

**TUCSON AIRPORT AUTHORITY | Executive Council**  
**June 2, 2021 | Immediately following the Board of Directors Regular Meeting that begins at 3:00 p.m.**  
**Remote Participation Only**

Pursuant to A.R.S. § 38-431.02, notice is hereby given to the members of the Tucson Airport Authority (TAA) and to the public that the **Executive Council** will hold a meeting open to the public on **Wednesday, June 02, 2021, immediately following the Board of Directors Regular Meeting that begins at 3:00 p.m.** The meeting will be held by video and telephonically via the remote participation platform Webex. A link for members of the public to view the meeting will be posted along with the agenda at the web address below.

<https://www.flytucson.com/taa/public-meeting-information/>

The agenda for the meeting is as follows:

**CALL TO ORDER | ROLL CALL**

- |  |  |
|--|--|
| <input type="checkbox"/> Bruce Dusenberry, Chairperson | <input type="checkbox"/> Bill Assenmacher, Treasurer |
| <input type="checkbox"/> Mike Hammond, Vice Chair      | <input type="checkbox"/> Phil Swaim, Director        |
| <input type="checkbox"/> Keri Silvyn, Secretary        |  |

**WELCOME AND INTRODUCTIONS**

**APPROVAL OF MINUTES**

1. The Executive Council will consider and may approve the minutes from the Executive Council meeting held on December 15, 2020.

**EXECUTIVE SESSION**

The Executive Council, upon a majority vote, may convene into executive session as posted for the following:

2. Pursuant to A.R.S. § 38-431.03(A)(1): For discussion or consideration of performance expectations for 2021 for President and Chief Executive Officer Danette Bewley.

**RECONVENE IN REGULAR SESSION**

**ACTION ITEM**

**3. PRESIDENT AND CEO PERFORMANCE EXPECTATIONS FOR FY2021**

The Executive Council will consider and may adopt Resolution No. EXEC 2021-01 approving the performance expectations for President and CEO Danette Bewley for the fiscal year ending September 30, 2021.

**NEXT MEETING**

If required, the Council will determine the date, time, and location of the next meeting.

**ADJOURN**

## DRAFT MINUTES

TUCSON AIRPORT AUTHORITY | Executive Council Meeting  
December 15, 2020 | 2:00 p.m. | Remote Meeting

THIS COUNCIL MEETING WAS A REMOTE PARTICIPATION ONLY MEETING. COUNCIL MEMBERS PARTICIPATED VIA WEBEX AND THE PUBLIC WAS PROVIDED WITH A LINK AND PHONE NUMBER/CODE WHICH THEY WERE ABLE TO JOIN THE MEETING VIA WEBEX.

### CALL TO ORDER | ROLL CALL

Chairperson Villicana called the meeting to order at 2:08 p.m.

**Members Present:** Chairperson Taunya Villicana, Vice Chair Bruce Dusenberry, Secretary Rob Draper, and Treasurer Bill Assenmacher

**Members Absent:** Director Judy Rich

**Staff Present:** President and CEO Danette Bewley, V.P. and General Counsel Christopher Schmaltz, and TAA Clerk Byron Jones

### ACTION ITEM

1. Approve the minutes from the Executive Council meeting held on November 9, 2020.

**MOTION BY Secretary Draper, SECONDED BY Treasurer Assenmacher, to APPROVE the minutes from the Executive Council meeting held on November 9, 2020. The motion carried by the following vote:**

**Ayes 4 – Chairperson Villicana, Vice Chair Dusenberry, Secretary Draper, and Treasurer Assenmacher**

### EXECUTIVE SESSION

2. Pursuant to A.R.S § 38-431.03(A)(4): Discussion or consultation with the attorneys of the Tucson Airport Authority in order to consider its position and instruct its attorneys regarding its position on the contract with Danette Bewley that are the subject of negotiations.

#### COUNCIL DISCUSSION

Chairperson Villicana asked the Council if anyone had any questions that needed to be addressed in executive session; otherwise, the Council could proceed with voting on the employment agreement.

**Secretary Draper asked for clarification regarding the extension provision contained in Clause 3.b. Which party has the option to renew the contract, the TAA or the President and CEO?** V.P. and General Council Christopher Schmaltz explained that the wording was a carryover from the original contract, which was for a shorter period of time and could be renewed. It does not have any

# DRAFT MINUTES

substantive meaning, but the effect of the clause is that the contract may be extended if mutually agreed to by both the TAA and the President and CEO.

## ACTION ITEM

3. The Council will consider and may adopt Resolution No. EXEC 02-2020, approving an employment agreement between the Tucson Airport Authority and President and CEO Danette Bewley.

**MOTION BY Secretary Draper, SECONDED BY Treasurer Assenmacher, to ADOPT Resolution No. EXEC 02-2020, approving an employment agreement between the Tucson Airport Authority and President and CEO Danette Bewley. The motion carried by the following vote:**

**Ayes      4 –    Chairperson Villicana, Vice Chair Dusenberry, Secretary Draper, and Treasurer Assenmacher**

## ADJOURNMENT

There being no further business to discuss, Chairperson Villicana adjourned the meeting at 2:14 p.m.

## APPROVED BY:

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Keri Silvyn, Secretary

## Prepared by:

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Byron M. Jones, CMC, CAP, TAA Clerk

Date: \_\_\_\_\_

Resolution No.

EXEC 2021-01

**A RESOLUTION OF THE EXECUTIVE COUNCIL OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING THE PERFORMANCE EXPECTATIONS FOR PRESIDENT AND CEO DANETTE BEWLEY FOR THE FISCAL YEAR ENDING SEPTEMBER 30, 2021.**

**BE IT RESOLVED** by the Executive Council of the Tucson Airport Authority, Inc., as follows:

The Executive Council hereby approves the performance expectations for President and CEO Danette Bewley for the fiscal year ending September 30, 2021, attached hereto as Exhibit A, and authorizes the TAA Chairperson to sign the document.

**PASSED AND ADOPTED** by the Executive Council of the Tucson Airport Authority, Inc., this second day of June 2021.

\_\_\_\_\_  
Bruce Dusenberry, Chairperson

ATTEST:

\_\_\_\_\_  
Keri Silvyn, Secretary

APPROVED AS TO FORM:

\_\_\_\_\_  
Christopher Schmaltz, Vice President and  
General Counsel

EXHIBIT A

**2021 Annual Expectations**

TAA President and Chief Executive Officer  
Danette Bewley

<b>Employee Name</b>	Danette Bewley	<b>Date</b>	2.1.21
<b>Position</b>	President/CEO	<b>Department</b>	101
<b>Supervisor</b>	Bruce Dusenberry	<b>Department</b>	
<b>Position</b>	Board Chair		

2021 Annual Expectations	
Leader/Executive Role: CEO/President drives the culture internally and externally for organizational impact.	
Meets Expectations	Exceeds Expectations
<p><b>Internal (Partner: CPO):</b> Continued the <b>internal cultural revolution</b> to increase performance and accountability at all levels of the organization.</p> <p><b>Success:</b></p> <ul style="list-style-type: none"> <li>Established the Chief People Officer role and hired a proven leader/change agent, who fully staffed the People Operations team and activated key talent strategies and systems to enhance organizational culture and performance.</li> </ul> <p><b>External</b> (Partners: Board Chair, Lisa Lovallo): Engaged and focused stakeholder influencers and built Board/Council efficiencies and contribution.</p> <p><b>Success:</b> <b>Stakeholders:</b> Created an influencer map; trust and collaboration established with Chuck Huckelberry (County), Mayor Regina Romero (City), and Joe Snell (economic development).</p> <ul style="list-style-type: none"> <li><b>Board/Council:</b> Articulated a statement of desired culture; began putting plans in place for continued modernization and efficiency; less tax on TAA. (Partners: General Counsel, Board Chair).</li> <li>Bi-weekly calendared discussions with Board Chair; effectively and efficiently coordinated Board business.</li> </ul>	<p><b>Exceeds Expectations Internally</b> Organizational capacity and performance shows demonstrated improvement in target areas: ET, People Operations, IT, Finance succession, Marketing/Comms, CCO development.</p> <p><b>Exceeds Expectations Externally</b> <b>Stakeholders:</b> *with COVID considerations Key influencers proactively reached out to President/CEO to engage and build alliances. Established a small “<b>Kitchen Cabinet</b>” (of no more than 5 key influencers) that supported win/win activities.</p> <p><b>Board/Council Success:</b></p> <ul style="list-style-type: none"> <li>The Board Chair led a process that modernized TAA’s bylaws that: (1) clarified areas that were confusing/open to interpretation; (2) performance expectations of Board and Council members were made clear and were upheld.</li> <li>Board Chair and CEO established a strong partnership that more quickly activated strategic initiatives within the Board and TAA organization.</li> </ul>

**Functional Manager: The President/CEO is responsible for the creation and execution of a living Strategic Plan.**

**Ensure delivery of the Strategic Plan (living document) based on evolving circumstances.** (Partner: COO, ET)

**Success:**

- Milestone deliverables are amended and measured quarterly; deliverables for the year are achieved.

**Realign and develop the organization to deliver the Strategic Plan:** structure, clarity, right people right roles, within established budget.

- Worked with ET to execute first-ever Strategic Workforce Planning; prioritized sequence of initiatives and budget to achieve goals over multiple years.
- Key hires (CPO, CTO, VP Finance) were in place and operable for Q4 at minimum.
- Transitioned Air Service Development to CCO in Q4

**Success:**

- COO managing most internal operations; CEO/President providing insight and oversight.
- Appropriately staffed and aligned Executive Team in place with individual and team development goals.
- Key Hires: CPO, CTO, VP Finance/CFO

**Develop a sustainable business model aligned to post-COVID financial reality.** (Partners: CFO, CCO)

**Success:**

- Delivered plan with responsible use of CARES Act funds
- Created a 3-year financial model with low, medium, and high targets and plans.
- Defined priorities for a Commercial and Industrial Implementation Plan.

**Exceeds Expectations on Strategic Plan:**

**Success:**

- ET proactively updated the multi-year strategy by August 2021 to run on FY timing with oversight by the President/CEO.

**Exceeds Expectations on Organization:**

- Build the structure and framework for Strategic Support Structures: Transform People Operations, IT, Finance, and Marketing/Communications into strategic resources that enable business managers to achieve their goals. (Partner: Consultant)
- Assessment and realignment of Director/Manager roles and structures were evaluated; change management plan began. (Consultant/CPO)

**Exceeds Expectations on Business Model:**

- Amended Airline Lease Agreement with airlines either in place or created for FY22 (this requires concurrence of airline partners).

**Individual Contributor Role (Subject Matter Expert)**

**Recognition for CEO/President mindset and skills:**

- A positive change agent: provoking continuous improvement and exploring what is possible.
- Recognized as being collaborative and accessible.
- Recognized for integrity: trustworthy and authentic.
- A champion for airport safety, security, and customer service.

**Exceeds as Individual Contributor:**

- Scaled the cultural transformation by hiring and empowering experienced leaders and change agents at key levels.
- Provided the development resources and experiences to empower existing ET members to lead at a systems level.

Personal Development (Continuous Improvement)	
<p><b>Success:</b></p> <ul style="list-style-type: none"> <li>Made a shift from being an operator to a CEO by thinking systemically and reserving “white space” to think more strategically and drive the organization via clear expectations, empowerment, and accountability measures.</li> <li>Financial Acumen: With VP Finance/CFO, linked Strategic Workforce Planning to a multi-year budget to right-size organizational structures and processes.</li> <li>Communications viewed by Board to be more succinct and appropriate to the President/CEO role.</li> </ul>	<p><b>Exceeds Personal Development:</b></p> <ul style="list-style-type: none"> <li>Created a collaborative partnership with the Board Chair and Board that enabled greater efficiencies and role clarity; noticeably reduced meeting time while increasing effectiveness.</li> <li>Financial Acumen: In partnership with new VP Finance/CFO, built financial acumen across all levels of the ET.</li> </ul>

<b>Employee Signature</b>		<b>Date</b>	
<b>Manager Signature</b>		<b>Date</b>	
<b>Revision/Signatures/Notes</b>		<b>Date</b>	