

# 2022 YEAR IN REVIEW

**TUCSON  
AIRPORT  
AUTHORITY**







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# LEADERSHIP PERSPECTIVE

2022 was a dynamic year for the Tucson Airport Authority (TAA) as we faced numerous industry challenges, beginning with the Omicron variant of the COVID-19 pandemic in January, followed by airline staffing and aircraft shortages that persisted throughout the year and resulted in a dramatic impact on our ability to recover. As demonstrated in the past, the TAA pivoted to meet the challenges and focused its attention and effort on Strategic Plan 2.0 and then Strategic Plan 2.1, an updated version approved by the Board of Directors in September 2022 ahead of the start of Fiscal Year 2023 (FY23). Through it all, the TAA mission remained steadfast: Provide a sustainable airport system and constantly pursue initiatives that promote and grow business opportunities.

Throughout 2022, we invested in our team, projects, and our community to position the TAA as a pillar of the community and a fulcrum for regional prosperity. Our team of dedicated airport professionals focused on providing our community and airport users with the highest standards in safety, security, and customer service.

We are proud to highlight the following successes:

## **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 and continued to invest in innovative 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.
- ➔ Passed the Transportation Security Administration annual audit of the TUS Airport Security Program.

## **CUSTOMER SERVICE**

- ➔ Continued to grow the TUS Warm Welcome Volunteers, a program with dedicated volunteers who assist passengers with wayfinding, answers to questions, and a friendly smile as they arrive and depart.
- ➔ Launched an innovative interactive map through the Atrius platform that allows users to find detailed directions, explore terminal amenities and order food online - among other benefits.

While the pandemic and external airline factors impacted air travel, the TAA achieved numerous milestones. For the first time since the onset of the pandemic, more travelers flew out of Tucson International Airport (TUS) in October 2022 than of October 2019 (pre-pandemic). At the end of 2022, statistics reflect TUS recovered approximately 90% of the passenger traffic as compared to 2019 levels.

Our airline partners have demonstrated, through an increase in seat capacity over the year, our market is strong as our community returns to air travel; the term “revenge travel” entered our vocabulary (refers to the increase in passengers flying throughout the country as COVID numbers dropped mid-year). As always, the TAA team was positioned to welcome passengers into the heart of Southern Arizona.


Ryan Airfield (RYN), our reliever airport and general aviation (GA) airport, continued to maintain strong operations as it remained a favorite for GA traffic. RYN operated with a mix of aviators, including military, flight training and recreational flying, with 113,000 operations in 2022.

Construction projects continued in full force at TUS. Chief among projects is the Airfield Safety Enhancement (ASE) Program, which is defined by the Federal Aviation Administration (FAA) as a safety and standards project and is the largest airfield project in the TAA’s 74 years. By the end of 2022, the End-Around Taxiway phase (the first of three design-bid-

build projects within the ASE Program) was substantially complete. Further on, you will learn about the many capital improvement projects managed by the TAA team.

As we look forward to 2023, we are excited to announce the that the TAA will celebrate its’ 75th Anniversary; there are plans to highlight this milestone and celebrate with our community throughout the year. Our priorities will remain focused on safety, security, and customer service. We will continue to work with our airline partners to attract and expand air service, and work with our local and regional partners to diversify our revenue stream through economic development opportunities. As a driver of economic impact, we will continue to work “Nonstop for Tucson.” When our airport thrives, our community thrives.

Sincerely,



Danette Bewley  
TAA President/CEO



Bruce Dusenberry  
TAA Chair

TUCSON AIRPORT AUTHORITY

# 2022 BY THE NUMBERS



**22,991,767**

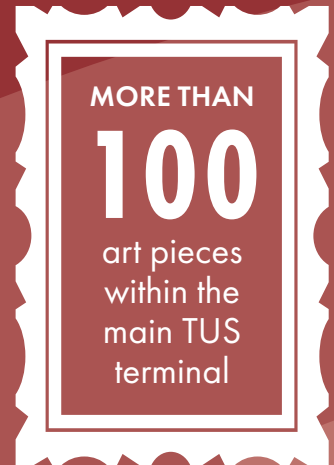
GROSS GALLONS OF  
FUEL FLOWAGE

\*data courtesy of Swissport Fueling\*



**NOVEMBER 27**

THE **BUSIEST DAY**  
OF 2022, WITH  
OVER 13,000  
PASSENGERS



**TWO**

LIVES SAVED BY TAA  
FIRST RESPONDERS



**63,230**

CALLS ANSWERED  
BY THE TAA AIRPORT  
COMMUNICATIONS CENTER

**21 NONSTOP DESTINATIONS**



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



**8,131**

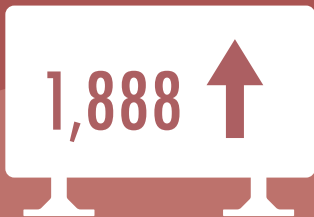
Calls for service to  
by TAA Fire and  
Police



# seven

AIRLINES SERVING TUS PASSENGERS

TAXIWAY  
LIGHTS CAN  
BE FOUND AT  
TUS AND RYN



## THREE

TAAPD K9 teams



## 1,298

individuals  
received Anti-  
Human Trafficking  
Training

## 3.4 MILLION

PASSENGERS THROUGH  
THE DOOR



80 TENANTS AT TUS  
25 TENANTS AT RYN



## \$8.3B

**ECONOMIC IMPACT**

VALUE OF SALES THAT  
OCCUR IN THE ARIZONA  
ECONOMY THAT ARE  
ULTIMATELY ATTRIBUTABLE  
TO AIRPORT ACTIVITIES

\*data courtesy of Arizona Department of Transportation\*



MAJOR MAINTENANCE PROJECTS  
COMPLETED VALUED AT  
**\$4.7 MILLION**

# STRATEGIC PLAN 2.1

## 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 travelers, tenants, and the greater Tucson community with excellence in aviation services and facilities. Both Tucson International Airport (TUS) and Ryan Airfield (RYN) are well known for unparalleled safety, security, and customer service.

Day-to-day management of TUS and RYN is performed by a highly skilled team with the responsibility to operate the airport(s) in compliance with all federal regulations and manage the TAA resources and assets in a fiscally responsible manner, while following federal regulations, industry standards and best practices. In addition, staff ensures that the TAA continues to be self-sustaining and delivers operational success for the benefit of the Tucson community and Southern Arizona.

The living document that is the TAA's Strategic Plan has served to guide the organization through the challenges of the COVID-19 pandemic and now through continued recovery. As the TAA pivoted to

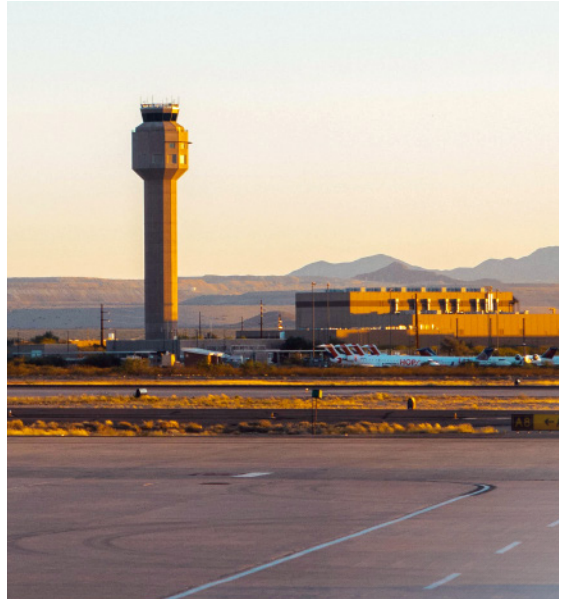
meet the needs of a post-pandemic society, the Strategic Plan required an update to keep pace. For perspective, the TAA began with Strategic Plan 1.0 in 2020 and advanced into Strategic Plan 2.0 in 2021. Strategic Plan 2.1 contains minor shifts in organizational goals to align priorities with the current environment and industry trends. Through Strategic Plan 2.1, we will continue to respond to emerging trends, invest in the organization and infrastructure, work with airline partners to expand air service, focus on economic development initiatives, and continue the path of building our team leaders.

During 2022, the team accomplished many goals in Strategic Plan 2.0 to expand prosperity, accelerate performance, upgrade to first class systems and efficiencies, and create external TAA champions. Strategic Plan 2.1 will build upon those accomplishments to ensure our annual goals and focus areas directly reflect our fiscal year “Rally Cry” - “Take Off: Invest for 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				
FY 2025+	NEW		Investigating New Opportunities	TAA as Fulcrum for Regional Prosperity	Recognition as Great Place to Work

# ECONOMIC DEVELOPMENT



A priority for the TAA continues to be the pursuit of commercial and industrial business development at Tucson International Airport (TUS) and Ryan Airfield (RYN). While external factors, including the complex FAA process to evaluate land assets and assess environmental impacts, have challenged the way business is done, the TAA continued to market its many land assets to businesses looking to expand or relocate to Southern Arizona.

In an effort to educate and market TAA owned land at TUS, the Sonoran Commerce Center development opportunity was launched in 2021. In 2022 those efforts were continued by developing a logo and trademarking the

name. Within the Sonoran Commerce Center, 165 acres of development-ready land was annexed into the City of Tucson in August 2022.

As noted in the TAA Strategic Plan, a focus area for the TAA throughout the year was to move forward on economic development projects. The TAA is currently in discussions with regional and international developers to bring additional land to the market for further development. To that end, the work performed during 2022 will make 2023 an exciting year with great possibilities for TUS and RYN.

On the next page are some of the major initiatives accomplished with our local and regional partners:

## **TUCSON INTERNATIONAL AIRPORT (TUS)**

- ➔ American Airlines extended its lease for 2,000 square feet of non-aeronautical office space to train their reservations employees.
- ➔ Diana Madaras Gallery became the licensed leaseholder to sponsor and operate the two business centers in the TUS terminal. The centers on both concourses provide passengers with a quiet space to work.
- ➔ Pima Community College Aviation Training Center opened its expanded hangar and training facility in October. The multi-million-dollar endeavor doubles the capacity of the program to enroll and educate aircraft maintenance professionals. This commitment prioritizes the regional goal of increased workforce development.
- ➔ Pima County Sheriff's Department signed a 30-year lease to expand its aviation unit at TUS by committing to build a new 15,000 square-foot hangar for aeronautical use.
- ➔ Vertex Aviation signed a lease as it expanded on current operations for Rolls-Royce and its engine testing using a Boeing 747; this solidifies Rolls-Royce's commitment to TUS and the regional economy.
- ➔ Atlantic Aviation developed plans for a multi-million-dollar investment to double

the size of the fixed-based operator's facilities, serving business and general aviation aircraft. The plans include building three new hangars. We look forward to reporting progress on this exciting project in 2023.

- ➔ Substantial construction was completed in December for a 32,000 square-foot hangar on the south side of the TUS airfield. The facility includes a large open bay with office and storage space appropriate for a maintenance, repair, and overhaul (MRO) tenant.
- ➔ Pratt & Whitney Canada, which has been operating a temporary testing facility at TUS, is negotiating with TAA to move toward a permanent site. The company has hired Ascent Aviation to conduct its engine tests. Discussions will continue in 2023.

## **RYAN AIRFIELD (RYN)**

- ➔ Aerotech/Double Eagle Aviation moved into its new 7,600 square-foot training center at RYN, expanding its capacity to train new pilots.
- ➔ The TAA team garnered significant interest from four different developers for available land at RYN. The airport has 50 acres of shovel-ready land and more than 1,800 acres of undeveloped land surrounding the airfield. Negotiations with developers will continue into 2023.

# CAPITAL DEVELOPMENT AND PROJECTS

As previously stated, the TAA's rally cry for 2022 was "Take Off: Invest for Success." This was demonstrated by the continuation and completion of capital improvements and projects at TUS and RYN. Capital development will continue to be a priority for the organization as the TAA attracts new business, plans for the future of its airport system, and considers the needs of tenants and stakeholders.

## **TUCSON INTERNATIONAL AIRPORT**

### **Airfield Safety Enhancement Program (ASE)**

The TAA continued progress on the estimated \$400M Airfield Safety Enhancement (ASE) Program. While the TUS airfield is currently deemed safe, it does not meet current safety standards established by the Federal Aviation Administration (FAA). Considered a safety and standards project by the FAA, the ASE Program will transform the TUS airfield in many ways:

- ➔ New lighting vault to power new airfield improvements
- ➔ Construction of End-Around Taxiway
- ➔ Taxiway improvements
- ➔ Planned demolition of existing Runway 11R/29L, which is 8,000' x 75', and used only by general aviation aircraft

- ➔ Construction of a new, relocated 11,000' x 150' parallel runway
- ➔ Construction of a center taxiway (between the two parallel runways) for increased safety
- ➔ Runway headings, signage and markings will be adjusted to align with the Earth's magnetic variation changes (re-aligned runway headings will change from 11/29 to 12/30 for the parallel runways)
- ➔ Airspace changes
- ➔ Other geometric changes

In April, the Metropolitan Pima Alliance recognized an integral milestone of the ASE Program with a Common Ground Award. The multi-party land transaction was a mutually beneficial collaboration among the FAA, U.S. Army Corps of Engineers, U.S. Air Force, Arizona Air National Guard (AANG), National Guard Bureau, City of Tucson, Pima County, and Raytheon Missiles and Defense, which set the stage for this essential project to proceed.

ASE took more than a decade of planning and is being constructed in phases over multiple years and multiple federal funding cycles. Another 2022 ASE milestone was the substantial progress of the end-around taxiway at the west end of the airfield. It will ensure safe access for airfield users, including Bombardier, Raytheon Missiles and Defense and the

Arizona Air National Guard's (AANG) 162nd Wing - a key partner in this project.

As part of this ASE Program phase, the AANG sponsored federal funding through the Military Construction Cooperative Agreement (MILCON) process and improved its arm/de-arm pad, and an airfield entrance. AANG also installed a barrier arresting kit for military aircraft.

The End-Around Taxiway Project is the first of three Design-Bid-Build phases of the ASE Program. This project included the construction of new Taxiways Foxtrot, Golf, and Delta 3, which has been documented for the public to view via time-lapse cameras on the ASE Program page at [FlyTucson.com](https://www.flytucson.com) - setting the stage for future project phases.

### **Federal Inspection Services (FIS) Refresh, Baggage Belt Upgrade and Biometric Exits**

Ahead of Flair Airlines touching down at TUS, the TAA Board of Directors approved a \$1.5 million project to refresh the Federal Inspection Services (FIS) area, which is utilized by U.S. Customs and Border Protection (CBP) to clear and process passengers arriving to the United States at TUS on an international commercial flight. The project also included an upgrade to the outbound baggage belt system at the ticket counter utilized by Flair.

For internationally scheduled commercial flights, the FIS space serves as the first impression of TUS, and to a larger degree the Southern Arizona region. Along with the necessary equipment for CBP, the area

is outfitted with three large display screens that rotate branded Nonstop for Tucson messaging. These messages follow arriving passengers along their journey from the FIS into the International Arrivals Gallery, where new TAA artwork featuring American Indian heritage and artwork on loan through a partnership with the Tohono O'odham Nation and Pascua Yaqui Tribe is displayed.

As part of the FIS construction process, the TAA also prepared for international departures. Technology to facilitate CBP's biometric exit system was required to exit the United States on international flights. The biometric system uses facial comparison technology to automate manual identity verification and complies with a United States Congressional mandate for biometric exits. Installed at Gate A2, the technology snaps a picture of an individual to verify their identity. Biometric exiting is currently an optional screening, so passengers may choose to opt out.

### **Roadway Improvements**

Dependable infrastructure is vital to a positive customer experience at airports, and the TAA initiated multiple roadway improvements at both TUS and RYN in 2022. These projects will ensure long-term viability of TAA-owned roads that were nearing the end of their useful life.

# CAPITAL DEVELOPMENT AND PROJECTS

Improvements spanned across the following roads:

- ➔ East Airport Drive, west of the TUS airline passenger terminal, including a newly repaved Cell Phone Waiting Lot.
- ➔ East Airport Drive, east of TUS airline passenger terminal, including the TAA Fire Department parking lot and a stretch of road on the airfield.
- ➔ Aviator Lane at RYN
- ➔ Airfield Drive at RYN

## **New Jet Bridge at B6**

With airline support, the TAA purchased a new jet bridge at gate A6. The jet bridge, a \$900K investment, was hoisted and attached to Gate B6 in a single day, with additional safety measures and inspections taking an additional two weeks. The expanded operating space will allow airlines the flexibility to adjust for more traffic, and potentially more flights, through TUS. American Airlines plans to lease this gate.

## **Electronic Visual Information Display System (EVIDS)**

In 2018, the airlines requested the TAA update outdated technology where gate and baggage information were displayed. After several years of planning and design, in 2022, a new \$2.7 million Electronic Video Information Display System (EVIDS) was installed

throughout the TUS airline passenger terminal. The system consists of new software that allows for the control of every aspect of messaging across the airport's Flight Information Display units (FIDs), Gate Information Displays (GIDs) and Baggage Information Displays (BIDs). The project also included the installation of new hardware. Additional displays in the baggage claim area include bolder wayfinding displays for passengers to see which carousel they will find their checked bags. The format and appearance of information on these screens was updated to closely align with the Nonstop for Tucson branding.

## **New Hangar**

In 2019, the TAA and the Arizona Air National Guard entered into an agreement with the end goal to support ANG's future Main Gate Project, located off Park Avenue. In 2020, with due diligence and TAA Board support, the TAA and the ANG began a complex land exchange discussion that outlined the elements of the deal that extended through multiple federal funding cycles.

One major 2022 milestone and element of this effort is the completion of a \$10.1 million, 32,000 square foot hangar, located off East Aero Park Boulevard. This hangar replaces the hangar located on the TAA land it will sell to the ANG. As part of the agreement, the ANG will



reimburse the TAA for the cost of the new hangar using MILCON funds.

## TENANT IMPROVEMENTS

### New Jet Fuel Facility Completed

The Tucson Fuel Farm Consortium, composed of airlines at TUS, invested \$28.8 million to relocate and construct a new fuel farm including a trio of 168,000-gallon above-ground tanks to meet the needs of today's airlines.

The project demolished an existing an outdated 1970's era fuel farm and removed underground storage tanks. An extensive 30-year lease renegotiation and tenant improvement review process was completed simultaneously by TAA staff to keep the project on schedule. The new facility became operational in March 2022.

### Pima County Sheriff's Department New Hangar

Seeking to improve its efficiencies, longtime TUS tenant, the Pima County Sheriff's Department (PCSD), committed to building a 15,000 square-foot hangar for its air operations unit. Located off East Aero Park Boulevard, the new hangar

provides PCSD better access to the TUS airfield. The new hangar will be larger and replace its existing hangar off West Valencia Road.

As of the end of 2022, the hangar has been constructed and utilities are connected. The TAA looks forward to the continued success of these local first responders in their mission to keep Pima County residents safe.

### Concessionaire Refresh

Revenue earned through concession sales, including those from food/beverage and retail concessionaires, account for more than 40% of TAA revenue. In 2022, TUS food and beverage concessionaire, Delaware North, finetuned proposed updates to its offerings in the terminal and retailer, Hudson, completed several additions. Passengers in need of headphones or other technology items on the B concourse can now find a new vending machine outside of Ink by Hudson. This same storefront also features a new digital display that cycles through popular book titles on sale inside the retailer.



# FINANCE

The TAA worked to maintain a sustainable business model throughout the year (FY 2022) despite the continued uncertainties caused by the COVID-19 pandemic and economic downturn, which began in March of 2020. To retain our airline partners in 2020, the TAA re-negotiated terms with the airlines that provided a reduced terminal rent (25% reduction) and a cap on the landing fee (\$1.15 per/1,000 lbs. maximum gross weight). The term of the deal is through September 2023. Through this period, the TAA has been prudent in how it managed and operated the airport system during the year, and relied on federal rescue funds from Coronavirus Aid, Relief and Economic Security Act (CARES), Coronavirus Response and Relief Supplemental Appropriations Act (CRSSA), and the American Rescue Plan Act (ARPA) to balance the budget and relieve the airlines of an enormous residual payment of approximately \$13.4M. In 2023, the TAA will re-negotiate the terms of the relief

arrangement with the airlines and resume a normal rate and fee structure.

As noted elsewhere, concession revenues account for more than 40% of TAA revenue and as more passengers returned to travel, concession revenues exceeded budget projections by \$2.1 million, largely due to increased on-site parking and rental car contracts. The TAA also reinstated the Minimum Annual Guarantee (MAG) that the food and beverage and retail concessionaires were offered as part of a relief strategy (similar to the airline relief strategy). The revenues from those two sources increased by \$1 million over FY21, primarily due to the reinstatement of the MAG.

In September 2022, the TAA Board of Directors approved an increase to parking lot rates to offset increased operating costs. The rates, which were last adjusted five years ago, took effect on November 1, 2022. Changes to revenue will be reflected in FY23 and will offset a new parking revenue control system planned for 2023.

	<b>ACTUAL</b>	<b>BUDGET</b>	<b>VARIANCE</b>
Operating Revenues	\$42.6	\$40.2	\$2.4
Operating Expenses	\$34.1	\$35.4	\$1.3
Net Operating Income Before Depreciation and Amortization	\$8.6	\$4.8	\$3.8
Capital Expenditures	\$44.8	\$42.1	\$(2.7)



The TAA's goal to manage and operate TUS as a self-sustaining airport through operating revenues is also a requirement of the Federal Aviation Administration (FAA). During FY22, TAA was awarded \$26.9M in new entitlements and \$37.3M in new discretionary grants, totaling \$64.2M.

Since fiscal year 2020, the TAA has received 98% of its allocated \$44.5 million in COVID federal relief funds through the CARES, CRRSA, and ARPA legislative actions. As stated, to be a good partner with our tenants, the TAA has used relief funds to balance the TAA operating budget and offered our tenants a reduced fee

structure through FY23. The TAA drew down \$15.2 million of COVID relief in FY22, which represents reimbursements for operating and maintenance (O&M) expenses.

The TAA continued to exhibit fiscal restraint in FY22, using less of the federal relief funds than budgeted. Moving toward future unknowns in a post-pandemic environment, the TAA intends to maintain this position, and responsibly draw down federal relief funds as necessary, and to use the remaining funds for the Airfield Safety Enhancement Project.



# AIR SERVICE



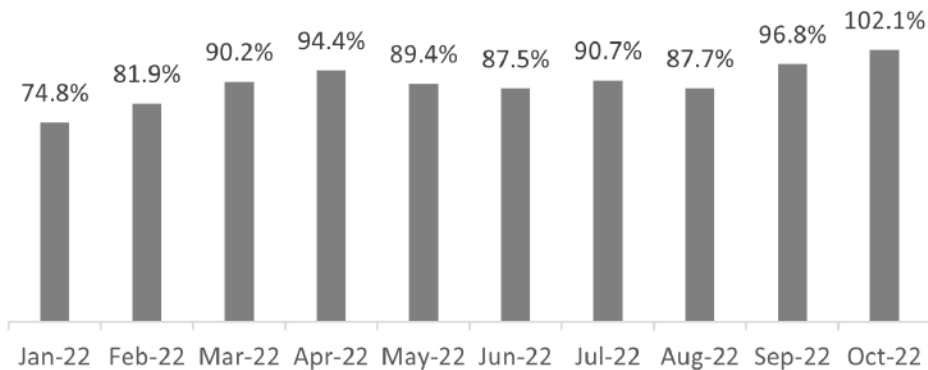
While the airline industry struggled to meet post-pandemic demand, passenger traffic at TUS outperformed the nation in each month of 2022. Our success is due to the partnership we have with our commercial carriers: Alaska Airlines, American Airlines, Delta Air Lines, Southwest Airlines, Sun Country Airlines and United Airlines. New to our airline offerings is Flair Airlines, a Canadian airline, that joined the TUS family in late 2022, and marks the first-ever scheduled airline service between TUS and Canada.

Attracting Flair to TUS involved nearly 18 months of effort and included the TAA, Flair, Visit Tucson, and community

partners to bring these flights from idea to reality. It was also an achievement recognized statewide. Arizona receives nonstop flights from more Canadian cities than any other US state.

As 2022 ended, TUS served more than 3.4 million passengers, and returned to 90%, as compared to pre-pandemic 2019 traffic, which was 27% more than noted in 2021. As a percentage increase, TUS outperformed the national average every month in 2022. In October, passenger traffic at TUS exceeded October 2019 by 2%. It was the first monthly total to exceed pre-pandemic levels.

## TUS PASSENGERS AS % OF 2019



Eleven of the airport's 16 continuing nonstop destinations enjoyed capacity growth. Gains were significant to the global hubs of Denver (DEN), Dallas/Ft. Worth (DFW), Los Angeles (LAX), Atlanta (ATL), and Houston (IAH), providing greater connectivity for residents and visitors.

Although 2022 started with an air travel downturn nationally, due to the Omicron COVID variant, the impact was comparatively short-lived for TUS as travel recovered rapidly after February 6. The pent-up demand for travel from colder climates to sun and warmth, resulted in a thriving peak tourism season for Tucson and Southern Arizona. The most limiting factor preventing higher passenger numbers for TUS was the limited supply of airline seats and flights due to crew shortages, especially pilots. Airlines continued to struggle to attract and train

pilots. The airline pilot shortage and training challenge will continue well into 2023.

The imbalance between supply and demand produced full planes and higher fares. Some months of 2022, TUS averaged 90% of available airline seats filled, ranking the airport near the top in the United States.

Carriers continued to add capacity at TUS. As of the end-of-year holiday season, seat capacity at TUS increased by 24% as compared to the same period in 2021, and again placed TUS in the upper echelon of US airports in capacity growth.

At the end of 2022, seven airlines flew to 21 nonstop destinations. TUS travelers can reach an additional 311 airports worldwide with one convenient connecting stop of two hours or less, giving Southern Arizonans quicker access than driving to another airport.



DELTA

flair  airlines



# MARKETING

The TAA expanded its Nonstop for Tucson branding campaign. This campaign was launched in early 2021 to restore confidence in TUS during the COVID-19 pandemic and with a long-term goal of raising community awareness of the airport and its many benefits to users. Our branding continued to cement the TAA and its airport system as a strong economic driver for Southern Arizona. After all, our mission is driven by the opportunity to pursue initiatives that promote and grow business opportunities.

In 2022, our messaging focus turned to our community partnerships, air service and the national REAL ID deadline, which was extended by the Department of Homeland Security (DHS) in December 2022 to May 7, 2025.

The TAA increased its placements and strategically updated the Nonstop for Tucson campaign in print publications, digital displays, social media posts, cable TV commercials, regional billboards, and multiple community partnerships.

The updated creative associated with the campaign included:

- Updated transit marketing included a full Sun Link wrap and numerous Sun Tran public buses that featured expanded air service options at TUS.
- New commercial played during major sporting events and primetime cable television shows.
- Extended investment in attention-grabbing billboards in Pinal County to remind Southern Arizonans of the importance of flying from TUS.
- Purchased additional billboard placements within Pima County to remind community members they must have REAL ID compliant identification to fly starting May 3, 2023. Recently, the DHS announced a two-year extension of the deadline to May 7, 2025.
- Stronger partnerships with FC Tucson soccer club, Tucson Roadrunners hockey team, City of Tucson Holiday Ice Rink, among others.







During the year, more than 100 million impressions were garnered through digital and out-of-home outlets.

While the TAA did not share as many traditional press releases in the calendar year, sending out 21, the Advertising Value Equivalency (AVE) held steady. More than \$5 million in AVE was earned in 2022 as compared to \$3.4 million in 2021. 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.

## MARKETING AWARDS

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

- ➔ Airports Council International–North America (ACI-NA) MarCom, Brand Identity finalist
- ➔ Public Relations Society of America (PRSA) of Southern Arizona, General Marketing, Impact Award of Excellence
- ➔ PRSA of Southern Arizona, Branding, Impact Award of Excellence

# SAFETY, SECURITY, AND CUSTOMER SERVICE

The TAA Team continued to focus on delivering safety, security, and customer service. The team is intentional in ensuring a safe and secure environment for employees and business and a stress-free experience for all users of the airport. The TAA has an “always ready” mindset and relies on a highly skilled team from various departments to support the airport’s 24/7/365 operation.

## **Safety**

Commercial service airports are highly regulated facilities, and a component of airport compliance is regulated by the Federal Aviation Administration (FAA) through an annual Federal Aviation Regulation Part 139 inspection; this intensive inspection is required for airports to obtain and maintain an Airport Operating Certificate. The process consists of numerous phases of document review (programs, training, maintenance records, etc.), evaluation of processes and records (emergency response and management, etc.), equipment evaluation and testing (equipment records, timed drills, etc.), and a comprehensive inspection of the airfield during the day and at night. The TAA was proud its efforts resulted in a positive outcome to the 2022 inspection.

TUS was the first airport in Arizona to be an official partner of the U.S. Department of Homeland Security and U.S. Department of Transportation in their anti-human trafficking efforts through the Blue Lightning Initiative (BLI). The TAA worked toward the prevention of human trafficking and protection of exploited persons at TUS through education, resources, and real-time reporting mechanisms to both TAA staff and anyone who obtains a security badge to work in or around the TUS airport campus.

## **Security**

Protecting TAA property and providing public safety at TUS and RYN are under the many responsibilities of the Tucson Airport Authority Police Department (TAAPD) and the Tucson Airport Authority Fire Department (TAAFD). TAAPD officers are duly sworn officers with the authority to enforce laws in the State of Arizona with specialty training in federal aviation security measures. The TAAFD is responsible for emergency response to aircraft incidents, accidents, and to render aid during medical calls for service. Each member of the TAAFD is either certified nationally or by the state and must abide by annual FAA Aircraft Rescue and Fire Fighting (ARFF) requirements including rigorous annual training to specialize in aircraft rescue.



## TAA Police Department

The TAAPD stands ready to respond to emergencies across our airport system and community. In 2022, the stress level of the traveling public was high due to travel uncertainties or other stressors. To ensure public safety, Communication specialists in the Airport Communications Center (ACC) dispatched sworn officers to 4,162 situations requiring a law enforcement presence.

The aviation sector has always been a favored target for terrorist acts. During 2022, the Department of Homeland Security indicated the nations' threat condition may change because of intelligence and emerging global threats. To ensure a sustainable airport system, it is necessary to take preventative action and have the necessary equipment available when it is needed to minimize down time for critical infrastructure and restore the airport to normal operations.

To complement the Transportation Security Administration (TSA) Explosive Detection Canine Teams, which are TAAPD officers and their canine partners with special training and certifications, the TAA also has an officer certified in explosive ordnance disposal (EOD) and specialized robotic equipment to detect possible threats.

In the event an explosive device is detected by the K-9 Teams and confirmed by the Ordnance Technician, the device must be safely relocated to allow the airport to continue functioning normally. To that end, the TAA purchased a Total Containment Unit (TCU), equipment used by bomb squad personnel to place a potentially explosive item in a hardened unit that can safely contain a blast should it occur. This highlights TAA's commitment to safety and security and the continuity of the operation.

# SAFETY, SECURITY, AND CUSTOMER SERVICE



## **TAA Fire Department**

An Aircraft Rescue Fire Fighting (ARFF) apparatus distinguishes TAAFD from most first responder fire fighters across Southern Arizona. In addition to the FAA-regulated training, many firefighters with TAAFD are accredited as Master Firefighters, a distinction earned through the American Association of Airport Executives (AAAE). The TAAFD consists of firefighters and paramedics that respond to aircraft emergencies and life safety calls; regulated by the FAA, the TAAFD must demonstrate speed and technical skills under rigorous testing. TAAFD responded to a total of 616 service calls, include 94 aircraft emergencies and 382 rescue and emergency medical service calls for service in 2022.

## **Customer Service**

The TAA continued to exemplify 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.

Navigating TUS has always been a breeze, but now the travel and customer experience is even more enjoyable. The TAA upgraded the interactive map for TUS to allow wayfinding throughout the airport and surrounding customer facilities. Accessible through the FlyTucson.com website, the new Atrius map is available in desktop format for anyone interested in planning ahead and a mobile version for visitors trying to locate a specific amenity while they are in the terminal. The TAA continues its commitment to continuously focus on the needs of TUS travelers.

## **Maintenance & Custodial Services**

When customers needed assurance of a clean, sanitized facility in the height of the COVID-19 pandemic, TUS proved to be an industry leader when it became



the fifth airport in the world to earn the highly coveted Global Biorisk Advisory Council (GBAC) STAR accreditation, an internationally recognized gold standard for cleaning, sanitizing, and public safety. As a testament to the TAA's commitment to a safe and pleasant customer experience, our Maintenance and Custodial teams have maintained the accreditation for three consecutive years.

One aspect that contributes to the GBAC STAR accreditation that deserves its own mention is the installation of Needle Point Bipolar Ionization across the entire TUS campus, including the terminal, concourses, and rental car facility. These ionization units are connected to every air handling unit to emit ions that not only reduce odors but serve as a defense against airborne particulates. This upgrade is imperceptible to the traveling public; however, the ionization aids in the reduction of transmitting potential pathogens that could cause flu, COVID-19, or other respiratory infections.

### **Airside Operations**

The airfields at TUS and RYN require oversight 24/7/365 and members of Airside Operations eagerly accept that responsibility as they ensure runways and taxiways are safe and ready for aircraft. Under FAR Part 139, Airside Operations team members carry out various safety programs, including and not limited to, Airport Certification,

Wildlife Management, Airside Driver Training, Irregular Operations, Emergency Management, and a myriad of other essential functions. In addition to their regular duties in 2022, Airside Operations began a newsletter for the pilot community to communicate important and timely information. Furthermore, to increase innovative customer service solutions to those piloting flights through TUS and RYN, Airside Operations streamlined multiple processes, including registration for training classes and the Prior Permission Request form, which allows users to safely schedule the temporary storage of their aircraft on the airfield.

This year Airside Operations also provided input to the Federal Aviation Administration (FAA) as it developed a safety video for pilots who may use TUS; the FAA develops training and safety awareness videos for airports across the nation. The TUS video highlights the importance of understanding the Tucson airspace, the proximity of Davis-Monthan Air Force Base to TUS, the diversity of users, including commercial, military, and general aviation, the airfield layout and complex geometry at TUS. Participation in the creation of this important safety video demonstrated the TAA's commitment to airport and aviation safety and its' strong partnership with the FAA.

# COMMUNITY

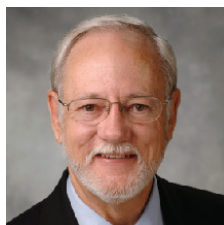
The TAA prides itself on supporting communities throughout Southern Arizona. From fundraising through the Airport Employee Community Effort (AECE) to partnering with local organizations, the TAA continued its' community outreach efforts throughout 2022.

- ➔ The Military Lounge has been a welcome area for traveling members of our Armed Forces. In its first full year of being open since a renovation in 2019, this lounge features comfortable lounge chairs to relax and enjoy entertainment; it is also stocked with refreshments. During 2022, our military servicemen and servicewomen registered more than 3,000 sign-ins for use of the space.
- ➔ The TUS Warm Welcome Volunteers Program continued to add friendly, engaging individuals to its ranks. Whether it is to guide a lost passenger or recommend attractions in Southern Arizona, our volunteers are frontline customer service representatives who make numerous connections each shift.
- ➔ The Nonstop for Tucson brand was incorporated into a public outreach campaign to educate travelers about the federal REAL ID deadline. Arizona driver's licenses and photo IDs without a star in the upper righthand corner will no longer be accepted by the Transportation Security Administration (TSA) effective May 7, 2025. The deadline to obtain a REAL ID card was postponed three times during the pandemic. The TAA was proactive and shared reminders to ensure the community understood what form of identification was needed to fly.
- ➔ The TUS Arts and Culture Program added 12 new pieces to the TAA Permanent Art Collection. Those additions include artwork from Diana Barbee, Brenda Bredvik, Stephanie Page and Ray Tigerman, to name a few.
- ➔ The art program continued to curate and showcase local artwork in all three of its temporary exhibits. Included in the line-up this year we more than 20 local artists.
- ➔ The TAA partnered with the respective chambers of commerce to show support of local events, including, and not limited to, the Tucson Metro Chamber State of the City event, and the Town of Oro Valley and the Town of Sahuarita annual events. These engagements continued to demonstrate the TAA's commitment to partnership as a pillar of the community.
- ➔ Partnerships with the Tucson Roadrunners hockey team and the FC Tucson soccer clubs were strengthened as TUS was the official airport for both teams and season travel.

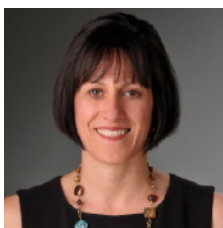


- The AECE Committee is an employee-managed group responsible for partnering with local non-profits to fundraise and raise awareness of local community needs; throughout 2022, more than \$1,800 was raised for numerous nonprofit organizations, including Sol Dog Lodge and the Ronald McDonald House Charities of Southern Arizona.
- For a second year in a row, the AECE Committee, TAA Fire Department, and numerous airport tenants participated in the KVOA Season 4 Hope, which facilitated donations for Toys for Tots, Community Food Bank of Southern Arizona, and the Diaper Bank of Southern Arizona during December.
- The TAA Police Department raised more than \$2,300 for local families to Shop-with-a-Cop through their commemorative patch sales.
- In addition to AECE commitments, employees have the option to donate pre-tax funds from their paycheck and directly send it to a 501(c)(3) non-profit; nearly \$17,000 was raised to support 16 charities.
- TAAPD was recognized as the fan favorite law enforcement agency during this year's Southern Arizona Law Enforcement Foundation (SALEF) 7 Badges Poker Run; the event raised funds for SALEF to provide necessary equipment to local public safety agencies, including TAAPD.
- TAAFD earned the Best Booth award at the 25th Annual Tucson Firefighters Chili Cook-Off, which raised funds to support local families in December.

# 2022 TAA BOARD OF DIRECTORS



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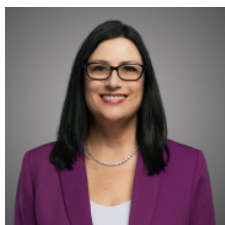


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# 2022 TAA EXECUTIVE TEAM



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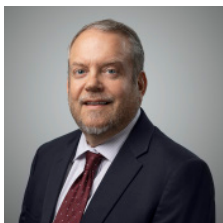
**Bruce Goetz, A.A.E., A.C.E.**  
Executive Vice President and Chief Operating Officer



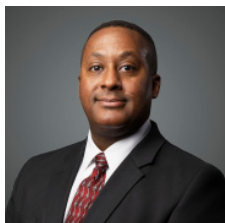
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Vice President of Planning and Engineering



**Twyla Salaiz**  
Vice President and Chief People Officer



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



**John Voorhees**  
Vice President and Chief Revenue Officer



**Vacant**  
Vice President of Finance and Chief Financial Officer

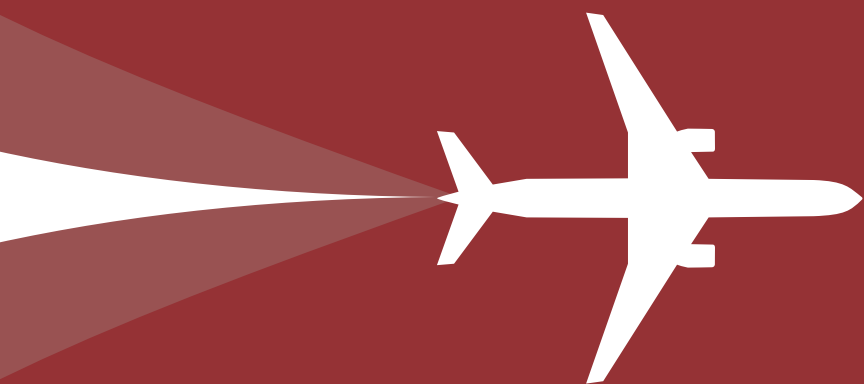


**Austin Wright**  
Chief Communications Officer



**Anthony Casella**  
Chief Technology Officer







**TUCSON  
AIRPORT AUTHORITY**

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