, noted as clean and sanitary by our tenants and customers, is a result of our high standard of care. We are proud to have signage placed throughout TUS that informs our customers that the airport has earned Global Biorisk Advisory Council (GBAC) STAR accreditation.

COMMUNITY



The TAA is proud to support Southern Arizona communities through various outlets. From fundraising through the Airport Employees Community Effort (AECE) to partnering with local professional sports teams, the TAA increased its community outreach efforts in 2021.

- ➔ In coordination with the Arizona Department of Health Services (AZDHS), Pima County Health Department (PCHD) and Paradigm Labs, the TAA continued to offer free COVID-19 testing within the terminal. While the testing was focused on arriving and departing passengers, the site was also open to the community. More than 45,000 tests were administered through December 2021.
- ➔ To assist our community with COVID-19 preventative measures,



TUS became a vaccination Point of Dispensing (POD). The clinic, which also offered booster shots, was established in coordination with AZDHS, PCHD and Premier Medical Group, USA. 1,238 doses were distributed to the community.

- ➔ After nearly 15 months of closure, the Military Lounge reopened with limited capacity for Active Duty traveling military personnel. The Military Lounge, which was renovated in 2019 and reopened in 2020 for just two months before being closed due to the pandemic, is fully stocked with entertainment, lounge chairs and refreshments.
- ➔ The TUS Warm Welcome Volunteers returned to service at the end of 2020 to assist passengers throughout the terminal. Whether it was to direct a lost passenger or



- provide recommendations for activities to do in Tucson, our volunteers are frontline customer service agents available for passengers. Several volunteers are now able to proceed post-security to assist passengers on the concourse.
- ➔ The TUS Arts and Culture Program continued to curate and showcase local artwork in three temporary exhibit areas. In addition, nine new pieces joined the TUS permanent art collection, including two large sculptures and seven canvas paintings.
 - ➔ The TAA partnered with numerous chambers of commerce and supported respective annual events; this level of engagement demonstrated that TAA is integral to the fabric of the community.
 - ➔ The Airport Employees Community Effort (AECE) Committee is an employee-managed group responsible for partnering with local non-profits to fundraise and raise awareness of local community needs.
 - ➔ The TAA hosted its first blood drive in July for the American Red Cross since the onset of the pandemic.
 - ➔ The AECE Committee, TAA Fire Department and numerous airport tenants participated in the KVOA Season 4 Hope, which collected donations for Toys for Tots, Community Food Bank of Southern Arizona and the Diaper Bank of Southern Arizona during the holiday season.
 - ➔ The TAA Police Department raised more than \$700 for a local family to Shop-with-a-Cop through their Hairy Holidays 2021 effort.
 - ➔ In addition to AECE commitments, TAA employees have the option to have funds directly sent to a non-profit of their choosing through payroll; nearly \$9,500 was donated to 15 different agencies.
 - ➔ In recognition of the 20th anniversary of 9/11, the TAA provided lunch to FAA, TSA and the Air National Guard Aerospace Control Alert (ACA) detachment stationed at Davis-Monthan AFB.

2021 TAA BOARD OF DIRECTORS

--



CHAIR
Bruce L. Dusenberry
President
Horizon Moving Systems



VICE CHAIR
Mike Hammond
Founder/Principal
Cushman & Wakefield/
PICOR Commercial
Real Estate Services



TREASURER
**William
Assemacher**
CEO
CAID Industries,
Incorporated



SECRETARY
**Keri L.
Silvyn**
Partner
Lazarus & Silvyn,
PC



DIRECTOR
Rob Draper
Dealer Principal &
General Manager
O'Rielly Motor Co. &
O'Rielly Chevrolet, Inc



DIRECTOR
**Sally G.
Fernandez**
President
Safety Dynamics,
Inc.



DIRECTOR
**Todd
Jackson**
Partner
Jackson & Oden,
P.C.



DIRECTOR
Judy Rich
President and CEO
TMC HealthCare and
Tucson Medical Center



DIRECTOR
Phil Swaim
President
Swaim Associates
Ltd.



IMMEDIATE
PAST CHAIR
**Taunya
Villicana**
Co-Founder/CEO
Affinity Wealth
Management
Arizona

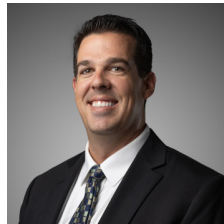
2021 TAA EXECUTIVE TEAM



Danette Bewley, A.A.E.
President and Chief Executive Officer



Bruce Goetz, A.A.E., A.C.E.
Executive Vice President and Chief Operating Officer



Kirk Eickhoff, CPA
Vice President of Finance and Chief Financial Officer



Twyla Salaiz
Vice President and Chief People Officer



Chris Schmaltz, C.M.
Vice President and General Counsel



Mike Smejkal, A.A.E., PE
Vice President of Planning and Engineering



John Voorhees
Vice President and Chief Commercial Officer

**TUCSON
AIRPORT
AUTHORITY**

7250 S Tucson Blvd
Tucson, AZ 85756
FlyTucson.com

