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**TUCSON AIRPORT AUTHORITY | Executive Council Meeting  
August 23, 2021 | 3:30 p.m. | Remote Participation Only**

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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 **Monday, August 23, 2021, beginning at 3:30 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 no less than 24 hours prior to the meeting.

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

The agenda for the meeting is as follows:

**1. CALL TO ORDER | ROLL CALL | WELCOME AND INTRODUCTIONS**

- |   |  |
|---|--|
| <input type="checkbox"/> Bruce Dusenberry, Chair  | <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   |  |

**2. ACTION ITEMS**

- a. **APPROVAL OF MINUTES:** Approve the minutes from the Executive Council meeting held on June 2, 2021.
- b. **UPDATES TO THE TAA HOLIDAY SCHEDULE:** The Executive Council will consider and may adopt Resolution No. EXEC 2021-02 approving an eleventh paid holiday benefit for TAA employees.
- c. **UPDATES TO THE TAA LEAVE POLICY:** The Executive Council will consider and may adopt Resolution No. EXEC 2021-03 approving changes to the TAA Leave Policy.
- d. **UPDATES TO THE TAA COMPENSATION PLAN:** The Executive Council will consider and may adopt Resolution No. EXEC 2021-04 approving the updated Tucson Airport Authority Compensation Plan, to be effective October 1, 2021.

**3. NEXT MEETING**

If necessary, the Executive Council will determine the date, time, and location of the next meeting or direct the TAA Clerk to schedule the next meeting.

**4. ADJOURN**

**TUCSON AIRPORT AUTHORITY | Executive Council Meeting**  
**June 2, 2021 | Immediately following the Board of Directors Regular Meeting that begins at 3:00 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 Dusenberry called the meeting to order at 4:41 p.m.

**Members Present:** Chairperson Bruce Dusenberry, Vice Chair Mike Hammond, Secretary Keri Silvyn, Treasurer Bill Assenmacher, and Director Phil Swaim

**Members Absent:** None

**Others Present:** Jan Hill, Consultant, Hill Enterprises, Inc.

**Staff Present:** President/CEO Danette Bewley, Executive VP/Chief Operating Officer Bruce Goetz, VP/Planning and Engineering Mike Smejkal, VP/General Counsel Christopher Schmaltz, VP/Chief Financial Officer Kirk Eickhoff, Deputy General Counsel Kim Ryan, IT Application Design Administrator Matthew Chandler, and TAA Clerk Byron Jones

**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.

**MOTION BY Treasurer Assenmacher, SECONDED BY Secretary Silvyn, to APPROVE the minutes from the Executive Council meeting held on December 15, 2020. The motion carried by the following vote:**

**Ayes 5 – Chairperson Dusenberry, Vice Chair Hammond, Secretary Silvyn, Treasurer Assenmacher, and Director Swaim**

**Nays 0 – None**

**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.

**MOTION BY Treasurer Assenmacher, SECONDED BY Director Swaim, to CONVENE into executive session. The motion carried by the following vote:**

**Ayes 5 – Chairperson Dusenberry, Vice Chair Hammond, Secretary Silvyn, Treasurer Assenmacher, and Director Swaim**

**Nays 0 – None**

The Executive Council convened into executive session at 4:46 p.m.

### **RECONVENE IN REGULAR SESSION**

The Executive Council returned to regular session at 5:32 p.m.

### **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.

**MOTION BY Secretary Silvyn, SECONDED BY Director Swaim, to ADOPT Resolution No. EXEC 2021-01 approving the performance expectations for President and CEO Danette Bewley for the fiscal year ending September 30, 2021. The motion carried by the following vote:**

**Ayes 5 – Chairperson Dusenberry, Vice Chair Hammond, Secretary Silvyn, Treasurer Assenmacher, and Director Swaim**

**Nays 0 – None**

### **NEXT MEETING**

No meeting was required at this time.

### **ADJOURN**

There being no further business to discuss, Chairperson Dusenberry adjourned the meeting at 5:35 p.m.

### **APPROVED BY:**

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

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

**Prepared by:**

\_\_\_\_\_  
Byron M. Jones, CMC, TAA Clerk

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

DRAFT

**Date:** August 23, 2021

**To:** TAA Executive Council  
**From:** Twyla Salaiz, Vice President/Chief People Officer  
**Re:** **TAA Observed Holiday Schedule**

**Background:**

Recently, the federal government added a new federal holiday, Juneteenth, marking the end of slavery in the United States. Our federal partners supporting the airport now include this as one of their holidays.

**Strategic Plan | Analysis**

While Arizona municipalities have yet to determine if Juneteenth will become a holiday, TAA would like to be a leader in our community with acknowledging this important civil rights day by adding Juneteenth as a TAA observed holiday. In our path to Employer of Choice, Diversity and Inclusion is a key element in achieving this designation.

**Cost Analysis:**

The cost to add one (1) holiday (for a total of eleven (11) paid holidays) will be limited to non-exempt employees being paid extra time if they must work the holiday.

<b>Current</b>	<b>Proposed</b>
New Year’s Day	New Year’s Day
Martin Luther King Day	Martin Luther King Day
Cesar Chavez Day	Cesar Chavez Day
Memorial Day	Memorial Day
Independence Day	Juneteenth
Labor Day	Independence Day
Veteran’s Day	Labor Day
Thanksgiving Day	Veteran’s Day
Day After Thanksgiving Day	Thanksgiving Day
Christmas Day	Day After Thanksgiving Day
	Christmas Day

**Recommendation:**

TAA management recommends the Executive Council adopt Executive Council Resolution No. EXEC 2021-02 to approve the new holiday schedule of 11 paid holidays per year.

**A RESOLUTION OF THE EXECUTIVE COUNCIL OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING AN ELEVENTH PAID HOLIDAY BENEFIT FOR TAA EMPLOYEES.**

**WHEREAS**, the Resolution on Delegated Authority adopted by the Board of Directors on June 2, 2009, invests in the Executive Council the full authority of the Board of Directors with respect to increases in employee benefits; and

**WHEREAS**, *Juneteenth* is the oldest national celebration marking the end of slavery in the United States and is observed annually on June 19 to commemorate the arrival of Union troops in Galveston, Texas, on June 19, 1865, with news that the Civil War had ended and that all slaves were free; and

**WHEREAS**, on June 17, 2021, President Joseph R. Biden signed legislation making *Juneteenth* a federally observed holiday; and

**WHEREAS**, the TAA desires to be a regional leader by acknowledging this important civil rights day by adding it as a TAA observed holiday; and

**WHEREAS**, the Executive Council agrees that embracing the concepts of diversity and inclusion will benefit the organization as it aspires to become an “Employer of Choice” in Southern Arizona.

NOW, THEREFORE, BE IT RESOLVED BY THE EXECUTIVE COUNCIL OF THE TUCSON AIRPORT AUTHORITY, INC., AS FOLLOWS:

1. Juneteenth is approved as the eleventh paid holiday benefit for employees of the TAA; and
2. The revised holiday schedule, presented below, is approved.

**REVISED HOLIDAY SCHEDULE:**

New Year’s Day
Martin Luther King Day
Cesar Chavez Day
Memorial Day
Juneteenth
Independence Day
Labor Day
Veteran’s Day
Thanksgiving Day
Day After Thanksgiving Day
Christmas Day

**Total: Eleven (11) paid holidays per calendar year.**

PASSED AND ADOPTED by the Executive Council of the Tucson Airport Authority, Inc., this 23rd day of August, 2021.

\_\_\_\_\_  
Bruce Dusenberry, Chair of the Board

ATTEST:

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

APPROVED AS TO FORM:

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

Date: August 23, 2021

To: TAA Executive Council  
From: Twyla Salaiz, Vice President/Chief People Officer  
Re: Leave Policy Changes

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**Background:**

As part of our strategic planning, TAA leadership has examined many aspects of how we manage the operation and business. This includes our current leave policy benefits for employees.

To be competitive, provide a healthy work environment, and retain creative high performing team members, the TAA needs to change its employee leave policies. The current leave policies do not communicate that TAA is an “employer of choice.” They are bureaucratic and disincentivize an employee taking vacation time versus banking time and incentivize substituting sick time for vacation time. New employees start with limited vacation time (which is slowly accrued) and cannot use that time for 6 months. Current leave offered to experienced professionals on hire is not competitive and discourages high level potential employees from joining TAA.

Medical research concludes taking time away from work decreases heart issues, stroke, and stress. In multiple validated studies, taking vacation time leads to increased employee productivity, creativity, and quality of work.

**Strategic Plan | Analysis**

TAA’s strategic people goals are to attract top talent, build high performing teams and be recognized as an “employer of choice.” In reviewing 30 companies recognized nationally as top employers, every organization allows use of time off within 30 days of employment and provides 15 days to unlimited vacation in year one. All have paid maternity leave and various forms of parental leave. Providing and supporting time away from work is a critical component to get top employer recognition and achieve the best performance from TAA talent.

The proposed leave policy changes focus on three primary areas: 1) the types and amount of leave offered to employees and its availability; 2) remaining compliant with Arizona’s sick leave requirements but shifting available time from excess sick leave to vacation time; and 3) capping the amount of vacation banked time allowed and eliminating the vacation sellback for employees.

The primary proposed change encourages employees to take vacation through increased vacation time, making that time available at hire, and eliminating vacation sell back. The amount is determined by career experience/role criticality within a tiered system connected to the TAA Compensation Plan. Sick time is reduced by 1 week and unused sick time can be banked for future use. Multiple family



friendly leaves are added for expectant mothers, adoption, supporting parents, and elder care. The changes are captured below in this table:

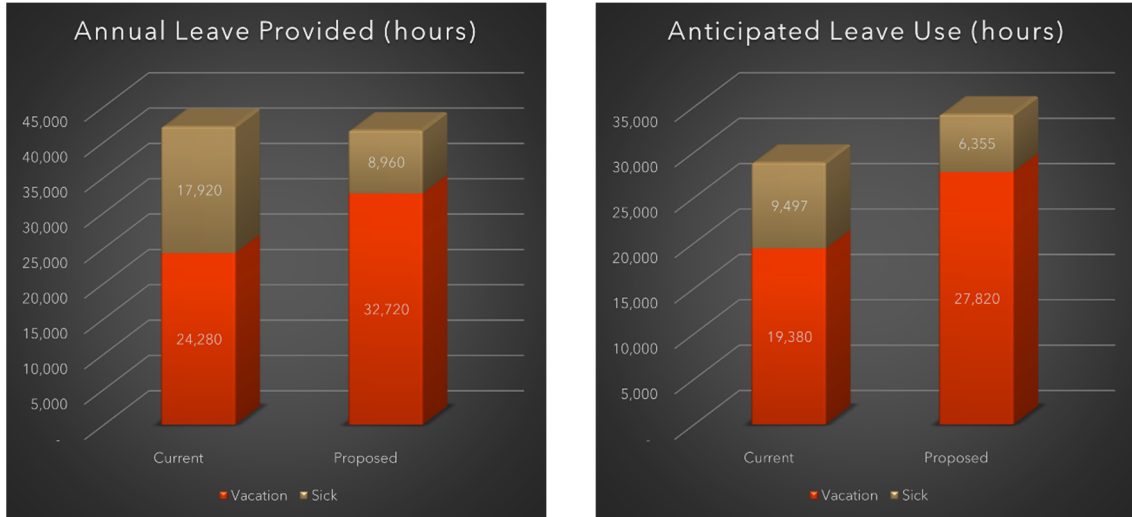
Leave Type	Current	Proposed*
<b>Vacation</b>	<ul style="list-style-type: none"> <li>• 10 – 20 days accrued by pay period               <ul style="list-style-type: none"> <li>– 1-5 years 10 days</li> <li>– 6-10 years 15 days</li> <li>– 10+ 20 days</li> </ul> </li> <li>• Increases in 5-year increments</li> <li>• Available as earned after 6-month probation</li> <li>• Bank limit of 400 hours, paid-in-full at separation</li> <li>• Vacation payout of banked hours</li> </ul>	<ul style="list-style-type: none"> <li>• 12-25 days based on tenure, experience, and/or role               <ul style="list-style-type: none"> <li>– Tier 1: New Hire, 0-5 years 12 days</li> <li>– Tier 2: 5-10 years 17 days</li> <li>– Tier 3: 10-15 years 22 days</li> <li>– Tier 4: 15+ years 25 days</li> </ul> </li> <li>• Tiered system with new hire entry at every Tier, move to next Tier with tenure/promotion</li> <li>• Front loaded, available to use on day 1 of employment</li> <li>• Bank limit of 320 hours, paid-in full upon separation</li> <li>• No vacation payout of banked hours</li> </ul>
<b>Sick</b>	<ul style="list-style-type: none"> <li>• 80 hours annually, use or lose</li> <li>• Accrued by pay period, use as accrue</li> </ul>	<ul style="list-style-type: none"> <li>• 40 hours annually, bank up to 160 hour and no pay out at termination</li> <li>• Accrued by pay period but front loaded at hire, available to use on day 1 of employment</li> </ul>
<b>Maternity/ Parental</b>	<ul style="list-style-type: none"> <li>• FMLA, unpaid</li> </ul>	<ul style="list-style-type: none"> <li>• 12 weeks/4 weeks paid</li> </ul>
<b>Emergency Family Care</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• 4 weeks, entire tenure of employee</li> </ul>
<b>Compassionate Leave</b>	<ul style="list-style-type: none"> <li>• 1 Week, can be granted multiple times</li> </ul>	<ul style="list-style-type: none"> <li>• Goes away replaced by Emergency Family Care</li> </ul>

**Cost Analysis:**

These changes are expected to have minimal financial impact on TAA. Increased use of vacation time by employees has no direct cost to TAA, and smart scheduling and increased productivity (directly connected to our strategic planning efforts) will mitigate potential overtime costs that might arise from increased vacation use. If the costs (financial, productivity or otherwise) exceed the benefits anticipated, we are positioned to adjust the program accordingly.

Any potential costs, including possible productivity reduction, are far outweighed by the gains in morale, workforce health and engagement, and TAA’s ability to attract high performing talent. These changes will result in a better, more engaged TAA workforce.

Current leave time use compared to anticipated proposed leave time use table:



**Recommendation:**

TAA management recommends the Council adopt Executive Council Resolution No. EXEC 2021-03 to approve the proposed changes to the Tucson Airport Authority Leave Policy.

**A RESOLUTION OF THE EXECUTIVE COUNCIL OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING CHANGES TO THE TAA LEAVE POLICY.**

**WHEREAS**, the Resolution on Delegated Authority adopted by the Board of Directors on June 2, 2009, invests in the Executive Council the full authority of the Board of Directors with respect to increases in employee benefits; and

**WHEREAS**, a goal of the Three-Year Strategic Plan adopted by the Board of Directors at its meeting on August 5, 2020, is to attract talented individuals, build high-performing teams and be recognized as an “employer of choice” in the Southern Arizona region; and

**WHEREAS**, staff performed a thorough review of the TAA’s current leave policy—including a comparison of thirty national employers—and determined that updates to the policy are required for the organization to remain competitive; and

**WHEREAS**, the proposed updates to the leave policy will benefit employees’ overall health and lead to increased productivity, creativity, and quality of work; and

**WHEREAS**, the Executive Council agrees with the analysis and recommendations as presented in the staff-prepared memorandum.

NOW, THEREFORE, BE IT RESOLVED BY THE EXECUTIVE COUNCIL OF THE TUCSON AIRPORT AUTHORITY, INC., AS FOLLOWS:

1. The proposed changes to the Tucson Airport Authority Leave Policy, attached hereto as Exhibit A and incorporated by reference herein, are approved.
2. The President/Chief Executive Officer or her designee(s) is(are) authorized to take all actions necessary to implement the proposed changes to the employee benefits package.

PASSED AND ADOPTED by the Executive Council of the Tucson Airport Authority, Inc., this 23rd day of August, 2021.

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Bruce Dusenberry, Chair of the Board

ATTEST:

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Keri Silvyn, Secretary

APPROVED AS TO FORM:

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

EXHIBIT A

**CURRENT AND PROPOSED CHANGES TO THE  
TUCSON AIRPORT AUTHORITY LEAVE POLICY**

Leave Type	Current	Proposed*
<b>Vacation</b>	<ul style="list-style-type: none"> <li>• 10 – 20 days accrued by pay period <ul style="list-style-type: none"> <li>– 1-5 years 10 days</li> <li>– 6-10 years 15 days</li> <li>– 10+ 20 days</li> </ul> </li> <li>• Increases in 5-year increments</li> <li>• Available as earned after 6-month probation</li> <li>• Bank limit of 400 hours, paid-in-full at separation</li> <li>• Vacation payout of banked hours</li> </ul>	<ul style="list-style-type: none"> <li>• 12-25 days based on tenure, experience, and/or role <ul style="list-style-type: none"> <li>– Tier 1: New Hire, 0-5 years 12 days</li> <li>– Tier 2: 5-10 years 17 days</li> <li>– Tier 3: 10-15 years 22 days</li> <li>– Tier 4: 15+ years 25 days</li> </ul> </li> <li>• Tiered system with new hire entry at every Tier, move to next Tier with tenure/promotion</li> <li>• Front loaded, available to use on day 1 of employment</li> <li>• Bank limit of 320 hours, paid-in full upon separation</li> <li>• No vacation payout of banked hours</li> </ul>
<b>Sick</b>	<ul style="list-style-type: none"> <li>• 80 hours annually, use or lose</li> <li>• Accrued by pay period, use as accrue</li> </ul>	<ul style="list-style-type: none"> <li>• 40 hours annually, bank up to 160 hour and no pay out at termination</li> <li>• Accrued by pay period but front loaded at hire, available to use on day 1 of employment</li> </ul>
<b>Maternity/ Parental</b>	<ul style="list-style-type: none"> <li>• FMLA, unpaid</li> </ul>	<ul style="list-style-type: none"> <li>• 12 weeks/4 weeks paid</li> </ul>
<b>Emergency Family Care</b>	<ul style="list-style-type: none"> <li>• None</li> </ul>	<ul style="list-style-type: none"> <li>• 4 weeks, entire tenure of employee</li> </ul>
<b>Compassionate Leave</b>	<ul style="list-style-type: none"> <li>• 1 Week, can be granted multiple times</li> </ul>	<ul style="list-style-type: none"> <li>• Goes away replaced by Emergency Family Care</li> </ul>

*\*All leave time is front loaded and/or available from Day 1 of employment*

**Date:** August 23, 2021

**To:** TAA Executive Council  
**From:** Twyla Salaiz, Vice President/Chief People Officer  
**Re:** **Compensation Plan**

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**Background:**

The TAA implemented a comprehensive market driven Compensation Plan, approved by the Executive Council on August 26, 2020. This tool has been invaluable in determining competitive salary ranges, fulfilling our EEOC/FLSA requirements, and determining appropriate salary levels for new positions.

After a year of utilizing the plan and evaluating data, market adjustments have been made on positions within each band and quartile amounts. This analysis has also determined that the minimums in our lower bands are not competitive for the level of experience required for the Tucson market and require adjustment.

Typically, the TAA would not ask the Executive Council to approve the Compensation Plan every year, rather every three years. However, the employment market and salary ranges have experienced significant movement, which has required adjustments throughout the year. To codify these adjustments and to remain competitive and retain and attract top talent, the Compensation Plan requires an update. In addition, the update reflects the leave tier category assigned to each position.

**Strategic Plan | Analysis**

The TAA 3-Year Strategic Plan for FY 2021 - 2023, adopted by the Board on August 5, 2020, outlines the path which best allows the TAA to focus on goals related to the transformation of human resources into People Operations. One such goal is to “update the reward system.”

In 2020, and included in the FY21 Budget, a financial investment was made to affect adjustments for specific individuals who were in a job/position that was compensated below the market wage. In FY22, the TAA plans to take another forward step in how it manages the pay structure and compensates its employees. Toward that end, the FY21 Budget includes resources for additional market adjustments to specific positions/individuals in the lower pay bands and to adjust the minimum starting wage to \$15.00/hour.

**Cost Analysis:**

There are minimal costs to the Compensation Plan; the impact is in the lower bands with raising the starting wage to \$15 per hour. The FY22 Personnel Budget of \$22.2 million includes approximately \$160,000 to make these adjustments. Please note the FY22 has been reviewed by the Airline Airport Affairs Committee (Airlines) with no objection to the proposed budget.

**Recommendation:**

TAA management recommends the Executive Council adopt Executive Council Resolution No. EXEC 2021-04 to approve the 2022 TAA Compensation Plan.

**A RESOLUTION OF THE EXECUTIVE COUNCIL OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING THE UPDATED TUCSON AIRPORT AUTHORITY COMPENSATION PLAN, TO BE EFFECTIVE OCTOBER 1, 2021.**

**WHEREAS**, the Resolution on Delegated Authority adopted by the Board of Directors on June 2, 2009, invests in the Executive Council the full authority of the Board of Directors with respect to employee pay grades and ranges; and

**WHEREAS**, periodic updates are required to ensure the compensation plan remains aligned with market trends and that the TAA retains its ability to attract, retain and motivate high-quality employees who are dedicated to the organization's continued success.

NOW, THEREFORE, BE IT RESOLVED BY THE EXECUTIVE COUNCIL OF THE TUCSON AIRPORT AUTHORITY, INC., AS FOLLOWS:

The Tucson Airport Authority Compensation Plan, attached hereto as Exhibit A and incorporated by reference herein, is approved, to be effective October 1, 2021.

PASSED AND ADOPTED by the Executive Council of the Tucson Airport Authority, Inc., this 23rd day of August, 2021.

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Bruce Dusenberry, Chair of the Board

ATTEST:

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Keri Silvyn, Secretary

APPROVED AS TO FORM:

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Christopher Schmaltz, Vice President and  
General Counsel



EXHIBIT A

**TUCSON AIRPORT AUTHORITY COMPENSATION PLAN**

**October 1, 2021**



# Tucson Airport Authority Compensation Plan

October 1, 2021


## FOREWORD

Since the inception of the Tucson Airport Authority (TAA) in 1948, it has provided Tucsonans and visitors to Southern Arizona with excellence in aviation services and facilities, hallmarked by unparalleled safety, security and customer service at Tucson International Airport (TUS) and Ryan Airfield (RYN). To deliver on our mission, vision and guiding principles requires we attract and retain a diverse and talented work force.

The TAA compensation and reward programs are designed to be externally competitive, transparent, and internally equitable, to enhance the organization's ability to attract, retain, and motivate high-quality, enthusiastic staff who contribute to TAA's continued success. Further, through well designed pay structures and programs, TAA aims to motivate team members to meet and exceed the requirements of their jobs, which includes obtaining and maintaining proper certifications, licensure, and credentials, and maintaining expected performance, behaviors, and conduct. TAA promotes team members' professional growth by having a pay structure where progress within pay ranges is based on a consistent and systematic process of pay increases, subject to availability of financial resources and executive approval.

Through this Compensation Plan, your TAA team plans to deliver results, work smart, remain curious, and play for the team!

Sincerely,



Danette M. Bewley, A.A.E.  
President/Chief Executive Officer  
Tucson Airport Authority



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## Mission, Vision and Guiding Principles

<p><b>Our Mission</b></p>	<p><b>Provide a sustainable airport system and constantly pursue initiatives that promote and grow business opportunities.</b></p>
<p><b>Our Vision</b></p>	<p><b>Landing Prosperity in Southern Arizona.</b></p>
<p><b>Our Guiding Principles</b></p>	<p><b>Our guiding principles shape our culture; who we are and who we want to be. The members of the Executive Team are ambassadors of our culture, and will engage everyone in these expectations.</b></p> <hr/> <p><b>We deliver results.</b></p> <ul style="list-style-type: none"> <li>➔ We manage an airport system where safety, security and customer service are our top priorities.</li> <li>➔ We are accountable. We do what we say we will do.</li> <li>➔ We clearly communicate expectations and listen to make sure others understand and agree with deadlines.</li> <li>➔ We work collaboratively for the greater good of travelers, customers, employees, business and community partners.</li> </ul> <hr/> <p><b>We work smart.</b></p> <ul style="list-style-type: none"> <li>➔ We are good at what we do, and we learn from each other.</li> <li>➔ We are critical thinkers who anticipate, prioritize, and act with urgency.</li> <li>➔ We move quickly with what works and commit to continuous improvement.</li> <li>➔ We not only identify problems, we offer solutions.</li> </ul> <hr/> <p><b>We are curious.</b></p> <ul style="list-style-type: none"> <li>➔ We embrace change, are unafraid to question our assumptions, and use mistakes for learning.</li> <li>➔ We value feedback, growth, agility and self-improvement.</li> <li>➔ We anticipate future needs and possibilities.</li> <li>➔ We see opportunities others may miss.</li> </ul> <hr/> <p><b>We play for the team.</b></p> <ul style="list-style-type: none"> <li>➔ Because we care, we contribute to the quality of the lives of our employees and the people we serve.</li> <li>➔ We embrace diversity, equity and inclusion, working in furtherance of these principles.</li> <li>➔ We are transparent and treat everyone with respect and dignity.</li> <li>➔ We are connected. We make sure everyone understands their unique contribution to our overall success.</li> <li>➔ We encourage leadership from everyone.</li> </ul>

**TAA COMPENSATION PLAN**

<p><b>Authority and Administration of the Compensation Plan</b></p>	<p>The TAA Executive Council has adopted the TAA Compensation Plan and has delegated its administration of the Compensation Plan to the President/CEO. The President/CEO has the authority to periodically review and make market adjustments to the pay ranges to remain current and aligned with the relevant labor market. Implementation of pay structure changes are subject to the availability of financial resources and must be included in the respective fiscal year budget as authorized by the TAA Board of Directors.</p>
<p><b>Compensation Philosophy</b></p>	<p>The TAA compensation and reward programs are designed to be externally competitive, transparent, and internally equitable, to enhance the organization’s ability to attract, retain, and motivate high-quality, enthusiastic staff who contribute to TAA’s mission, vision, guiding principles and initiatives to achieve success. Further, through well designed pay structures and programs, TAA aims to motivate team members to meet and exceed the requirements of their jobs, which includes obtaining and maintaining proper certifications, licensure, and credentials, and maintaining expected performance, behaviors, and conduct. TAA promotes team members’ professional growth through a pay structure where progress within pay ranges is based on recognizing performance accompanied by a consistent and systematic process of pay increases, subject to availability of financial resources and executive approval.</p> <p>TAA bases pay grades on external competitive market analysis and internal equity. TAA sets its compensation philosophy to meet the relevant labor market. Where possible and appropriate, TAA targets the 50<sup>th</sup> percentile of the market for the midpoint of the pay grades for similar jobs while remaining flexible for those classifications which require either higher or lower percentiles based upon market data and internal equity.</p>
<p><b>Market Analysis</b></p>	<p>To remain competitive in the market and attract and retain the highest caliber of talent, the TAA will conduct a comprehensive review of the pay structure and pay bands, using industry and market data, every three years subject to availability of financial resources.</p> <p>The market analysis will compare TAA classifications to similar classifications in the external market by matching job responsibilities and requirements with other similar organizations. Comparative data is evaluated at the local, statewide, regional, or national level, based on the breadth of the recruiting area needed to acquire appropriate candidates for the position. Data collected from other geographic areas are adjusted to align with the cost of living and cost of wages in the relevant labor market.</p> <p>Not all classifications are easily matched with the external market. For these classes, an internal equity analysis, or job evaluation, will be conducted to define an appropriate pay grade. Classifications are compared with other TAA classifications that have similar licensing, knowledge, skills, responsibilities, and training required to perform the job.</p>

<p><b>Pay Structure</b></p>	<p>The pay structure represents an open-range concept, where each job is assigned to a pay grade that best reflects the relevant labor market range for similar jobs and has three reference points - Minimum, Midpoint, and Maximum - for the range (Appendix A).</p> <p>The pay rate of a team member with little or no experience for their position is typically assigned close to the minimum of the pay grade of the assigned job classification. Whereas, the pay rate of a team member who is experienced for their position and acts at the level of full performance may be assigned at the midpoint of the pay grade of the assigned job classification or higher with the approval of the President/CEO.</p> <p>The pay structure is administered by the President/CEO, who will periodically review and adjust the pay ranges, as appropriate, to remain current and aligned with the relevant labor market. Adjustments are subject to the availability of financial resources and must be included in the respective fiscal year budget as authorized by the TAA Board of Directors.</p>
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**AUTHORIZATION**

<p><b>Bruce Dusenberry</b> Chair, Board of Directors Tucson Airport Authority</p>	<p><b>Danette Bewley</b> President/CEO Tucson Airport Authority</p>
<p>Date</p>	<p>Date</p>

# Appendix A



Tucson Airport Authority   Pay Structure and Grade Parameters					
Position Title	Grade	Tier	Min	Mid	Max
President/CEO	120	Negotiated			
Executive Vice President/Chief Operating Officer (COO)	118	4	171,595	214,494	257,393
Vice President/Chief People Officer (CPO)	117	4	153,210	191,513	229,815
Vice President /Chief Commercial Officer (CCO)		4			
Vice President/Chief Financial Officer (CFO)		4			
Vice President/General Counsel		4			
Vice President/ Planning and Engineering		4			
No positions assigned to grade	116	4	136,795	170,994	205,192
Chief Technology Officer	115	4	122,138	152,673	183,207
Deputy General Counsel	114	4	109,052	136,315	163,578
Director Applications and Support	113	3	97,368	121,710	146,052
Director of Environmental Services		3			
Director of People Operations		3			
Senior Director of Air Service Development		3			
Director of Air Service Development	112	3	87,719	107,456	127,192
Director of Airside Operations		3			
Director of Civil Development		3			
Director of Facilities Development		3			
Director of Information Technology		3			
Director of Maintenance and Custodial Services		3			
Director of Marketing, Communications and External Relations		3			
Director of Procurement		3			
Director of Programs and Regulatory Compliance		3			
Director of Properties		3			
Financial Controller		3			
Deputy Director of Maintenance	111	3	79,026	96,807	114,588
Project Manager (IT)		3			

Position Title	Grade	Tier	Min	Mid	Max
Manager Airport Security/Airport Security Coordinator	110	2	71,195	87,214	103,232
Manager of Concessions and Ground Transportation		2			
Manager of Emergency Management		2			
Manager Financial Accounting and Reporting		2			
Manager Financial Planning, Budgeting and Analysis		2			
Manager of People Operations Systems and Learning		2			
Manager of Talent		2			
Network Systems Administrator		2			
Project Manager I		2			
Safety Program Manager		2			
Airport Duty Manager		109	2	64,139	78,571
Application Design/Systems Administrator	2				
Electrical Supervisor	2				
Manager of Office, Records and Warehouse	2				
Marketing Manager	2				
Senior Accountant	2				
Senior Financial Analyst	2				
Senior Planner	2				
Senior Supervisor - Airfield and Landscape Maintenance	2				
Senior Supervisor - Airport Communications	2				
Senior Supervisor - Facilities Maintenance	2				
TAA Clerk	2				
Airfield Maintenance Supervisor	108	2	57,783	70,784	83,785
Compliance Administrator		2			
Construction Services Supervisor		2			
Facilities Maintenance Supervisor		2			
Financial Analyst Finance Accounting		2			
Fleet Supervisor		2			
IT Customer Support Technician		2			
IT Systems Technician		2			
Procurement Administrator		2			
Property Administrator		2			
Public Information Administrator		2			
Senior HR Analyst Learning and Professional Development		2			

Position Title	Grade	Tier	Min	Mid	Max
Community Relations Administrator	107	2	52,057	63,770	75,482
Electrician		2			
Environmental Specialist		2			
Executive Assistant to President/CEO		2			
Planning Services Technician		2			
Police Programs Coordinator		2			
Senior Employment Specialist		2			
Senior Supervisor - Custodial Services		2			
Airside Operations Officer	106	2	46,898	56,278	65,657
Custodial Supervisor		2			
Energy Management Control Systems Technician		2			
Facilities Maintenance Specialist		2			
HVAC Technician		2			
Insurance and Properties Coordinator		2			
Mechanic		2			
Paralegal		2			
Police Administrative Technician		2			
Public Service Officer Supervisor		2			
Senior Access Control Specialist		2			
Employment Specialist	105	1	42,635	51,162	59,688
HR Support and Payroll Specialist		1			
Information Technology Telecommunications Technician I		1			
Procurement Services Specialist		1			
Senior Airport Communications Specialist		2			
Senior Payroll and Revenue Specialist		1			
Access Control Specialist	104	1	38,759	46,511	54,262
Accounts Payable Specialist		1			
Accounts Receivable Specialist		1			
Administrative Support Assistant		1			
Airfield Maintenance Specialist		1			
Airport Communications Specialist		2			
Ground Transportation and Concessions Coordinator		1			
Maintenance Support Specialist		1			
Public Service Officer		1			

Position Title	Grade	Tier	Min	Mid	Max
Warehouse Lead	103	1	35,235	42,282	49,329
Landscaping Specialist		1	33,800	40,560	47,320
Customer Support and Reception Specialist	101	1	32,760	39,312	45,864
Warehouse and Purchasing Specialist		1			
Custodian	100	1	26,478	31,774	37,070
Groundskeeper		1			

Police	Grade	Tier	Min	Mid	Max
Chief of Police	Police	3	98,734	123,418	148,101
Police Lieutenant		2	84,663	103,713	122,762
Police Sergeant		2	72,986	89,408	105,829
Police Corporal		2	64,022	78,427	92,832
Police Corporal (Canine Handler) Base +5% Assignment		2			
Police Corporal (EOD Technician) Base +5% Assignment		2			
Police Detective		2			
Police Officer		1	56,160	68,796	81,432
Police Officer (Canine Handler) Base +5% Assignment		1			

Fire	Grade	Tier	Min	Mid	Max
Fire Chief	Fire	3	98,734	123,418	148,101
Fire Captain		2	83,882	90,084	96,285
Firefighter		1	57,850	70,836	83,822

Part Time Intermittent	Grade	Tier	Min	Mid	Max
Project Officers (Set Rate Per Hour)	PO	1	15		

# Appendix B

Grade ID		Hourly Rate			Grade Parameters		Annually		
Group	Grade	Grade Min	Grade Med	Grade Max	Range	Mid Separation	Grade Min	Grade Med	Grade Max
A	100	15.00	18.00	21.00	40%	0%	31,200	37,440	43,680
A	101	15.75	18.90	22.05	40%	10%	32,760	39,312	45,864
A	102	16.25	19.50	22.75	40%	10%	33,800	40,560	47,320
A	103	16.94	20.33	23.72	40%	10%	35,235	42,282	49,329
A	104	18.63	22.36	26.09	40%	10%	38,759	46,511	54,262
A	105	20.50	24.60	28.70	40%	10%	42,635	51,162	59,688
A	106	22.55	27.06	31.57	40%	10%	46,898	56,278	65,657
B	107	25.03	30.66	36.29	45%	11%	52,057	63,770	75,482
B	108	27.78	34.03	40.28	45%	11%	57,783	70,784	83,785
B	109	30.84	37.77	44.71	45%	11%	64,139	78,571	93,002
B	110	34.23	41.93	49.63	45%	11%	71,195	87,214	103,232
B	111	37.99	46.54	55.09	45%	11%	79,026	96,807	114,588
B	112	42.17	51.66	61.15	45%	11%	87,719	107,456	127,192
C	113	46.81	58.51	70.22	50%	12%	97,368	121,710	146,052
C	114	52.43	65.54	78.64	50%	12%	109,052	136,315	163,578
C	115	58.72	70.25	88.08	50%	12%	109,052	146,130	183,207
C	116	65.77	76.92	98.65	50%	12%	136,795	160,001	183,207
C	117	73.66	92.07	110.49	50%	12%	153,210	191,513	229,815
C	118	82.50	103.12	123.75	50%	12%	171,595	214,494	257,393