
TUCSON AIRPORT AUTHORITY | Nominating Council Meeting
Wednesday, October 15, 2025, at 9:00 a.m.
7250 S. Tucson Blvd Tucson, AZ 85756 | TAA Board Room

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 **Nominating Council** will hold a meeting open to the public on **Wednesday, October 15, 2025, at 9:00 a.m.** The public may attend in person. Council members may attend in person or remotely.

In-Person: The TAA Board Room is on the departure level of the Tucson International Airport terminal and is situated between the Delta and Southwest ticket counters, and behind the Arroyo Trading Post. The address is 7250 South Tucson Boulevard, Tucson, Arizona, 85756.

The agenda for the meeting is as follows:

1. CALL TO ORDER | ROLL CALL

- | | |
|----------------------------|--------------------|
| → Lisa Lovallo, Chair | → Carol Stewart |
| → Brandt Hazen, Vice Chair | → Rhonda Piña |
| → Phil Swaim | → Taunya Villicaña |
| → Shaima Namazifard | |

2. APPROVAL OF MINUTES

The Nominating Council will consider and may approve the minutes of the Nominating Council Meeting held on September 22, 2025.

3. PRESIDENT/CEO REPORT

- a. Industry and TAA Airport System Update

4. NOMINATIONS | APPLICATIONS

a. Nominations for New members

The Council will consider and may recommend for consideration and action by the Members during the 2026 Annual Meeting Nominations for New members.

b. Emeritus Member Applications

The Council will consider and may recommend for consideration and action by the Board of Directors applications from Members who have applied for emeritus membership.

c. Applications for Continuing Members

The Council will consider and may recommend for consideration and action by Members applications from Members who have applied for continuing membership.

d. Nominations for Board of Directors

The Council will consider and may recommend for consideration and action by the Members during the 2026 Annual Meeting Nominations for the Board of Directors.

5. Recommendation on Corporate Officers for 2026

The Council will consider and may recommend for consideration by the Board of Directors the following corporate officers for 2026:

- Chair of the Board
- Vice Chair of the Board
- Secretary
- Treasurer

6. NEXT MEETING

November 13, 2025, at 9:00 a.m. | TAA Board Room

7. ADJOURN

TUCSON AIRPORT AUTHORITY | Nominating Council
Monday, September 22, 2025 | 9:00 a.m. | TAA Board Room and Microsoft Teams

THIS ADVISORY COUNCIL MEETING OF THE TUCSON AIRPORT AUTHORITY WAS HELD IN A HYBRID MANNER. COUNCIL MEMBERS ATTENDED THE MEETING IN PERSON OR VIRTUALLY VIA MICROSOFT TEAMS. MEMBERS OF THE PUBLIC WERE INVITED TO ATTEND IN PERSON.

1. CALL TO ORDER | ROLL CALL

Chair Lovallo called the meeting to order at 9:00a.m.

Council Members Present: Chair Lisa Lovallo, Vice Chair Brandt Hazen (via Teams), Council Member Shaima Namazifard (via Teams), Council Member Carol Stewart, Council Member Taunya Villicaña

Council Members Absent: Council Member Phil Swaim

Board of Director Members Present: Chair Mike Hammond

Staff Present: President/CEO Danette Bewley, Executive Vice President/General Counsel Chris Schmaltz, Customer Support Technician Hector Lopez, and TAA Clerk Carolina Cordova

2. APPROVAL OF MINUTES

Motion by Council Member Villicaña, seconded by Council Member Namazifard, to approve the minutes of the Nominating Council meeting held on December 12, 2024. The motion carried by the following vote:

Ayes (5) Lovallo, Hazen, Namazifard, Stewart, Villicaña

Nays (0)

*Council Member Rhonda Piña joined at 9:02 a.m. via teams after the approval of minutes.

3. PRESIDENT/CEO REPORT

a. President/CEO Danette Bewley reported the following:

- i. The budget process was discussed with airlines, later with the Finance and Risk Management Council on August 20, 2025, and approved at the Board of Directors' meeting on September 3, 2025. President/CEO Bewley stated that**

domestic travel has softened, and TUS expected to see a negative effect of this, however, TUS is actually seeing an increase of domestic travel as high as 8%. She positively discussed the seat capacity and how TUS is filling seats.

- ii. A \$57 million dollar grant was offered and accepted by TAA this year, and additional federal funding is in the works. Council Member Brandt Hazen asked about the status of the runway and President/CEO Bewley advised that they anticipate its completion by Spring of 2027.
- iii. President/CEO Bewley also provided updates to all cosmetic and material upgrades, including carpet replacement and seat cushion updates, to TUS that are in the works.

4. PRESENTATION/DISCUSSION

a. Executive Vice President/General Counsel Chris Schmaltz reported the following:

- i. EVP/GC Chris Schmaltz pointed the Council members to the memorandum in the packet. He indicated that more nominations have been submitted since the distribution of the packet, and those will be detailed in the Oct 15 Nominating Council packet. No action will be taken at this meeting, however, at the October 15 meeting, the Council will be presented with a definitive number of seats available for the TAA membership, and open Board of Directors seats.
- ii. The cadence of the Nominating Council Meetings were discussed and EVP/GC Schmaltz advised that if all action is completed prior to the November and December meetings, then those meetings will be cancelled.
- iii. The Nominating Council Members were reminded of the open meeting laws and cautioned against discussing nominees outside of the public meetings.
- iv. Council Member Stewart asked what her role would be in the October meeting as she submitted a Director Interest Form for the Board of Directors. EVP/GC Chris Schmaltz responded that Council Member Stewart can participate in the other nomination discussions, but that she would need to resign and not participate in any discussion on Board of Director nominees, since she has submitted her interest for a Board seat.

5. ADJOURN

Chair Lovallo adjourned the meeting at 9:10 a.m.

APPROVED BY:

PREPARED BY:

Lisa Lovallo, Chair

Carolina Cordova, TAA Clerk

Date: _____

Date: _____

DRAFT

To: Nominating Council
From: Carolina Cordova, TAA Clerk
Re: 2026 Nominating Period closed | Update

Date: October 6, 2025

Background:

The Bylaws delegate to the Nominating Council the responsibility of considering and making recommendations to the TAA Membership regarding New Members, Continuing Members, and Directors. The Nominating Council also recommends action to the Board of Directors on any requests for Emeritus Member status from existing TAA Members. The 2026 nominating period concluded on October 1, 2025, and the Council's nominations are due to the Board of Directors by November 20, 2025.

As a reminder, the Bylaws stipulate that the Council must make its recommendations for New Members to the Board of Directors by November 20, 2025. The Board of Directors will review the nominations prior to their placement on the ballot for the Membership to vote on during the Annual Meeting in January 2026.

Current Membership | Analysis:

As of October 8, 2025, TAA has 56 active Members. Per the Bylaws, there can be no more than 60 active Members of the organization at any given time. Including known expiring memberships, and those who have requested emeritus status, the total number of vacancies available to be filled by new members (not including those Members who have requested 5-year extensions) is **EIGHT**.

Three members have requested a five-year extension of their active membership. Three members have requested to transition to Emeritus Status. One member will reach the maximum 20 years in January 2026 and has submitted to transition to Emeritus Status. One Member has not responded and will have the opportunity to apply for Emeritus Status until the end of their term in January 2026.

New Member Nominations:

Complete nomination packets for the following **FIVE** individuals were received during the nominating period:

NEW-MEMBER NOMINATIONS			
	<i>Nominee</i>	<i>Nominated By</i>	<i>Date Received</i>
1.	Alison Flynn Gaffney <i>CEO of Banner University Medical Center</i>	Keri Silvyn	September 4, 2025
2.	Blake Eager <i>Owner and Operator of the Southern Arizona Sports and Film Authority</i>	Carol Stewart	September 8, 2025

3.	Jim Darling <i>Owner/Principal of Leeward Strategies</i>	Taunya Villicana	September 11, 2025
4.	Jim Mooney <i>Owner of Frontier Towing Company</i>	Ricardo Platt	September 22, 2025
5.	Linda Welter <i>Chief Executive Officer for Caliber Group Inc.</i>	Keri Silvyn	September 23, 2025

Emeritus Membership:

Members who have completed a minimum of ten years of service may be considered for Emeritus Membership, which shall be limited to those members who have provided distinguished service to the Authority over a sustained period. The following Member(s) submitted a request to transition from Member to Emeritus Member:

APPLICATIONS FOR EMERITUS MEMBERSHIP				
	<i>Member</i>	<i>Year Joined</i>	<i>Years of Service</i>	<i>Date Received</i>
1.	Lisa Lovallo	2011	15	August 1, 2025
2.	Michael Franks	2006	20	July 14, 2025
3.	Lucinda Smedley	2011	15	June 23, 2025
4.	David Hameroff	2011	15	September 30, 2025

Five-year Extension Requests:

Members who are approaching the end of their initial 15-year term are eligible to apply for a 5-year extension of their term. See details below:

APPLICATIONS FOR CONTINUING MEMBERSHIP			
	<i>Member</i>	<i>Year Joined</i>	<i>Date Received</i>
1.	Ricardo Platt	2011	June 23, 2025
2.	Robert Draper	2011	June 23, 2025
3.	David Lyons	2011	August 1, 2025

Director Nominations

The Board of Directors currently has **eleven** (11) members; the TAA bylaws allow for as few as seven (7) members and as many as eleven (11) members.

BOARD OF DIRECTORS TERMS EXPIRING IN 2026				
	<i>Member</i>	<i>YOS</i>	<i>Term</i>	<i>Position</i>
1.	Keri Silvyn	8	Term 2	Immediate Past Chair
2.	Phil Swaim	6	Term 2	Vice Chair
3.	Rhonda Pina	3	Term 1	Treasurer
4.	Calline Sanchez	3	Term 1	Director
5.	Fran Katz	4	Term 2	Director

➔ **Important to note:**

- Fran Katz served a 1-year term in 2013 with Judy Patrick (now Emeritus member) finishing the remaining 2 years of her term.
- Keri Silvyn's years on the Board includes serving as Board Chair in 2023 and 2024, additionally, serving as Immediate Past Chair in 2025.

DIRECTOR INTEREST FORMS SUBMITTED			
	<i>Interested Member</i>	<i>Membership Year</i>	<i>Date Received</i>
1.	Steve Bosse	2025	September 3, 2025
2.	Carol Stewart	2022	September 8, 2025
3.	Phil Swaim	2013	September 11, 2025
4.	Calline Sanchez	2023	September 15, 2025
5.	Rhonda Piña	2022	September 16, 2025
6.	Fran Katz	2013	September 18, 2025
7.	Lydia Aranda	2023	October 1, 2025

DIRECTOR POSITIONS		
	CURRENT VACANCIES:	0
	EXPIRING TERM (OPEN SEAT):	5
	EXPIRING TERMS (ELIGIBLE FOR REAPPOINTMENT):	5
	SUBMITTALS FOR REAPPOINTMENT RECEIVED:	4

Closing:

If there are any questions or concerns regarding the information contained in this memo or the nominating process in general, please contact me at any time. My direct line is (520) 573-4822 and email is ccordova@flytucson.com

Attachments:

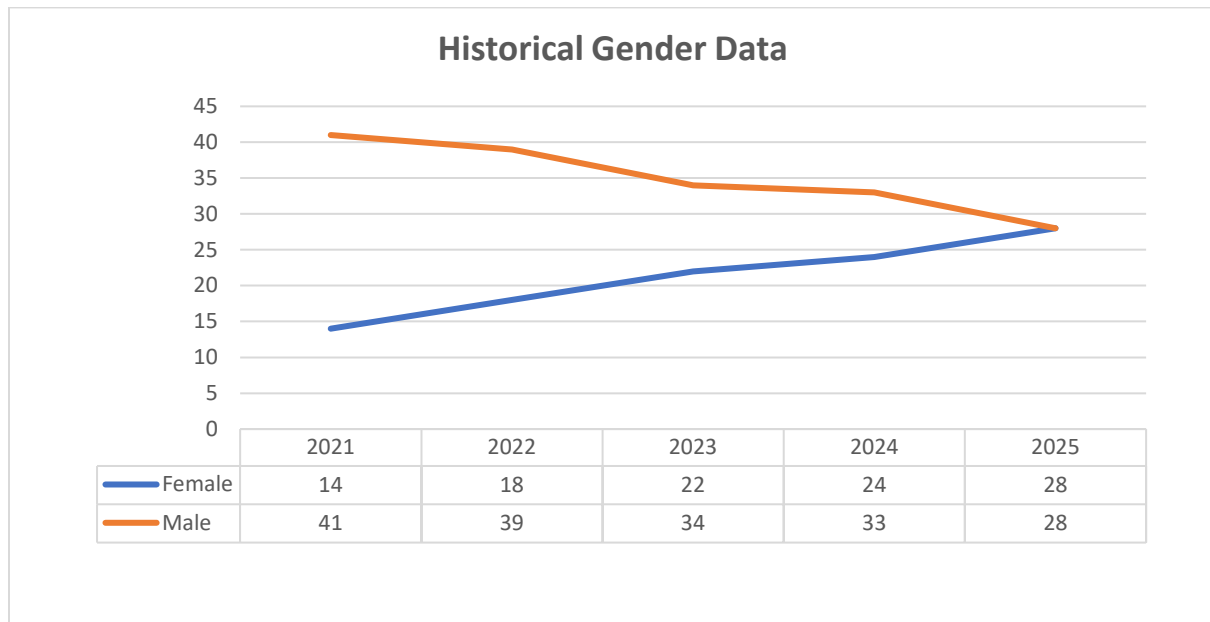
1. *Membership Statistics by Voluntary Self-Disclosures as to Race*
2. *Membership Statistics by Voluntary Self-Disclosures as to Gender*
3. *Membership Statistics by Voluntary Self-Disclosures as to Industry*
4. *Alison Gaffney New Member Nomination Packet*
5. *Blake Eager New Member Nomination Packet*
6. *Jim Darling New Member Nomination Packet*
7. *Jim Mooney New Member Nomination Packet*
8. *Linda Welter New Member Nomination Packet*
9. *Lisa Lovallo Emeritus Application Request*
10. *Michael Franks Emeritus Application Request*
11. *Lucinda Smedley Emeritus Application Request*

- 12. David Hameroff Emeritus Application Request*
- 13. Ricardo Platt Application for Continuing Membership*
- 14. Robert Draper Application for Continuing Membership*
- 15. David Lyons Application for Continuing Membership*
- 16. Steve Bosse Director Interest Form and Disclosure Form*
- 17. Carol Stewart Director Interest Form and Disclosure Form*
- 18. Phil Swaim Director Interest Form and Disclosure Form*
- 19. Calline Sanchez Director Interest Form and Disclosure Form*
- 20. Rhonda Piña Director Interest Form and Disclosure Form*
- 21. Fran Katz Director Interest Form and Disclosure Form*
- 22. Lydia Aranda Director Interest Form and Disclosure Form*

ATTACHMENT 1

Gender Distribution (2021 to 2025)

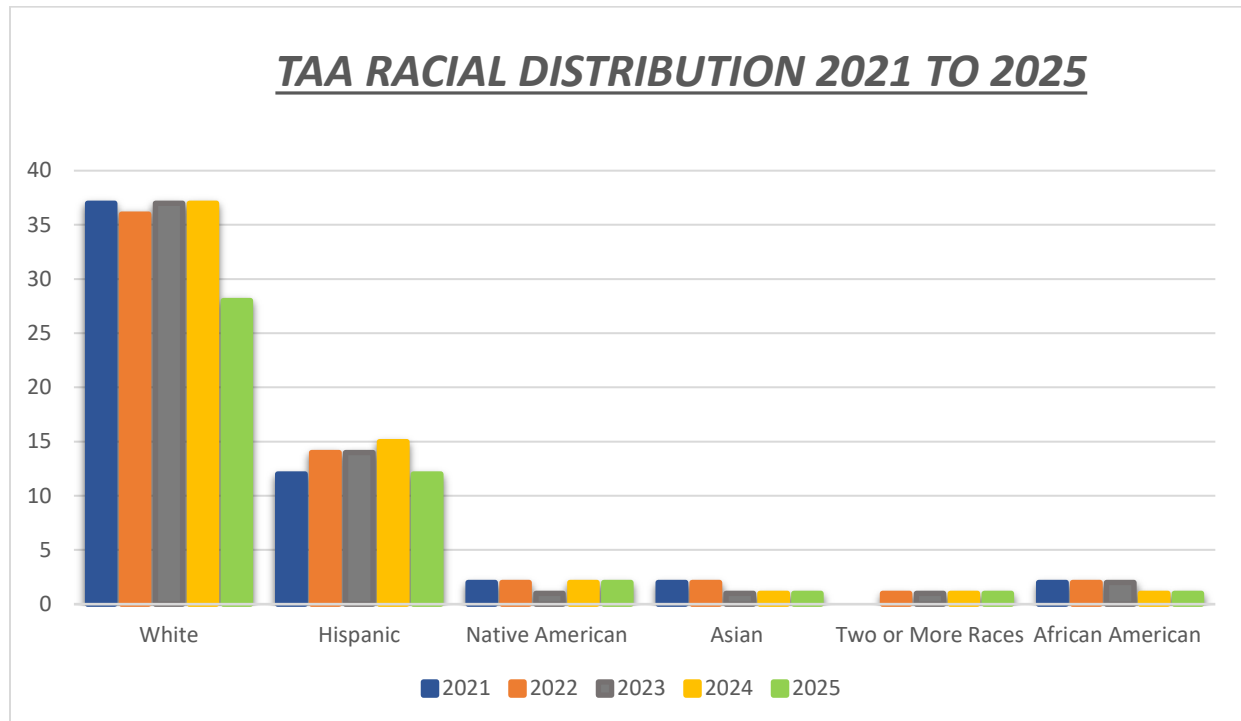
The chart below illustrates the change in the TAA's Member gender distribution from 2021 to 2025. In 2025 there are 28 males and 28 females with active memberships.



ATTACHMENT 2

Racial Distribution (2021 to 2025)

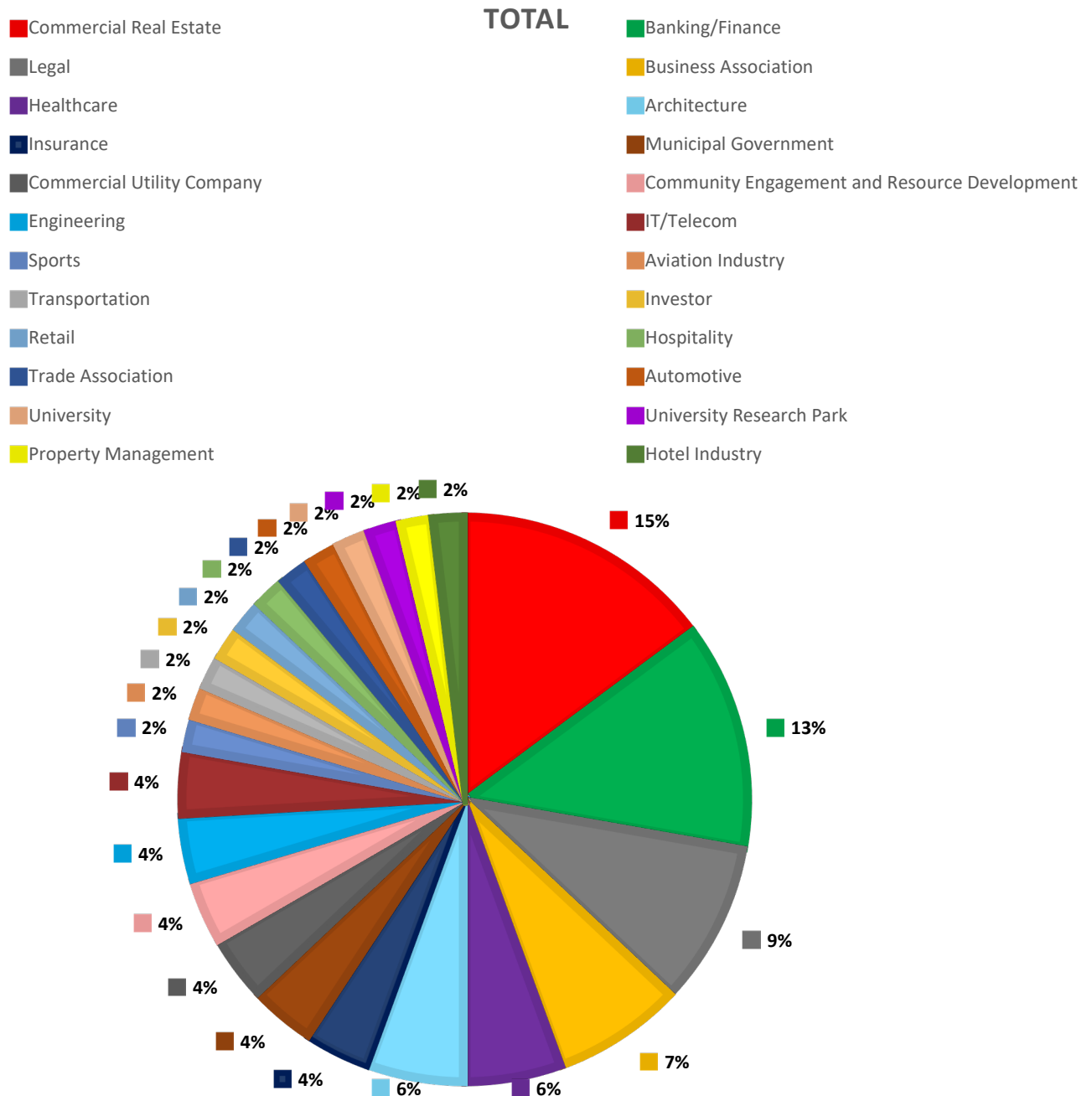
The chart below illustrates the change in the TAA's racial makeup from 2021 to 2025. The 2020 United States Census data in the Pima County Region shows 633,382 individuals identify their race as white. TAA Membership includes 28 of the 56 TAA members who voluntarily identify their race as white. In the Pima County Region data, the second largest demographic of races is Hispanic/Latinos, with 372,288 individuals identifying as such; 12 of 56 TAA Active Members voluntarily identify their race as Hispanic/Latinos.



ATTACHMENT 3

Active TAA Member Employment Industry (2025)

The chart below illustrates the industries of all Active Members in 2025. TAA membership industries have a mixed percentage with the 3 highest industries being commercial real estate, banking/finance, and legal. This is compared to regional data that shows only 4.9% of Pima County Industries are Finance, Insurance, and Real Estate.



This demographic data is intended to capture traditional classifications. Without 100% participation by TAA membership to voluntarily self-disclose gender and race/ethnicity information, TAA cannot verify the complete accuracy of the data.

The Arizona Census Data was used to compare demographics and Statistics.

[Census - Data Visualization](#)

[Pima County, Arizona - Census Bureau Profile](#)

ATTACHMENT 4

Allison Flynn Gaffney
CEO of Banner University Medical Center
Nominated by Keri Silvyn

An Active or Emeritus Member TAA Member must complete and submit this nomination form in collaboration with the potential nominee. The nomination form and additional requested documentation must be received by the TAA Clerk **no later than 11:59 p.m. on October 1, 2025.**

GENERAL INFORMATION					
Name: Alison Flynn Gaffney		Length of residency*: 1 year			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.: n/a		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: Banner University Medicine Tucson		Profession/Industry: Healthcare			
Position/Title: CEO					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input checked="" type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input checked="" type="checkbox"/>	Female		<input type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input checked="" type="checkbox"/>	51-60
				<input type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

*Length of residence in the Tucson International Airport air service area. Pursuant to Section 2.1.1 of the TAA Bylaws, this area encompasses "the general Southern Arizona region."

QUESTIONNAIRE

Is the potential nominee a local, State, or Federal elected official or government employee? <i>If "Yes," list the agency and position/title below. Also, submit a copy of the job description along with the nomination form.</i>	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>

Please summarize the nominee's professional background and expertise. *(Additional detail may be provided in the nominee's Letter of Interest)*

<p>An award-winning executive leader and strategist who drives innovation, excellence, and growth. Over 30 years of national and international progressive healthcare & operations experience. An evolver who builds and develops diverse cultures with high-performing and emotionally intelligent teams that achieve success. Extensive healthcare planning and operations, organizational transformation, crisis management, and professional development skills.</p> <p>A relentless commitment to innovation to improve access, experience, and outcomes. Versatile communicator, author, board-certified in healthcare management, highly skilled in system growth, integration, strategy and execution, supply chain, and corporate reputation management. Tenacious financial executive known for measurably impacting P&L of hundreds of millions while maintaining, if not improving, overall productivity and satisfaction. A driven supporter of sponsorship, mentoring, education, and development of teams to ensure high-caliber service quality and goal achievement at all levels.</p>

Please list activities demonstrating the nominee's care and commitment to community service or involvement, including previous or current membership in non-profit or community organizations and the duration of service.

ORGANIZATION/INVOLVEMENT	DURATION OF SERVICE
American Heart Association of Southern Arizona 2026 Heart Walk Co-Chair	2/2025 - present
Southern Arizona Leadership Council General Member	3/2025 - present
Sun Corridor Chairman's Circle	2/2025 - present
American Heart Association, Utah Chapter Board of Directors	7/2023 - 7/2024

Please describe how the nominee's personal experience will translate into becoming a fierce advocate of TAA in local, national, and international communities. *(Additional detail may be provided in the nominee's Letter of Interest)*

<p>Alison's current role as CEO of Banner University Medicine-Southern Arizona demonstrates her deep commitment to local engagement. She has systematically connected with 9 unique industry sectors, 5 regions of the market, and 23 different business organizations - with 15 having never previously met with a CEO. This comprehensive community outreach approach shows her ability to build bridges and understand diverse stakeholder needs, which would be invaluable for airport authority governance.</p> <p>Her leadership of the "pop-up" gratitude listening tour to engage teams across the healthcare system demonstrates her commitment to inclusive leadership and understanding ground-level perspectives - skills directly transferable to airport operations and community relations.</p> <p>Alison brings proven financial leadership, having achieved YTD budget performance "in the black" during numerous roles and consistently exceeded budgeted margins by an average of 3.5% during challenging years at University of Utah Health. Her experience managing \$2-4+ billion academic health systems and \$700M-1.5B+ annual operating budgets provides the financial acumen necessary for airport authority oversight. Her expertise in strategic planning, integration, and capital projects - including leading healthcare system expansions most recently from 5 million to over 7 million square feet - directly translates to airport infrastructure development and expansion planning.</p> <p>Through her role as President of JLL Healthcare (a global Fortune 500 company), Alison led national teams and managed over 550 million square feet of healthcare property annually. This experience with large-scale, multi-location operations, cultures, and national client relationships provides relevant expertise for airport systems that serve national and international travelers.</p>
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QUESTIONNAIRE

Please indicate any of the TAA advisory councils which might benefit from the potential nominee's working knowledge, membership, and participation.

COUNCIL	
Audit	<input type="checkbox"/>
Corporate Governance	X <input type="checkbox"/>
Finance and Risk Management	<input type="checkbox"/>
Finance and Risk Management – Environmental/Sustainability Sub Council	X <input type="checkbox"/>
Nominating	<input type="checkbox"/>

Provide a brief explanation of how the TAA will benefit from their participation on the council(s) indicated.

(Additional detail may be provided in the nominee's Letter of Interest)

Her extensive board service and community involvement prior to Arizona and including roles with the American Heart Association, Chamber of Southern Arizona, and Southern Arizona Leadership Council, demonstrates her commitment to regional advocacy and her ability to work effectively with diverse stakeholder groups - essential skills for airport authority governance. Alison's 30 plus years of business experience along with key sustainability work throughout her career most recently she evolved the Sustainability focus at UUHC by leveraging the Green Team - creating a new structure and executive sponsorship with COO, Chair of Neurosurgery, and CFO champions. \$1.2M in energy savings through lighting and HVAC work was achieved along with 2021, 2022 Practice Greenhealth Environmental Excellence Awards for the organization.

References

	NAME	E-MAIL ADDRESS	PHONE NO.
1.	Rob Elias	[REDACTED]	[REDACTED]
2.	Lisa Lovallo	[REDACTED]	[REDACTED]
3.	Kym Adair	[REDACTED]	[REDACTED]

Nominated By:

TAA MEMBER (NAME)	SIGNATURE	DATE
Keri Silvyn	Digitally signed by Keri Silvyn Date: 2025.09.04 15:43:52 -07'00' Keri Silvyn	September 4, 2025

Due Date: October 1, 2025 by 11:59 p.m.

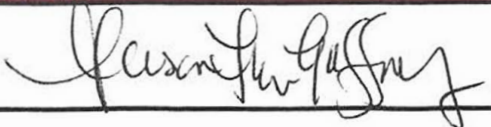
Email to:

ccordova@flytucson.com

Mail to:

Tucson Airport Authority
 Attn: TAA Clerk
 7250 S. Tucson Blvd., Ste. 300
 Tucson, AZ 85756

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name: Alison Flynn Gaffney	
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
I have the following personal or financial interests to disclose in accordance with the Policy:	
N/A	
In addition, I currently have the following business, contractual or other financial relations with the TAA:	
N/A	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
	09.08.25

ALISON FLYNN GAFFNEY, FACHE

<https://www.linkedin.com/in/alisonflynnngaffney>

(e) [REDACTED] (c) [REDACTED]

TRANSFORMATIVE HEALTHCARE EXECUTIVE

An award-winning executive leader and strategist who drives innovation, excellence, and growth. Over 30 years of national and international progressive healthcare & operations experience. An evolver who builds and develops diverse cultures with high-performing and emotionally intelligent teams that achieve success. Extensive healthcare planning and operations, organizational transformation, crisis management, and professional development skills. A relentless commitment to innovation to improve access, experience, and outcomes. Versatile communicator, author, board-certified in healthcare management, highly skilled in system growth, integration, strategy and execution, supply chain, and corporate reputation management. Tenacious financial executive known for measurably impacting P&L of hundreds of millions while maintaining, if not improving, overall productivity and satisfaction. A driven supporter of sponsorship, mentoring, education, and development of teams to ensure high-caliber service quality and goal achievement at all levels. An active ally and advocate of an inclusive, equitable, and diverse culture. Intangibles matter. Use your out loud voice!

Physician & Board Relations · Fiscal Stewardship · One Team, One Mission Culture Creation · Community Engagement · Strategic Planning & Integration · Restructure/Turnaround · Philanthropy · Crisis Management · Media Relations · Real Estate

PROFESSIONAL EXPERIENCE

Banner Health – Banner University Medicine Tucson, AZ

2024 – present

Banner Health is one of the largest nonprofit healthcare systems in the country serving in six states: Arizona, California, Colorado, Nebraska, Nevada, and Wyoming.

CEO, Banner University Medicine-Southern Arizona Market

12/24 – present

Banner – University Medical Center Tucson and Banner – University Medical Center South are licensed for 649 and 245 beds, respectively. The Tucson campus is home to Diamond Children's Medical Center, multiple specialty clinics, and the city's only Level 1 trauma center. It was named by U.S. News & World Report as a 2024-2025 Best Regional Hospital, earning the No. 1 spot in Tucson and No. 4 in Arizona. The South campus includes an emergency department, trauma center, behavioral health care facilities and several specialty clinics. Nearly 500 medical students and 750 residents and fellows train at the two facilities. \$2+ billion academic health system with over 7,500 team members.

- Developed and implemented a CEO visibility and connect "pop-up" gratitude listening tour to focus on teams across the healthcare system with the goal to "walk through every door" we have at Banner University Medicine. Engaged focus over first year within community and connecting with civic throughout Tucson and southern Arizona to listen and learn to be informed. Met with 9 unique industry sectors, 5 regions of market, 23 different business organizations-15 having never met with CEO and 57 total encounters.
- Financial stewardship impact resulting in YTD budget in the black.
- Team member engagement survey increased in all categories and up by over 11% when asked "Does the top leadership care about us?"
- Restructured CMO office to better align priorities and impact. Recruited and filled new CNO and CFO roles within first 5 months.
- Key leader in re-negotiation of BUMCT and ASE – University of Arizona Athletics multi-year agreement as the "Official Healthcare Partner" of Arizona Athletics.
- Leading refreshed market brand awareness, storytelling, and local marketing campaign focused highlighting our subject matter expertise through our people, and our patient stories.

JLL – JLL Healthcare Chicago, IL**2022 – 2024**

JLL is a global Fortune 500 company leading professional services and investment management firm specializing in real estate. JLL Healthcare provides a full range of real estate, project development services, and facilities solutions for hospitals, physicians, and other care providers as well as real estate investors that own and operate medical and seniors housing properties. We help our healthcare clients plan, find, finance, buy, lease, sell, construct, optimize, manage, and maintain the most advantageous facilities anywhere in the US for all property types along the continuum of care, serving over 550 million square feet of healthcare property annually.

President, Healthcare**11/22 – present**

Reporting directly to the CEO of Americas Work Dynamics business, lead and inspire a national team of professionals across JLL in becoming the preeminent healthcare workplace solutions partner. Promote JLL's brand, purpose, culture, and values while focusing on team, patient, and family experience, mitigating risk, and driving financial performance for healthcare clients through real estate, project and development services, and facilities solutions.

- Steered vertical evolution inclusive of people, process, and purpose - enabled key client renewals in 2023 equating to \$6+MM in secured CI and \$10.2M in 2024 through deep listening, relationship building, knowledge transfer, and co-creating solutions. Sold 5 new logos expanding national footprint and largest client within last 5 years. AR improvement from 31% to 23% past due over 2023.
- In a 12-month period increased female representation in leadership positions by 5%.
- Client satisfaction up by over 7% 2023-2024 with Voice of the Client Survey response rate increase by 34%.
- Led a refreshed healthcare brand awareness and marketing campaign focused on decision maker and market education, highlighting our subject matter expertise through our people, and our client success stories. Key spokesperson for healthcare – resulting in 154% increase in interviews, and publications.
- Developed a “stay connected” campaign with a greater focus on client voices and needs to create evolved and enhanced outcomes. Created a Healthcare “executive insights circle” successfully launched 4th quarter of 2023.

University of Utah Health-Hospitals & Clinics Salt Lake City, Utah**2017 - 2022**

University of Utah Health System (U of U Health) is a \$4+ billion academic health system serving approximately 10% of the geography of the continental United States. U of U Health is one of the nation's leading academic medical centers ranked Top 10 by Vizient, Inc. 13 years consecutively, #1 in the nation in 2016 and 2020, and ranked Top 5 - 8 years consecutively in Ambulatory. A vast system made up of 6 Hospitals, 9 urgent care locations 11 Community Clinics, 23 Regional Partners, and 83 Telehealth Partners which further extends reach through urban, rural, and frontier populations providing care for more than 2.0+M annual patient visits. Staffed by more than 3K practicing clinicians. Over 14K employees.

Chief Operating Officer (i)**09/21 – 11/22**

Reporting directly to the CEO, collaborating with academic and clinical chairs, nursing & operational entity leaders—working in dyad and triad relationships with clinicians, staff, and senior executives across the system and campus. Focused on growth, culture, EDI, workforce, strategic planning, and initiatives to support and enhance patient & stakeholder experience, quality, and financial strength across the system. A key spokesperson for the healthcare system.

- Executive and financial oversight for all inpatient and ambulatory operations across the integrated healthcare system. **System** portfolio: University Hospital, Huntsman Cancer Center, Nielsen Rehabilitation Hospital, Moran Eye Center, Clinical Neurosciences Center, Orthopedic Center, Huntsman Mental Health Institute, Community Clinics, and upcoming facilities.
- Led healthcare system capital and master planning: identification, development, and implementation in support of our 2025-35 Strategy. Anticipated growth from 5 to 6 million sq. ft. toward 7+ million sq. ft. Collaborate with our community and partners across the state, university, and healthcare system to develop, and build a new West Valley 1 million+ sq. ft. healthcare and academic campus scheduled to open in 2027 within a community that has been historically marginalized and requires new access to healthcare, education, and professional opportunities. +800MM project.

- During 3 of the most challenging years in healthcare -exceeded budgeted margin % each year by an average of 3.5%. Staffing efficiencies achieved that equate to an avg. 2% YOY improvement.
- Executive sponsor working with clinical and operational teams to develop and implement “the new way via our value road map” to deliver care, experience, and access as an imperative to future growth and delivery along with refinement of our KPI metrics.
- Evolved Sustainability focus at UUHC by leveraging the Green Team - creating a new structure and executive sponsorship with COO, Chair of Neurosurgery, and CFO champions. \$1.2M in energy savings through lighting and HVAC work. 2021, 2022 Practice Greenhealth Environmental Excellence Awardees.
- Key advisor to Advancement team regarding the ethics and principles supporting our grateful patient giving programs and partnerships. Support actively and visibly the development of philanthropic partners by building trusted relationships leading to increased funding.

Executive Director University Hospital, Service Lines, and System Planning

2019 - 2022

Responsible for all operations, strategic planning, quality, patient experience, marketing, and community relations.

System portfolio: Imaging, Lab, Neurosciences, Cardiovascular, Women's & Children's, Med/Surg/Specialty clinics, Dermatology, Pulmonary/Respiratory, Emergency Management, Nutrition Care (inc. retail), EVS, Security, Customer Service, Facilities & Engineering and other Support Services departments.

- Inspired, and developed a team of 12 direct reports (Director+ Level) with a roll-up of 2600+ FTEs. Leadership ranking at 97% for employee engagement. Responsible for an annual operating budget + \$700M.
- Patient satisfaction during tenure rose from 82.4% to a high of 85.2 % FY23 Q1
- Cultivated purposeful working relationships with the hospital board, chairs, physicians, and colleagues across the system. Created RISE-Respect, Inspire, Serve, Excellence initiative to connect with teams.
- Created a UUHC Master Planning and Project Office - resulting in enhanced partnerships, strategy, and streamlining of operations.
- Executive sponsored lab pricing rework project resulting in incremental revenue increase of ~\$20.3M/Yr.1.
- Led - 2020 Vice Presidential Debate. Successfully worked across campus and with campaigns, local, state, and federal colleagues. Strategic collaboration formed with Cleveland Clinic and Commission on Presidential Debates to knowledge transfer, create alignment in safety protocols and ensure compliance.
- Incident Commander for COVID-19 healthcare system response working collaboratively throughout a challenging environment with all internal and external stakeholders toward safe, effective outcomes, vaccine strategy, surges, staffing, community impact, and financial recovery.

Executive Director – Perioperative, Imaging, Laboratory, and Ancillary Services-System

2017 - 2019

- Developed a team of 8 direct reports responsible for more than 10% of the operating budget (labor & non-labor).
- Worked with clinical and operational leadership to create new models of patient care delivery and restructured business operations across various departments leading to over \$1M expense reduction.
- Advocated with data and strategy for the build of 6 Ambulatory OR's. Since opening growth from 683 cases FY20 to 4,186 FY22 with an ROI \$18M/Ann. Additional specialty growth within inpatient ORs because of investment. Created stability, expectations, and an evolved culture along with new career ladders along with recruitment and retention strategies for mission-critical roles.
- Designed and implemented a key initiative with the leadership team ensuring operations remain connected to the mission: connect to purpose. Created TEAM TALK – a forum for frontline staff to engage with leadership.
- Led remodeling and major construction projects related to increased inpatient and ambulatory capacity, perioperative services, and imaging through the build of OR's, beds, support services, and procurement of additional technology to meet and exceed the needs of our community and patient population. Opened on time and on budget.

GREATER NY HOSPITAL ASSOCIATION (GNYHA). New York, New York

2010 - 2017

Wholly owned, for-profit subsidiaries of the Greater New York Hospital Association (GNYHA) that provide an array of critical products and services to health care providers and other organizations in the metropolitan area and across the country. Services include group purchasing, cost reduction, and performance improvement consulting.

Senior Vice President – Strategic Initiatives, Acuity, Inc. & Nexera, Inc.**2015 - 2017**

Reported directly to the President, and collaborated with senior executives on strategic initiatives, and business development.

*Sold to Premie, Inc. 2020.

- Cultivated and managed key client relationships at the C-suite level as well as maintained strategic executive oversight regarding business functions within the New York City Health + Hospitals Corporation (H+H), the nation's largest municipal healthcare system.
- Collaborated with President and executive management to identify, manage, and decrease risk throughout the business lines.

Senior Vice President – Operations, (COO) GNYHA Services, Inc. (Acuity, Inc.) & Nexera, Inc.**2011 - 2015**

Reported directly to the President as the Operational Lead with indirect reports of more than 200 staff, oversaw, and supported internal operations, compliance, strategic planning, key clients, training, and education. Interfaced with Finance, Human Resources, Information Technology, Business Strategy, Sales, Corporate Communications and Marketing, and Emergency Preparedness within GNYHA Ventures, Inc.

- Executive lead on key client renewal for a multi-year contract worth \$11M+ annually. Re-engineered and implemented new employee performance development and evaluation tool to improve staff satisfaction and morale.
- A key leader of the 2014 NYC Ebola GNYHA management response team and the 2012 Super Storm Sandy team staffed at NYC-OEM over multiple weeks 24/7 assisting with the coordination, planning, resource, and transportation deployment. Led the coordinated evacuation of 7,000 hospital patients and long-term care resident evacuees safely while continuing to run the business.

Vice President**2010**

Delivered new business over \$25M and managed key client relationships; collaborated with executives on strategic initiatives and integration across the Venture's family of companies. Executive lead regarding organization-wide engagements inclusive of all outsourced functions within the New York City Health and Hospital Corporation (HHC).

- Negotiated multiple multimillion dollar supply chain and managed services contracts resulting in a significant increase in revenues and breadth of service offerings while creating substantial savings for the clients.
- Key member of the 2011 Hurricane Irene GNYHA response team staffed at NYC-OEM assisting with the coordination, planning, resource, and transportation deployment, and evacuation of 5,000 hospital patients and long-term care resident evacuees safely.

GIULIANI PARTNERS, LLC, New York, New York**2008 – 2010**

Top 50 international management consulting firm founded in 2002 by former New York City Mayor, Rudolph W. Giuliani.

Senior Vice President – Healthcare Practice Lead

Worked directly with former New York City Mayor Rudolph W. Giuliani and reported to the Vice-Chairman regarding the management and advisement of companies around the globe on a wide range of critical strategic issues. Provided solutions aimed at enhancing brand integrity, improving quality, navigating regulatory and legal requirements, and increasing revenue.

- Managed multimillion dollar projects, key client relationships, and teams toward operational improvements and goal achievement within the healthcare, pharmaceutical, and energy industries. Actively collaborated with clients based in India and Japan.
- Led a global pharmaceutical company throughout their merger and acquisition, regulatory and legal issues with the U.S. FDA and U.S. DOJ as well as their ANDA process. Achieved positive outcomes and drug approvals resulting in a company gain of multiple millions of revenues.
- Performed fraud investigation partnering with Giuliani Security & Safety to identity theft at the request of a Home Healthcare Agency. Provided clients with rapid implementation recommendations and a long-term corrective strategy.

NEXERA, INC., New York, New York**2003 - 2007**

\$20 MM start-up healthcare consulting company with an international clientele. Wholly owned, for-profit subsidiary of the Greater New York Hospital Association (GNYHA). *Sold to Premier, Inc. 2020.

Vice President – Operations & Technology

Reported directly to the President, orchestrated relationship management and new business development as a founding member of a company specializing in supply chain cost reduction, project management, operational overhead reduction, process improvements, technology assessments, clinical support, and management services. Managed and reported company human resources and financial information. Internally directly supervised teams of 20+ people at all levels.

- Externally led teams within small community hospitals to large matrixed systems. Formulated and performed strategic executive presentations to hospital C-suite, physicians, and organization board members, primarily in the New York, New Jersey, and Connecticut areas.
- Cultivated key client relationships, closing multiple million-dollar deals with entities such as the New York City Health and Hospital Corporation for a global foodservice solution for their IDN, the largest single contract in Nexera's history.
- Created and led opportunity scholarship and mentoring program focused within the nutrition care team (mentees) and executives (mentors) from each consortium member (Nexera, US Foodservice, Sodexo, & Food Service Partners.)
- Reduced expenses by \$50M for acute and long-term care clients over the first year. Accelerated the operations and technology division's revenue by 15% annually.

DANBURY HOSPITAL, Danbury, Connecticut**2002 – 2003**

Health care facility with a 125+ year history and a spot on the Solucient list of 100 Top Hospitals®.

Administrative Director, Women's, and Children's Service Line

Oversaw the Pediatric department, the regional Perinatal and Neonatal center providing Labor & Delivery services, Level IIIb Neonatal Intensive Care Unit, Doula Program, and Parent Education programs to residents in southwestern Connecticut and New York State.

- Reduced the 2003 annual operating budget by \$245K through prioritization and listening to understand.
- Developed and presented an "Employee Donation Campaign" proposal, resulting in award and financial bonus for the service line.
- Controlled department expenses while ensuring quality service delivery in conjunction with the chair, physicians, nursing, and support staff.
- Fueled staff team development and professional growth as the leader of 100+ personnel. Led the Service Line Council comprised of physicians, nursing and other staff leaders tasked with problem resolution.

NEW YORK-PRESBYTERIAN HOSPITAL, WEILL-CORNELL MEDICAL CENTER, New York, New York 1998 – 2002

One of the top academic medical centers worldwide with leading experts in every field of medicine.

Business Manager-Perioperative Services**2001 – 2002**

Cut the \$27M operating expense budget by \$1M as part of daily operations management of the 25-person Materials Management, OR Scheduling, and Reservations and Billing departments.

- Spurred the design and execution of a new surgical services web-based computer system. Facilitated compliance with JCAHO requirements, driving performance improvements, and preparations for the 2002 survey. Created and rolled out monthly credit, savings, and variance tools to optimize the tracking and justification of expenditures.
- Sponsored emerging diverse professionals for PA Training Track to create advancement pathway and career development.

Note: Further work history at **NEW YORK-PRESBYTERIAN HOSPITAL** includes positions as an **Administrator, On-Call Team (1999-2000), Administrator, Operations Support (1998-2000), and Manager, Materials Management-Perioperative Services (2000-2001)** **ADDITIONAL POSITIONS:** **BETH ISRAEL HEALTH CARE SYSTEM, New York, New York · 1992 – 1998 Project Manager, Infection Control (1995-1998), Inventory Analyst, Surgical Services (1993-1995), Materials Management Assistant, Surgical Services (1993), Unit Clerk, Emergency Services/Surgical Intensive Care Unit (1992-1993)**

EDUCATION

Master of Science in Health Services Administration

Iona University, New Rochelle, NY

Bachelor of Science in Health Care Administration

Iona University, New Rochelle, NY

PROFESSIONAL DEVELOPMENT

Board Certified 2 Star Fellow, American College of Healthcare Executives - **FACHE**, 2013

Association for Healthcare Resource & Materials Management, CMRP, Certified Materials & Resource Professional, 2012-2021

Executive Coaching Certificate, Columbia Coaching Certification Program (CCCP) Teachers College School of Continuing and Professional Studies & Business School, Columbia University

Adjunct Faculty, Department of Management-MHA Program, University of Utah, David Eccles School of Business – (2019-2021)

Guest Lecturer, Utah Healthcare Executives: Resume Review & Interviewing 101 – (2015-2017)

Adjunct Professor and Guest Lecturer, Department of Health Care Programs, Iona College Hagan School of Business · (2005-2014)

Guest Lecturer, Sloan Program in Healthcare Administration, Cornell University: Supply Chain & Leadership – (2012)

Guest Lecturer, Executive MBA NYC Program in Healthcare Management, Binghamton University: Supply Chain & Emergency Preparedness – (2013, 2014)

AFFILIATIONS

Co-Chair, American Heart Association – Southern Arizona, 2026 Heart Walk, (April 2025 - present)

Board of Trustees, Chairman's Circle - The Chamber of Southern Arizona – (2024 - present)

Member, Southern Arizona Leadership Counsel, (2024 - present)

Member, CORENET, (2023-2024)

Mentor, JLL Global, (2023-2024)

Board of Directors, American Heart Association – Utah Chapter, (July 2023 - July 2024)

Chair, American Heart Association – Utah Chapter, Heart Challenge – Heart & Stroke Walk, ***Highest Fundraising Amount Achieved in Chapter History* (2022)

Inaugural Board of Governors Chair, Ken Garff Scholarship Club, (2022-2023)

Inaugural Board Member, Women Who Succeed, (2021-2023)

Executive Sponsor, UHealth Hospital & Clinics Sexual Orientation Gender Identity Committee (SOGI) (2022)

Executive Sponsor, UHealth Hospital & Clinics Sustainability Committee (2021-2022)

Voting Member, UHealth Hospital & Clinics Board (2021-2022)

Member, UHealth, Funds Flow Committee (2021-2022)

Co-Chair, UHealth, Population Health Committee, (2022)

Member, University of Utah, Presidential Climate Commitment Task Force (2021-2022)

Steering Committee Member, Center for Business, Health, and Prosperity - University of Utah, David Eccles School of Business (2021-2022)

Member, Downtown Security Alliance, (2021-2022)

Member, University of Utah, Presidential Search Committee (2021)

Co-Chair, University of Utah, Chief Safety Officer Search Committee (2019)

Board Member & Chairperson, Strategy (2019), Executive Committee (2018), University of Utah, David Eccles School of Business - MHA Community Advisory Board (2016-2019)

Mentor, University of Utah, David Eccles School of Business – U Mentor Healthcare Leadership Program (2015-2019)

Mentor & Member, Utah Healthcare Executives- UHE Mentorship Committee (2015-2019)

Chairperson, ACHE Management Series Editorial Board (2018-2019), **Board Member**, (2016-2018)

Board of Directors, Ronald McDonald House Charities (RMHC) of the Intermountain Area (2016-2022) **Co-Chair** Development & Planned Giving Committee (2017, 2019)

Board Member/Parent Volunteer, Juan Diego Catholic Schools (2017-present) **Member**, Marketing Committee (2019-2023)

Executive Sponsor, Gridlock Mitigation Task Force (GMT) (2018-2022)

Member, UHealth, Disaster Response Team (2018-2022)

Board of Directors, Association of Healthcare Resource and Materials Management (2017)

Parent Volunteer, Spectrum Academy (2015-2017)

Past President, Healthcare Leaders of New York - ACHE (2015)

President, Healthcare Leaders of New York – ACHE (2014)

Member, CTE Advisory Board Urban Assembly School for Collaborative Healthcare (2014-2016)

Volunteer, Career Coach, New York Needs You (1st generation low-income college students focus) (2011-2014) *Now known as *America Needs You*.

President- elect, Healthcare Leaders of New York (American College of Healthcare Executives Local Chapter-ACHE) (2013)

Board of Directors, American Red Cross of Greater NY - Harriman Advisory Board (2011-2012)

Founder, Sounding Board 4 Life, LLC (2008-present)

Board of Directors, Alumni Board—Iona College (2006-2011)

* As of September 2025 - complete list on <https://www.linkedin.com/in/alisonflynnngaffney>

AWARDS / PUBLICATIONS / PRESENTATION

2025 209 Women Hospital and Health System Presidents and CEOs to know, *Becker's Healthcare*

2025 Top 50 Women in Medicine – *Women We Admire* – Awarded: *Mar 2025*

2024 New York Senior-Level Healthcare Executive of the Year Award – *Healthcare Leaders of New York-ACHE NY Chapter* – New York. Awarded: *Jun 2024*

2024 Top 50 Women in Medicine – *Women We Admire* – Awarded: *Apr 2024*

2024 Patient Safety Expert to Know, *Becker's Healthcare*

2024 American College of Healthcare Executives Congress – A. Flynn Gaffney, J. Hyson "Future of Work and Workplace: Real Estate Strategies for Healthcare Executives" Webinar Co-presented: *April 2024*

2024 American College of Healthcare Executives Congress – A. Flynn Gaffney, T. Wood, P. Miscovich "Future of Work and Workplace: Real Estate Strategies for Healthcare Executives" Webinar Co-presented: *April 2024*

2024 American College of Healthcare Executives Congress – A. Flynn Gaffney, T. Wood, P. Miscovich "Future of Work and Workplace: Real Estate Strategies for Healthcare Executives" Co-presented: *March 2024*

Connect CRE's 2023 Women in Real Estate Award – National – Awarded: *Oct 2023*

2023 David Eccles School of Business - MHA Program, University of Utah "How do you connect Ethics to how you live and work? – Salt Lake City, UT – Presented: *Jan 2023*

Ronald McDonald House Charities of the Intermountain Area – 2021 Board Volunteer of the Year Honor – Salt Lake City, UT Presented: *May 2022*

2022 David Eccles School of Business-Executive Education, University of Utah Women's Symposium "Humbitious. Is that a real word? Yes, it is, and why you need to know it." – Salt Lake City, UT – Presented: *April 2022*

2021 Top 100 Women in Medicine – *Women We Admire* – Awarded: *Nov 2021*

2020 Utah Senior-Level Healthcare Executive of the Year Award – *Utah Healthcare Executives-ACHE Utah Chapter* – Salt Lake City, UT. Awarded: *Jan 2021*

2020 Women of the Year Award – *Utah Business Magazine* – Salt Lake City, UT. Awarded: *Nov 2020*

Flynn Gaffney, "Pushing It Forward: My Journey as a Servant Leader in a High-Value Care Environment." *Journal of Healthcare Management* Vol. 65, # 3. *May/June 2020*

2020 University of Utah Health Voices of U of U Health - GOOD Notes Blog "What Does Orange Look Like?" – M. Good, MD, quotes: A. Flynn Gaffney Salt Lake City, UT *May 2020*

2019 University of Utah Health Voices of U of U Health - GOOD Notes Blog "A Balanced World is a Better World" – A. Flynn Gaffney Salt Lake City, UT *Oct 2019*

2019 Business Women's Forum Breakfast: "Embody the Intangibles", Salt Lake City, UT. Presenter: *Oct 2019*

2018 30 Women to Watch Award – *Utah Business Magazine* – Salt Lake City, UT. Awarded: *May 2018*

AWARDS/PUBLICATIONS/PRESENTATIONS

2018 Brother Arthur A. Loftus Award for Outstanding Achievement – Iona College New Rochelle, NY Awarded: Alumni Association Board of Directors & President Joseph E. Nyre, Ph.D. **May 2018**

2018 American College of Healthcare Executives Congress – J. Tenzer, A. Flynn Gaffney, “Servant Leadership- Managing Yourself While Helping Others-Career Insights to Support your Success” Co-presented: **March 2018**

2018 Contributor & Co-Author, The Healthcare Supply Chain-Best Practices for Operating at the Intersection of Cost, Quality, and Outcomes - Chapter 1 - The Fundamentals - What needs to be established in the pursuit of best practice? Second Edition. A. Flynn Gaffney Consulting Editor: Christopher J. O'Connor Published by GNYHA Venture's, Inc.

2017 American College of Healthcare Executives Congress – A. Flynn Gaffney, C. O'Connor, C. Soufastai, L. Johnston, “Growing and Managing a Multi-Generational Healthcare Workforce.” Co-presented: **March 2017**

2016 Distinguished Service Award – American College of Healthcare Executives and Healthcare Leaders of New York – Achievement of Two Star Fellow Status - Awarded: Sept 2016

2015 Contributor, Healthcare Supply Chain at the Intersection of Cost, Quality, and Outcomes-The Essentials Guide, First Edition. A. Flynn Gaffney Consulting Editor: Christopher J. O'Connor Published by GNYHA Venture's, Inc.

2015 Healthcare Classic Award - The Zachary Foundation - Awarded in recognition of leadership service and contributions to the healthcare administration field. – Awarded: April 2015

2014 Service Award – American College of Healthcare Executives and Healthcare Leaders of New York – Achievement of One Star Fellow Status - Awarded: Sept 2014

ACHE Regent-at-Large Award for HLNy Chapter Accomplishments in Diversity – American College of Healthcare Executives and Healthcare Leaders of New York - Awarded: Sept 2014

Moderator, **AHRMM13, “Day in the Life of CQO: Examples from the Field”**, Presented: **July 2013**

K. Scher, A. Cretella, A. Flynn, **“What Clinicians Need to Know About Inventory Management,”** HFMA Healthcare Cost Containment. **Dec 2013**

2013 Highest Leaf Award – Women's Venture Fund (WVF) - Awarded: June 2013

2012 Empire State Healthcare Leadership Award – Hurricane Irene Response - New York State Department of Health - Commissioner Nirav R. Shah – Awarded: Aug 2012

A. Flynn, T. Mangione, C. Kellner, J. Teisl, **“Five Steps to a Winning Project Team,”** Healthcare Executive. Volume 23. #1 **Jan/Feb 2008**

A. Garmong, A. Flynn, **“Making the Most of Your Contracts-Ten Tips to Maximize Savings,”** HFMA Supply Chain Solutions, **May 2007**

A. Flynn, E. O'Donnell, S. Joshi, **“Preparing for an IT Purchase,”** HFMA Supply Chain Solutions, **March 2007**

A. Flynn quoted in: **“Managing Costs and Building Consensus, CEOs add strong link to supply chain,”** Materials Management in Healthcare Magazine. Volume 14, #11, **Nov 2005**

A. Flynn, R. Knishinsky: **“A Matter of Reprocessing: Reusing SUDs to save money and the environment,”**
Materials Management in Healthcare Magazine. Volume 13, #10, *Oct 2005*

*As of September 2025, over 40 publications/interviews - complete list on
<https://www.linkedin.com/in/alisonflynnngaffney>

Statement of Interest for Tucson Airport Authority Member Appointment

September 4th, 2025

Dear Members of the Tucson Airport Authority Selection Committee,

I am writing to express my strong interest in serving on the Tucson Airport Authority as a Member. I bring over 30 years of executive leadership experience managing complex, multi-billion-dollar operations that directly translate to effective airport authority governance. As the current CEO of Banner University Medicine-Southern Arizona, it would be my humble honor to serve our community in an even deeper way.

Since joining Banner Health in December 2024, I have demonstrated my commitment to Southern Arizona through comprehensive community engagement, connecting with 9 unique industry sectors, 5 regions of the market, and 23 different business organizations—with 15 having never previously met with the Banner University Medicine CEO. This systematic approach to stakeholder engagement reflects my dedication to understanding and serving our community's diverse needs.

My extensive financial stewardship experience managing \$2-\$4+B academic health systems and \$700M-\$1B+ annual operating budgets provides the fiscal oversight essential for airport authority responsibilities. At Banner University Medicine, I have already influenced positively our YTD budget performance while maintaining operational excellence across our 7,500+-member team.

Through my previous role as President of JLL Healthcare, a global Fortune 500 company, I led national teams managing over 550 million square feet of healthcare property annually, providing relevant experience with large-scale infrastructure operations. My international consulting work with Giuliani Partners LLC, including clients in India and Japan, offers valuable perspective for an airport serving international travelers.

My proven crisis management expertise—serving as Incident Commander for the University of Utah COVID-19 healthcare system response, leading the healthcare system and safety work within the University of Utah Host site of the 2020 Vice Presidential Debate and leading emergency teams during Hurricane Irene and Super Storm Sandy are just a few examples with direct application to airport operations requiring robust emergency preparedness and response capabilities.

As an active member of the Chamber of Southern Arizona Board of Trustees and Southern Arizona Leadership Council, I am already invested in our region's economic development and infrastructure needs. My commitment to inclusive leadership and community advocacy aligns with the Airport Authority's mission to serve all stakeholders effectively.

I use our airport frequently and enjoy the ease of use. I am excited about the opportunity to advocate within our community that everyone uses our local airport! I will contribute my strategic planning, financial oversight, crisis management, and stakeholder engagement expertise to support our Tucson Airport Authority's continued success and growth.

Thank you for your consideration.

With gratitude,

Alison Flynn Gaffney, FACHE
CEO, Banner University Medicine-Southern Arizona

ATTACHMENT 5

Blake Eager

Owner and Operator of the Southern Arizona Sports and Film Authority

Nominated by Carol Stewart

*An Active or Emeritus Member TAA Member must complete and submit this nomination form in collaboration with the potential nominee. The nomination form and additional requested documentation must be received by the TAA Clerk **no later than 11:59 p.m. on October 1, 2025.***

GENERAL INFORMATION					
Name: Blake Eager		Length of residency*: 25 yrs			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.:		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: Southern Arizona Sports Tourism and Film Authority		Profession/Industry: Sports Tourism Film and Workforce Development			
Position/Title: Executive Director					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input checked="" type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input checked="" type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input type="checkbox"/>	Female		<input checked="" type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input type="checkbox"/>	51-60
				<input type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

*Length of residence in the Tucson International Airport air service area. Pursuant to Section 2.1.1 of the TAA Bylaws, this area encompasses "the general Southern Arizona region."

QUESTIONNAIRE

Is the potential nominee a local, State, or Federal elected official or government employee? <i>If "Yes," list the agency and position/title below. Also, submit a copy of the job description along with the nomination form.</i>	YES	NO
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Please summarize the nominee's professional background and expertise. *(Additional detail may be provided in the nominee's Letter of Interest)*

Blake Eager is a native of Tucson and attended Flowing Wells high school. He went on to play baseball at Eastern Arizona College and Metropolitan State University (Denver). After being selected in the 2004 MLB Draft, Blake spent six years with the New York Mets and has gone on to coach the Swedish Junior National team, the Swedish National team, and the Russian National team. He has owned several companies based around youth athletics and development, and is the president of Tucson Youth Sports, a non-profit to provide assistance to Southern Arizona youth athletes. He currently is the executive director for Southern Arizona Sports, Tourism, and Film Authority. SASTFA is a political sub-body of the state of Arizona and has 6 counties (Pima, Pinal, Santa Cruz, Cochise, Graham, and Greenlee).

Please list activities demonstrating the nominee's care and commitment to community service or involvement, including previous or current membership in non-profit or community organizations and the duration of service.

ORGANIZATION/INVOLVEMENT	DURATION OF SERVICE
President of Tucson Youth Sports	10 yrs

Please describe how the nominee's personal experience will translate into becoming a fierce advocate of TAA in local, national, and international communities. *(Additional detail may be provided in the nominee's Letter of Interest)*

Blake has a background that brings a unique perspective on the importance of international partnerships. In his current role travel is at the forefront of multiple initiatives. Blake understands the importance of community leadership and how connection can help create opportunities.

QUESTIONNAIRE

Please indicate any of the TAA advisory councils which might benefit from the potential nominee's working knowledge, membership, and participation.

COUNCIL	
Audit	<input type="checkbox"/>
Corporate Governance	<input type="checkbox"/>
Finance and Risk Management	<input type="checkbox"/>
Finance and Risk Management – Environmental/Sustainability Sub Council	<input type="checkbox"/>
Nominating	<input checked="" type="checkbox"/>

Provide a brief explanation of how the TAA will benefit from their participation on the council(s) indicated.

(Additional detail may be provided in the nominee's Letter of Interest)

Blake has been able to create strong connections both nationally and internationally that will help to drive business to Tucson and benefit TAA. He wants to continue to work to grow the tourism footprint along with creating opportunities in sports, film, and workforce development.

References

	NAME	E-MAIL ADDRESS	PHONE NO.
1.	Ray Flores	[REDACTED]	[REDACTED]
2.	Rex Scott	[REDACTED]	[REDACTED]
3.	Kym Adair	[REDACTED]	[REDACTED]

Nominated By:

TAA MEMBER (NAME)	SIGNATURE	DATE
Carol Stewart	Carol Stewart Digitally signed by Carol Stewart Date: 2025.09.04 13:38:44 -07'00'	09/04/25

Due Date: October 1, 2025 by 11:59 p.m.

Email to:

ccordova@flytucson.com

Mail to:

Tucson Airport Authority
Attn: TAA Clerk
7250 S. Tucson Blvd., Ste. 300
Tucson, AZ 85756

Blake Eager
Southern Arizona Sports Tourism and Film Authority



09/01/2025

Dear Tucson Airport Authority Board Members,

I am writing to express my interest in joining the Tucson Airport Authority as a member. As a resident of Tucson and a professional with a strong background in tourism, I believe my skills and experiences align well with the mission and goals of the Authority, including the Strategic Plan.

With my current role of Executive Director for Southern Arizona Sports Tourism and Film Authority, I have had the pleasure of collaborating with the TAA on issues that benefit the region, including and not limited to, outreach to Minor League Baseball to bring professional baseball to Tucson, along with coordinating possible route networks with the TAA that would entice MiLB to select Tucson.

I would consider serving as a member of the TAA a great honor. SASTFA serves 6 counties (Pinal, Pima, Santa Cruz, Cochise, Graham, and Greenlee) in the state in sports, tourism, film, and workforce development which would assist in potential new partnerships for TAA. Some of these areas also encompass the catchment area of Tucson International Airport.

I am passionate about fostering collaboration between local businesses, government entities, and the airport to ensure sustainable growth and innovation in the region. I would welcome the opportunity to bring my insights and dedication to the Tucson Airport Authority, working alongside other members to support and enhance our airport's services and community impact.

Thank you for considering my application. I look forward to the possibility of contributing to the Tucson Airport Authority and being part of an organization that plays such a vital role in our community.

Sincerely,

Blake Eager

A stylized handwritten signature in dark ink, featuring a large, looping 'B' and a long, sweeping horizontal stroke.

Blake Eager

Southern Arizona-Based Sports Leader & Entrepreneur

Professional Summary

Leader based in Southern Arizona with experience building relationships across youth sports, business, film, and regional sports/tourism initiatives. Six years as a professional baseball player and international coaching background; entrepreneur who established and managed two service businesses; currently serving as president of a youth sports nonprofit and advisor on the formation of a regional sports authority.

Professional Experience

Owner / Operator / Director/ President—

Southern Arizona — [REDACTED] • [REDACTED] • LinkedIn: [Blake Eager](#) | LinkedIn

Professional Summary

Leader based in Southern Arizona with experience building relationships across youth sports, business, film, and regional sports/tourism initiatives. Six years as a professional baseball player and international coaching background; entrepreneur who established and managed two service businesses; served as president of a youth sports nonprofit and advisor on the formation of a regional sports authority, and currently serving as Executive Director for Southern Arizona Sports Tourism and Film Authority.

Professional Experience

Executive Director — Southern Arizona Sports Tourism and Film Authority (SASTFA)

Southern Arizona (Pima, Pinal, Santa Cruz, Cochise, Greenlee, and Graham Counties) | [2023-Present]

- Uniting Southern Arizona Communities to strengthen prosperity through sports, tourism, film, and workforce development.
- Building a borderless region that can help to develop a stronger voice at the state level, strengthen regional relationships, and cross promote events and ideas to create sustainability and positive economic growth.

- SASTFA lead a group that was able to bring back Major League Baseball to Southern Arizona for the first time since 2011.

President — Tucson Youth Sports Association (TYSA) Non-Profit

Tucson, AZ | [2012–Present]

- Responsible for strategy, operations, fundraising, and volunteer coordination for one of the state's youth sports clinic and camp providers.
- Organizes large-scale clinics and camps that serve thousands of youth annually; increased participation through community partnerships and outreach efforts.
- Maintains relationships with schools, parks & recreation departments, sponsors, and government entities to extend program reach and access.
- Oversees budgets, sponsorship agreements, event logistics, and recruitment/training of coaches.

Owner / Operator — Train Like a Pro LLC

Southern Arizona | [2019–2024]

- Established and operated a service business providing athletes a one-stop shop including coaching, training, sports psychologist, college prep/advisors, and community service; handled operations, customer acquisition, and partnerships across several counties.
- Managed daily activities, staff hiring and training, financial responsibilities, and community engagement.
- Introduced process improvements that enhanced operational efficiency and client satisfaction.

Director / Operator — Hills Baseball Academy

Southern Arizona | [2011–2022]

- Started and managed a second business addressing regional needs; expanded into neighboring counties through strategic outreach and relationship management.
- Negotiated contracts, ensured regulatory compliance, and led local marketing initiatives.

Professional Baseball Player — New York Mets (Drafted 2004)

Various locations | 2004–2010

- Played six seasons of professional baseball; demonstrated teamwork, discipline, resilience, and performance under pressure.

- Developed leadership abilities and provided mentorship to teammates.

International Baseball Coach — Sweden & Russia

Sweden / Russia | [2008-2017]

- Coach for Swedish National and Junior National teams; coached the Russian National team during international competition.
- Designed training programs, game plans, talent identification processes, and coach development activities.
- Enhanced program capabilities and competitive presence through structured training and community engagement.

Advisory Committee Member — Formation of Regional Sports Authority

Southern Arizona | [2022]

- Participated on an advisory committee with state legislators to research and support the establishment of the Southern Arizona Sports, Tourism, and Film Authority; contributed to policy recommendations and stakeholder engagement.

Selected Achievements

- Drafted by the New York Mets and played seven seasons in professional baseball.
- Coached national teams internationally, contributing to program standards and results.
- Founded and operated two service businesses in Southern Arizona.
- Increase the scale of Tucson Youth Sports Association programs.
- Participated in regional planning for a Sports, Tourism & Film Authority.

Skills

- Community and stakeholder engagement
- Event planning and program management
- Leadership, coaching, and talent development
- Small business operations and financial management
- Fundraising and sponsorship development
- Public speaking and government relations
- Project management and volunteer coordination

Education

College —

Easter Arizona College, 2000–2002 — Studied Anthropology

Metropolitan State University, Denver, 2002–2004 — BA in Broadcast Journalism


Volunteer & Community Involvement

- President, Tucson Youth Sports Association
- Advisory Committee, Formation of Regional Sports Authority
- Youth coach and mentor at local sports programs and clinics

References

Available upon request.

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name:	Blake Eager
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
I have the following personal or financial interests to disclose in accordance with the Policy:	
<p>None</p>	
In addition, I currently have the following business, contractual or other financial relations with the TAA:	
<p>None</p>	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
	<p>9/2/2025</p>

ATTACHMENT 6

Jim Darling
Owner/Principal of Leeward Strategies
Nominated by Taunya Villicaña

An Active or Emeritus Member TAA Member must complete and submit this nomination form in collaboration with the potential nominee. The nomination form and additional requested documentation must be received by the TAA Clerk **no later than 11:59 p.m. on October 1, 2025.**

GENERAL INFORMATION					
Name: James (Jim) Darling		Length of residency*: 8 years FT			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.: NA		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: Leeward Strategies		Profession/Industry: Strategic Planning			
Position/Title: Owner – Principal (Parttime)					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input checked="" type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input checked="" type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input type="checkbox"/>	Female		<input type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input type="checkbox"/>	51-60
	<input checked="" type="checkbox"/>			<input checked="" type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

*Length of residence in the Tucson International Airport air service area. Pursuant to Section 2.1.1 of the TAA Bylaws, this area encompasses "the general Southern Arizona region."

QUESTIONNAIRE

Is the potential nominee a local, State, or Federal elected official or government employee? <i>If "Yes," list the agency and position/title below. Also, submit a copy of the job description along with the nomination form.</i>	YES	NO
	<input type="checkbox"/>	<input checked="" type="checkbox"/>
I currently serve as a volunteer on the Pima County Advisory Commission for Parks and Recreation – this entity provides advice to Department staff but has no decision making authority		

Please summarize the nominee's professional background and expertise. *(Additional detail may be provided in the nominee's Letter of Interest)*

I served as the Executive Director for the Public Port Authority of the Port of Bellingham Washington for some 17 plus years. That position managed the Bellingham International Airport (BLI) as well as traditional port operations including marinas, industrial and commercial property, and cargo. (See resume)

Please list activities demonstrating the nominee's care and commitment to community service or involvement, including previous or current membership in non-profit or community organizations and the duration of service.

	DURATION OF SERVICE
President – Board of Directors, Friends of Sabino Canyon NFP	4 Years - Current
President – Coronado Foothills Homeowners Association	2018- 2022
Chair- Pima County Parks and Recreation Advisory Committee	Current
See additional service history in resume	

Please describe how the nominee's personal experience will translate into becoming a fierce advocate of TAA in local, national, and international communities. *(Additional detail may be provided in the nominee's Letter of Interest)*

I am a strong advocate for the responsible operation of community assets, in particular those that are critical to the regional economy. My background strength in managing public entities (Urbana Public Works; Port of Bellingham) is in advancing professionalism and a strong sense of fiscal and environmental responsibility.

QUESTIONNAIRE

Please indicate any of the TAA advisory councils which might benefit from the potential nominee's working knowledge, membership, and participation.

COUNCIL	
Audit	<input checked="" type="checkbox"/>
Corporate Governance	<input checked="" type="checkbox"/>
Finance and Risk Management	<input checked="" type="checkbox"/>
Finance and Risk Management – Environmental/Sustainability Sub Council	<input checked="" type="checkbox"/>
Nominating	<input type="checkbox"/>

Provide a brief explanation of how the TAA will benefit from their participation on the council(s) indicated.

(Additional detail may be provided in the nominee's Letter of Interest)

I have a keen sense of responsible management of public assets – both in the effective operation as well as the fiscal responsibility. I do have a significant background concerning environmental considerations as I was the Chair of the Washington Public Ports Association Environmental Committee for some 11 years. Following my public career I was a partner in a Pacific Northwest environmental firm that worked with public and private clients to resolve environmental issues associated with complex brownfield properties - assisting them in the adaptive re-use of these assets

References

	NAME	E-MAIL ADDRESS	PHONE NO.
1.	Adam Milnor		
2.	Jim DeGrood		
3.	Frank Chmelik		

Nominated By:

TAA MEMBER (NAME)	SIGNATURE	DATE
Taunya Villacana		9.11.25

Due Date: October 1, 2025 by 11:59 p.m.


Email to:

ccordova@flytucson.com

Mail to:

Tucson Airport Authority
Attn: TAA Clerk
7250 S. Tucson Blvd., Ste. 303
Tucson, AZ 85756

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name:	James S Darling
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
<p>I have the following personal or financial interests to disclose in accordance with the Policy:</p>	
None	
<p>In addition, I currently have the following business, contractual or other financial relations with the TAA:</p>	
None	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
	9/10/2025

Tucson Airport Authority

7250 S. Tucson Blvd.

Ste. 300 Tucson, AZ 85756

September 9, 2025

Attn: TAA Clerk:

I am writing to express my interest on serving on the Airport Advisory . I understand that the nomination process is open until October 1, 2025. My submission has been made in conjunction with Taunya Villicana.

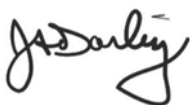
I am currently a resident of Pima County and a property owner. My interest in the Airport Advisory Committee stems from being a frequent flier as well as having had a career in the public sector including over 17 years as the Executive Director of the Port of Bellingham, Washington. My tenure at Bellingham included the administration and management of the Bellingham International Airport. That responsibility addressed operational matters, organized labor relationships, environmental considerations, capital improvements, compliance with FAA regulations, and the attraction of commercial passenger carriers to increase the airports reach.

I was very active in Statewide policy and legislative matters affecting the regional port industry and aviation in particular. Following my tenure as the Executive Director I was a partner in a Pacific NW consulting firm that advised and supported NW ports. After leaving the consulting firm I was commissioned to author the 2022 Port Governance and Management Guide for the Washington Public Ports Association. I continue to do limited strategic consulting for NW port authorities.

My background in the port industry with a specific background in commercial airports affords me the technical and policy understanding that would serve well in a volunteer position with the Tucson Airport Authority. My interest is fueled by a sincere commitment to the Tucson economy and community.

Thank you for your consideration. I can be available at your convenience to provide any additional information.

Sincerely,

A handwritten signature in black ink, appearing to read "Jim Darling". The signature is stylized with a large, looped "J" and a cursive "Darling".

Jim Darling

Jim Darling



MA, Public Administration:
University of Illinois

BA, Finance/Sociology:
University of Illinois

SKILLS

Jim's experience and skills include assisting his clients with achieving organizational alignment and developing successful strategic plans and initiatives. In addition, he has had primary responsibility for public environmental policy analysis and for financing, designing, developing, and operating mixed-use, industrial, commercial, and federal real estate investments; port and airport facilities; municipal public works infrastructure; solid waste disposal and recycling systems; urban forestry programs; and parks and open space. He has guided planning efforts and land use entitlements, as well as the creation of local economic stimulus programs. His work has required his active involvement in local, state, and federal policy and legislative matters.

PROFESSIONAL EXPERIENCE

- **1972 – 1991 Public Works Director, City of Urbana , Illinois**

Primary responsibilities for utility, public facility, solid waste, and right of way permit management. Jim managed a professional and field staff of approximately one hundred. Duties included union negotiations; financing capital projects, municipal budgeting, operations, and public affairs associated with the Department's activities.

- **1991- 2009 Executive Director, Port of Bellingham, Bellingham, Washington**

As the Executive Director, Jim reported to an elected Board of Commissioners and led the Port both operationally and programmatically as a county wide special purpose district. Operational activities included the management of the Bellingham International Airport (BLI) and the surrounding industrial park; commercial and recreational boat marinas in Puget Sound; the southern terminus of the Alaska Ferry; a real estate portfolio of approximately 1.6 million sq ft of commercial and industrial properties; and a break bulk – deep draft shipping terminal.

In addition to the operational aspects of the Port Jim oversaw county wide economic development programs; urban and waterfront parks; as well as Bellingham Bay wide environmental remediation efforts.

- **2009 – 2019 Partner, MFA**

Served as an equity partner with Maul, Foster, & Alongi (MFA) - a Pacific Northwest environmental , planning and engineering firm. Jim led project teams in overseeing the remediation design and adaptive re-use of traditional Brownfield properties throughout the Pacific Northwest. In addition, he launched a strategic planning service focused on the Washington and Oregon public port industry (some 100 special purpose districts in the two-State region)

- **2019 – Present Principal Leeward Strategies**

Jim has continued to serve the Northwest Public Port industry and other related entities in a parttime, project based capacity with a focus on strategic property and organizational challenges.

RELATED PROFESSIONAL AND BOARD EXPERIENCE

President, Friends of Sabino Canyon Board of Directors (Current)

Chair, Pima County Parks and Recreation Commission (Current)

President, Board of the Catalina Foothills Homeowners Association

Advisory Board and Adjunct Faculty, Huxley College of the Environment, Western Washington University, Bellingham, Washington

Life Member, Washington Public Ports Association (current)

Member, Leadership Circle, National Brownfield Coalition, Smart Growth America

Member, National Brownfield Association

Chair, Washington Public Ports Association Environmental Policy Committee

Chair, Washington Public Ports Association Aquatic Lands Committee

Washington State Governor's Task Force on Sustainability

Washington State Governor's Puget Sound (Restoration) Partnership

Board of Directors, Northwest Straits Foundation

Co-Chair, Board of Directors, Bellingham/Whatcom Chamber of Commerce

Board of Directors, Bellingham St Joseph's Hospital, Peace Health Group

Board of Directors, Northwest Economic Council, Whatcom County

Board of Directors, American Museum of Radio & Electricity

Chair, United Way Board, Whatcom County

Washington Governors' Northwest Straits Commission

President, WFC Rangers Select Youth Soccer

Senator Murray/Metcalf Washington State Northwest Straits Initiative

Illinois State Board of Professional Engineering Licensing

Member, Board of Directors, Champaign County Humane Society

Member, Central Illinois Foodbank Board

CONTACT:

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

MAJOR PUBLICATIONS:

Washington Public Ports Association Governance & Management Guide- 2022 Edition: Principal author on a comprehensive guide to governing and managing today's Washington port. Written in conjunction with the WPPA and support from Maul Foster & Alongi, the Guide covers a range of topics from port powers to finance to operations.

Guide to Leveraging Brownfield Redevelopment for Community Revitalization, Tacoma, WA: A team led by Jim created a guide for communities desiring to pursue the adaptive reuse of contaminated property. The guide explores the technical, financial, and regulatory aspects of site redevelopment and provides the reader with a clear pathway forward to a successful project. The work was undertaken through a contract with the Tacoma Pierce County Health Department and was funded with a grant from the Washington State Department of Ecology.

Brownfield Cleanup Financing Strategies Report to Washington State Department of Ecology, WA: Jim authored a strategic report on behalf of Ecology, and, in collaboration with the Washington Public Ports Association, that explored an alternative financing evaluation for Model Toxics Control Act Remedial Action Grants to enhance the effectiveness of the state's brownfield cleanup program.

Strategic Brownfield Policy Objectives Plan for Washington State Department of Ecology: Under contract with Ecology, Jim produced a strategic plan to assist Ecology with near-term and longer-term policy decisions that will improve the state's already robust brownfield program. This effort, including contributions from the University of Washington and a team of industry leaders, charted a clear course for the state. It resulted in 2012 legislation introduced to the Washington legislature as MTCA 3.0, a brownfield package.

ADDENDUM: PROJECTS

PROPERTY AND FACILITY STRATEGIC PLANNING

Facilitation – Strategic Planning – Port of Bremerton, Bremerton, Washington: The Port of Bremerton conducts an annual strategic planning workshop prior to engaging in its annual budget preparation. Jim provided facilitation and summary services to the Port. (Current)

Renovation Project – Port of Woodland, Woodland, Washington: The Port of Woodland is exploring the renovation of an historic fire station. Jim is serving as a subconsultant to LSW Architects to guide the project on strategic and financial issues. (Current)

On Call Organizational Support-Port of Skagit; Skagit County, WA: Leeward Strategies is providing on call support to the Port as needed on matters of financial, personnel, and organizational concern. (Current)

Industrial District-Port of Moses Lake; Moses lake, WA: The Port is considering the creation of an Industrial Development District pursuant to RCW 53.25. Leeward Strategies developed a ‘findings report’ to inform the Commission’s decision

City of Tumwater Brewery District Project; Tumwater, WA: The City is undertaking a master development strategy for the historic brewery property and a former WDOT site. The work is being funded with a USEPA Grant as well as a State of Washington Ecology Integrated Planning Grant. Jim’s role is to provide strategic planning advice and facilitation of live meetings. The project involves addressing environmental concerns, managing risk, and creating a realistic re-use opportunity. (Current)

Master Plan - Sabino Canyon Visitor Center: Serving as a volunteer and representing the Friends of Sabino Canyon in a formal partnership with the US Forest Service, Jim is overseeing the development of a 30% design project for a new state of the art visitor center at Sabino Canyon recreation Area.

Port of Ridgefield Historic Building Renovation: As a subconsultant on the project Jim provided Port development guidance to a regional architectural firm (LSW) on the adaptive reuse of an historic building in downtown Ridgefield, WA.

Plan of Finance; Port of Olympia-Integrated Plan -Budd Inlet: The Port is embarking on a major remediation of Budd Inlet and required a Plan of Finance with a focus on insurance recovery, federal and state grants, as well as other liable party contributions. The project has been incorporated into an Integrated Master Planning effort for the Inlet and the adjacent upland peninsula. Jim is providing project guidance and coordination. (Current)

Property Acquisition Strategy; Port of Port Townsend, WA: The Port was in the process of considering the acquisition of contaminated commercial property. Leeward Strategies served on a team to explore the feasibility.

Creation Industrial Development District, Port of Coupeville, WA: The Port, facing significant capital facility needs and a desire to stimulate the local economy, created an Industrial Development

District and corresponding IDD tax levy. Leeward Strategies assisted the port in documenting the need and projecting needed tax resources.

Washington State Department of Commerce: Interbay Redevelopment Strategy, Seattle, WA:

Assisted a gubernatorial appointed advisory board led by former Washington State Governor Gary Locke in exploring a community-based redevelopment plan for the Interbay property to accommodate the relocation a Washington State National Guard facility. The work developed and recommended the creation of a mixed industrial and housing zoning option to maximize value while addressing community and economic need.

Strategic Redevelopment Approach, Seattle Vocational Institute, Seattle Colleges, Washington:

Jim led a team in the analysis of existing college programs in the historic Seattle Vocational Institute and guided recommendations to re-invest in an adaptive reuse of the facility for learning and community building purposes.

Transit Shed/Uplands Development, Port of Anacortes, WA: Developed a needs analysis and corresponding alternatives options to relocate a community facility into a new marina uplands development. The work included financial, regulatory and community considerations.

Blacksmith/World Bank Project, MMO River System, Philippines: Under contract to the Blacksmith Institute, Jim led an exploratory effort to submit a community-supported proposal to the World Bank for the use of capital funds to remediate severe and ongoing pollution of one of the world's most contaminated river systems.

Grant Funding Assistance for Property Redevelopment for the Port of Skagit, Northern State Hospital Property, WA: Jim assisted the port in a decision-making process for the promotion of redevelopment of a historic, Olmsted-designed hospital property owned by the State of Washington. He led the team conducting an adaptive reuse study of the property, including an environmental investigation, feasibility study, environmental impact statement, funding strategy, risk management strategy, land use regulatory strategy, and transaction options. The port acquired the property and is in the process of developing a research and development park.

Assistance with Property Acquisition Strategy for Port of Poulsbo, Poulsbo, WA: As the principal in charge, Jim managed an effort to assist the Port of Poulsbo in developing a strategy to consider acquisition of a former fire station. a former municipal fire station. a decision. a former municipal fire station. This effort resulted in a decision framework to support the port in making a decision.

Comprehensive Scheme of Harbor Improvements for Port of Pasco, Pasco, WA: Jim assisted the port in developing a compliant CSHI for its facilities and assets, including mapping detail, policy guidance, and capital forecasting.

Comprehensive Scheme of Harbor Improvements for Port of Douglas County, East Wenatchee, WA: Jim assisted the port in developing a compliant CSHI for its facilities and assets, including mapping detail, policy development, and capital forecasting.

Property Redevelopment Strategy, Port Angeles, WA: Jim assisted the Harborworks Development Authority with its strategy for acquiring the waterfront Rayonier Pulp Mill site and ultimately developing it for mixed use and light industry.

Integrated Planning Grant Application and Strategic Study, City of Spokane, WA: Jim led a team that supported the city in being awarded funding for environmental investigation and redevelopment planning in Spokane's University District. The project took an area wide approach to brownfield redevelopment and urban revitalization.

Brownfield Redevelopment Plan, Reardan, WA: Jim was the principal in charge of an effort to assist the Town of Reardan with an acquisition strategy based on the integrated findings and conclusions of property due diligence and environmental considerations of the site together with identified town needs.

Redevelopment Planning for the Grays Harbor Historical Seaport Authority, Aberdeen, WA: Jim assisted the GHHSA with a transformative redevelopment effort on Aberdeen's south waterfront to create a local and regional recreation and tourism destination and homeport for the Lady Washington and Hawaiian chieftain historic tall ships. The project area incorporated approximately 60 acres of underutilized waterfront property, including a former sawmill and boatyard with legacy contamination impacts.

Integrated Planning Grant and Strategic Study, Pend Oreille County, WA: The County of Pend Oreille explored the possible transfer of a soon-to-be-closed lead and zinc mine to a local government for economic development purposes. Faced with the prospect of the loss of significant employment, the Washington State Department of Ecology and the county partnered to develop an adaptive reuse strategy for this mining property.

Boat Dry Storage Facility and Waterfront Development, Private Client, WA: Jim supported a strategic site selection process for the development of the region's first robotic, dry storage facility using

state-of-the-art technology. Sites were evaluated based on project-specific needs, including local and state land use regulations, access to water, proximity to market, and berthing depth.

Strategic Advisor, Portland, OR: Jim served on a team that assisted the City of Portland to develop an industrial land strategy for the Portland Harbor Area

Integrated Planning Grant and Study for the Port of Camas-Washougal, Washougal, WA:

Jim oversaw development of a strategic plan for the redevelopment of a riverside lumber mill property for the Port of Camas-Washougal. This project integrated private investment and interest with the needs of a local public agency.

Integrated Planning Grant and Strategic Analysis for the Port of Sunnyside, Sunnyside, WA:

An effort to acquire and then restore a former contaminated dairy and winery to a vibrant economic use serving the greater Sunnyside region.

Automobile Dealership and Repair Shop Remedial Investigation, Northwest Washington:

Jim managed the remedial investigation of an active automobile dealership and repair shop. The investigation was funded by a historical environmental liability insurance policy.

Portland Metro Brownfield Project, Oregon: The Metro government representing the Portland area municipalities undertook a far-reaching analysis of the challenges and opportunities of adaptive reuse of regional brownfield sites. A thoughtful typology classification system provided the basis for an evaluation of the true impact of these underutilized assets, along with their projected future potential as contributors to tax base and employment.

Worthen Street Landfill Redevelopment, Wenatchee, WA: Jim managed a project involving the adaptive reuse of the Wenatchee landfill site adjacent to the Columbia River. The project included the development of public facilities to give lift to the development potential of the site as well as to explore strategic environmental solutions to the development of the property. The property is now the site of a hotel.

Washington State Department of Ecology Grant/Loan Resolution: Jim assisted a Washington port in developing a strategy to resolve an outstanding and significant loan obligation to the state, including a regulatory strategy to resolve environmental liability.

Integrated Planning Grant Application and Study, City of Marysville, WA: Led the effort to acquire Model Toxics Control Act funding for an underutilized boat marina and storage yard along the Ebey Slough. The grant supports a cleanup and redevelopment plan for the conversion of the site into a mixed-use development with recreational amenities.

Integrated Planning Grant Application, City of Anacortes, WA: Jim led the effort to acquire Model Toxics Control Act funding for environmental investigation and land use planning that supports the expansion of a waterfront trail across a privately owned marina and boat repair facility.

Integrated Planning Grant and Study for the Port of Anacortes, Anacortes, WA: Assisted the Port of Anacortes in its successful acquisition of grant funding to support expansion of the Curtis Wharf International Shipping Terminal. The grant allowed the port to evaluate the existing environmental

conditions on site and identify a pathway for managing risk and implementing cleanup and redevelopment, while optimizing the economic impacts of the property and meeting increasing market demands.

Integrated Planning for Josephine County, OR: Jim provided strategic leadership for cleanup and redevelopment of the Josephine General Hospital Campus in Grants Pass, OR. The project will develop concept plans for future redevelopment of the campus by integrating findings from an environmental site assessment with real estate market analysis and community visioning efforts. Funding for planning, assessment, building demolition, and site preparation was acquired through grants provided by Business Oregon.

Strategic Assistance for Land Acquisition, Port of Douglas County, East Wenatchee, WA: Jim assisted the Port of Douglas County with the acquisition strategy of a former smelter property located along the waterfront in Rock Island.

Integrated Planning Grant for the City of Palouse, WA: Jim and a team evaluated the environmental remediation and economic development approach for an abandoned riverfront site for the City of Palouse, funded by a Washington State Department of Ecology planning grant. The work included assisting the city in obtaining a prospective purchaser agreement, as well as 100 percent funding for implementation of this project.

Integrated Planning Grant for the City of Ridgefield, WA: Jim was on the team to develop an action plan for the city to capitalize on the opportunity to connect its downtown with the Port of Ridgefield Lake River Industrial Site redevelopment effort. The team explored the impacts of several brownfield sites in the community.

Integrated Planning Grant and Strategic Property Study for the City of Kelso, WA: Jim led a team that assisted the city in planning for the conversion of a former scrap yard into equity-based, affordable housing.

Planning of Bellwether Commercial Development, Bellingham, WA: Oversaw the planning and creation of a planned development contract mixed-use development for offices, retail, and hotel use, including the development of underground parking, public access, and open space amenities.

Successful Marine Trades Innovation Zone Application, Washington: Jim oversaw the application for and receipt of a Governor's Innovation Zone designation from the State of Washington to create the Waterfront Innovation Zone, which included long-term commitments for tenancy and research in innovative marine technologies from Western Washington University and Bellingham Technical College.

Community Center Strategy, City of Anacortes, WA: Jim managed the effort to assess the need and design of a community youth facility for the City.

Strategic Advisor, Oregon and Washington: Jim was a strategic advisor to a private party exploring the development of a major bulk cargo terminal on the Columbia River.

Güemes Channel Initiative, City of Anacortes, WA: Jim led an effort to develop a strategy for the eventual extension of the Güemes Channel Trail through key properties in conjunction with the State Departments of Ecology and Natural Resources. This innovative project is designed to create destinations along the Trail and address environmental, economic and historic conditions.

Waterfront Redevelopment Negotiations, Bellingham, WA: As the principal negotiator Jim led a team that negotiated the acquisition of 138 acres of industrial property from Georgia Pacific Corporation. The

property was combined for planning purposes with an additional privately and publicly owned 90 acres to form a comprehensive planning area of 228 acres.

Creation of Development Agency, Bellingham, WA: In conjunction with Western Washington University created a joint development agency for the University and the Port of Bellingham to partner with private sector investors to develop public facilities.

Port Management Agreements, Washington: Jim led a team of industry leaders in negotiating the model Port Management Agreement with the Washington Department of Natural Resources on behalf of the Washington port industry.

Environmental Insurance Settlements and Purchases, Bellingham, WA: Jim negotiated environmental liability insurance settlements and negotiated and purchased environmental cost cap and environmental impairment liability policies.

Concept Development of National Portsfield Program, Bellingham, WA: Jim developed the concept for a Portsfield community, which resulted in the selection of the Port of Bellingham as the nation's first Portsfield community agency. The concept embraces project decision making to include the impacts on the local economy, the environment, and the social fabric. This was a precursor of the "triple bottom line" analysis now being employed to evaluate a project's impact on the economy, the environment, and the community

ORGANIZATIONAL STRATEGIC PLANS

Strategic Plan Development for the Port of Camas Washougal, WA: Jim is subconsultant on a team with Maul Foster and Alongi on an update to the Port's current Strategic Plan. The Plan is being developed with a new focus on management team engagement and a wholesale re-assessment of the Port's priorities following a change in leadership.(Current)

Strategic Plan Development for the Washington Public Ports Association, WA: Through a series of remote workshops with the Association's broad membership (staff and elected officials) LS developed the Associations first Strategic Plan.

Strategic Plan Development for the Port of Pasco, WA: Jim updated the Port's Strategic Plan in advance of a planned change in leadership at the Port. The process was a series of interactive workshops.

Strategic Plan Development for the Port of Edmonds, WA: In collaboration with Helmsman Strategy Jim is developing a forward-looking strategic plan for the Port.

Strategic Plan Development for the Port of Kingston, WA: Jim is providing technical and facilitation guidance to support the Port in developing a comprehensive strategic plan. (Current)

Strategic Plan Development for the Friends of Sabino Canyon, Tucson , AZ: As a board member Jim facilitated a strategic planning process that supported the not for profit's planned refocus going into 2021.

Strategic Facilitation, Snohomish County Fire District #4, WA: A facilitated strategic planning discussion with senior staff and Commissioners to determine next steps in possible merger initiative.

Strategic Facilitation, RMC Architects, Bellingham WA, Assisted the firm partners in identifying and advancing strategic initiatives to grow the firm and possibly expand its ownership.

Strategic Plan Update, Whatcom County PUD #1, WA: An update to previous plans developed by Jim. This update followed an organizational assessment preparing for leadership transition.

Strategic Plan; Port of Olympia, WA: Developed a strategic plan following the election for a majority of Commission members. Plan focused on incorporating previous community work the Port had undertaken.

Strategic Plan; Port of Tacoma, WA: The Port had recently entered into a partnership to create the Northwest Seaport Alliance with the Port of Seattle and needed to define its future role in Pierce County.

Strategic Plan; City of East Wenatchee, WA: Creation of a strategic plan to guide the City going forward in the face of staffing and leadership changes.

Management & Governance Audit Scope of Work; Port of Kennewick, WA: The Port was preparing for a leadership change at the Commission level and contemplated undertaking a management and governance audit. That process required a scope of work to be developed.

Organizational Assessment & Leadership Transition, Port of Skagit, WA: In anticipation of a change in professional leadership Jim was asked to assess the organization and make specific recommendations regarding organizational structure and preferred candidate skills and experience.

Leadership Transition; Port of Whitman County, WA: The Port was planning for an anticipated leadership change. Leeward Strategies assisted the Port in developing a process to accommodate the transition.

Strategic Plan Development for the Port of Camas Washougal, WA: Jim provided senior advisor perspective to the project team on developing a strategic plan for the Port. The project included an emphasis on diversity and sustainability for both internal operations and external work.

Strategic Plan Development for the Port of Moses Lake, WA: Jim facilitated the development of a port wide strategic plan. The result was a change in leadership. Jim assisted the port in finding a new executive leader. Following the selection Jim provided industry training for the new CEO.

Strategic Plan Development for the Port of Bremerton, WA: Jim assisted the Port's staff and commission in developing a forward-looking strategic business plan.

Strategic Plan Development for the Port of Vancouver, WA: Following a recent change in elected and appointed leadership Jim led a team in developing a new port strategy. The yearlong effort included aggressive community involvement and engagement to restore the alignment between the Port and the community it serves.

Strategic Plan for the Port of Chelan County, WA: Jim assisted the Port's management team in developing a multi-year strategic plan. The plan was ultimately used to accommodate a change in leadership.

Strategic Plan for the Port of Douglas County, WA: The Port utilized a strategic advisory committee to develop a strategic plan for the Port. Ultimately, the Port of Douglas County and the Port of Chelan County functionally merged to recognize the economies of operational and financial scale.

Future's Forecast (20 years) for the Port of Everett, WA: Jim facilitated a Commission and staff process to explore the Port's 20-year future and what it should anticipate.

Strategic Plan Development for the Port of Friday Harbor Airport, WA: Jim facilitated a strategic planning discussion to develop a 'go forward strategy' for addressing a commercial development plan for the airport to improve the airports revenue forecast.

Strategic Plan Development for the Port of Pasco, WA: Jim provided assistance to the Port of Pasco management team in its development of a forward-looking strategic plan to help guide the port in the near and long term. Plan components included known and projected initiatives and projects as well as a systematic approach to evaluating new, previously unknown opportunities. The plan includes graphic presentations of forecasted efforts and provides the management team with the tools to track accountability and performance.

Strategic Plan Development for the Port of Longview, WA: Jim facilitated internal and external discussions concerning the charting of the Port's strategic direction. The final strategic business plan adopted by the Port's Commission identified clear lines of business and set target financial goals for each.

Strategic Planning for a Public Utility District, WA: Jim guided a public utility district in its efforts to undertake a strategic planning process, which included an interactive, facilitated planning process.

Strategic Advice for the Port of Shelton, WA: Jim assisted the port in exploring its strategic options for collaborating with other local units of government to approach economic development challenges.

Strategic Advice for the Port of Everett, WA: Jim assisted the port in its efforts to consider acquiring a local industrial property that presents a multitude of challenges and opportunities for the community.

Greater Spokane County Port Business Plan, WA: Jim developed a strategic business plan for a proposed port authority in Spokane County. The work included developing consensus with the community through a strategic advisory committee over several months on the role a new port would play. The plan included financial and staffing projections, illustrative projects to be undertaken by the new agency, regulatory construct and an impact analysis.

City of Portland Strategic Brownfield Analysis, Portland, OR: Leading a team of brownfield economists and policy professionals, Jim oversaw the development of tools to break the gridlock on the redevelopment of urban brownfield sites in the city of Portland. Strategic solutions include regulatory, financial, and educational approaches that will result in reuse of infill-contaminated property.

Port/City Property Development and Urban Renewal Negotiations, Bellingham, WA: Jim led extensive negotiations with the City of Bellingham regarding entitlement, utilities, and transportation infrastructure serving the Bellingham waterfront development.

Port Management Agreements, Washington: Jim with an industry team negotiated the first model Port Management Agreement with the Washington Department of Natural Resources on behalf of the Washington port industry.

TRAINING

Port of Olympia, WA: Training session on Washington Ports for potential expanded commission candidates and interested community members.

Port of Moses Lake, WA: One on one training for the new CEO on the breadth of port practice in Washington state.

Port of Skagit, WA: Management & Governance Training for the Commission and Management team.

Port of Whitman County, WA: Remote based training for the staff and commission on port practices.

Washington Public Ports Association, WA: Jim led a host of training events and seminars for the Port industry including new commissioner orientation.

Washington Public Ports Association Training Curriculum: Jim lead a faculty team in teaching the "Real Estate Module" and "Environmental Module" for the WPPA.

Strategic Planning Training, Washington Fire Commissioner Association: Jim designed and presented a strategic planning training for fire district commissioners and senior staff. The work included a survey of all the fire districts in Washington state.

ATTACHMENT 7

Jim Mooney
Owner of Frontier Towing Company
Nominated by Ricardo Platt

An Active or Emeritus Member TAA Member must complete and submit this nomination form in collaboration with the potential nominee. The nomination form and additional requested documentation must be received by the TAA Clerk no later than 11:59 p.m. on October 1, 2025.

GENERAL INFORMATION					
Name: Jim Mooney		Length of residency*: 46 years			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.: [REDACTED]		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: Frontier Towing		Profession/Industry: Towing			
Position/Title: Owner					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input checked="" type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input checked="" type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input type="checkbox"/>	Female		<input type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input checked="" type="checkbox"/>	51-60
				<input type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

*Length of residence in the Tucson International Airport air service area. Pursuant to Section 2.1.1 of the TAA Bylaws, this area encompasses "the general Southern Arizona region."

QUESTIONNAIRE

Is the potential nominee a local, State, or Federal elected official or government employee? <i>If "Yes," list the agency and position/title below. Also, submit a copy of the job description along with the nomination form.</i>	YES <input type="checkbox"/>	NO <input checked="" type="checkbox"/>

Please summarize the nominee's professional background and expertise. *(Additional detail may be provided in the nominee's Letter of Interest)*

Jim owns and leads Frontier Towing, a Tucson towing company under continuous family ownership since 1968, serving customers 24/7, 365 days per year. It is the only Tucson towing company that services semi-tractor trailers and other large road-going equipment; Frontier also offers specialty services including off-road 4x4 retrieval, moved the rhinoceroses at Reid Park Zoo, and others. Jim is an expert in issues like specialty risk management, environmental compliance, industrial and motorized equipment, and other items of importance to the airport and in which few if any TAA members have his depth of expertise.

Please list activities demonstrating the nominee's care and commitment to community service or involvement, including previous or current membership in non-profit or community organizations and the duration of service.

ORGANIZATION/INVOLVEMENT	DURATION OF SERVICE
Per résumé	

Please describe how the nominee's personal experience will translate into becoming a fierce advocate of TAA in local, national, and international communities. *(Additional detail may be provided in the nominee's Letter of Interest)*

Jim and his brothers were raised in Tucson, with a deep love for their community. Jim is active in multiple local business and other groups that serve his community and industry. He is a second-generation member of the Mountain Oyster Club, where he's served as a Board Member; is a member and serves the Board of the Los Charros Foundation, which provides scholarships for youth in rural Arizona; co-hosts a live show on local radio, and much more.

QUESTIONNAIRE

Please indicate any of the TAA advisory councils which might benefit from the potential nominee's working knowledge, membership, and participation.

COUNCIL	
Audit	<input type="checkbox"/>
Corporate Governance	<input checked="" type="checkbox"/>
Finance and Risk Management	<input checked="" type="checkbox"/>
Finance and Risk Management – Environmental/Sustainability Sub Council	<input checked="" type="checkbox"/>
Nominating	<input type="checkbox"/>

Provide a brief explanation of how the TAA will benefit from their participation on the council(s) indicated.

(Additional detail may be provided in the nominee's Letter of Interest)

Jim's skill set varies significantly from most of the other members of the TAA. He is an executive and business leader that also regularly finds dirt and oil under his fingernails along with bruises and scrapes on his knuckles as part of his day to day. He is equally comfortable in - and equally adds value to - a board room, a mechanic shop, a tow truck, or corporate operations executing to complex regulatory requirements. Adding Jim to the Authority will bring blue-collar diversity to the heavily white-collar executive makeup of the TAA.

References

	NAME	E-MAIL ADDRESS	PHONE NO.
1.	Michael Cleveland		
2.	David Smallhouse		
3.	TODD Demler		

Nominated By:

TAA MEMBER (NAME)	SIGNATURE	DATE
Ricardo Platt		29 August 2025

Due Date: October 1, 2025 by 11:59 p.m.

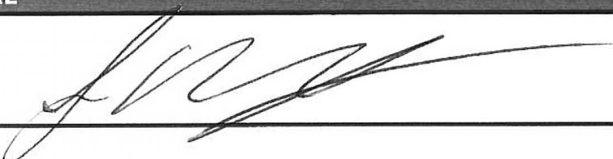
Email to:

ccordova@flytucson.com

Mail to:

Tucson Airport Authority
Attn: TAA Clerk
7250 S. Tucson Blvd., Ste. 300
Tucson, AZ 85756

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name:	Jim Mooney
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a <u>Conflict of Interest Policy</u> applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
I have the following personal or financial interests to disclose in accordance with the Policy:	
<p>I have no personal or financial interest with TAA.</p>	
In addition, I currently have the following business, contractual or other financial relations with the TAA:	
<p>Frontier Towing currently tows abandoned and wrecked vehicles for Tucson Police Department. These services are required to comply with safety needs of teh airport and surrounding areas. These services are performend on an "as needed" basis and are non-contractual. Services are paid for by the vehicle owner, not TAA.</p>	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
	<p>09/19/25</p>

JAMES P. MOONEY

Company Website: www.frontiertowing.com

LinkedIn Profile: [linkedin.com/in/jim-mooney-33a9a5201](https://www.linkedin.com/in/jim-mooney-33a9a5201)

EXPERIENCE

Frontier Towing - President

Tucson, AZ

July 1993-Present

- Oversee internal operations to include payroll, accounts receivable and payable, and dispatch coordination
- Negotiate contracts with vendors and municipalities
- Oversee sales and disposition of vehicles
- Manage capital expenditures and acquisitions

Tucson Towing - President

Tucson, AZ

February 2014 - Present

- Oversee internal operations to include payroll, accounts receivable and payable, dispatch
- Negotiate contracts with vendors and municipalities
- Oversee sales and disposition of vehicles
- Manage capital expenditures and acquisitions

Downtown Auto Center - President

Tucson, AZ

July 2022 - Present

- Oversee internal operations to include payroll, accounts receivable and payable, dispatch
- Negotiate contracts with vendors and municipalities
- Oversee sales and disposition of vehicles
- Manage capital expenditures and acquisitions

Touch of Class Towing - Co-Owner

Tucson, AZ

1991-1993

- Office functions including payroll, accounts payable and receivable, financial statements, vehicle repair

EDUCATION

Electric Vehicle Battery Fire Detection (FSA), May 2023

Traffic Incident Management Trainer, May 2016

BS in Business, The University of Arizona, 1991

Dale Carnegie Graduate, 1995

ASE Certified Master Mechanic, 1989-2020

PROFESSIONAL ASSOCIATIONS

President, Arizona Professional Towing and Recovery Association, 2021-Present

Board of Directors, Arizona Professional Towing and Recovery Association, 2007-Present

Board of Directors, Alliance of Construction Trades, 2015-2016

Board of Directors, Mountain Oyster Club, 2017-2019

REFERENCES

Michael Cleveland

Cleveland Consulting
[REDACTED]

Ricardo Platt

Electronic Design & Development Corp.
[REDACTED]

Todd Demler

Rain for Rent
[REDACTED]

JAMES P. MOONEY

To: Tucson Airport Authority Membership Committee

I have resided in Tucson for 46 years and am a graduate of the University of Arizona. I have been in the specialized custom critical logistics industry for over 32 years. This industry has many facets, one of which is towing and recovery. I currently operate three individual brands in the towing arena; Frontier Towing, Tucson Towing and Downtown Towing, all of which have specific diverse customer bases in the Tucson area and surrounding markets. Services include Light, Medium and Heavy-duty towing, as well as recovery services. In addition, our operations provide custom critical logistics for many organizations including Tucson Electric Power, Southwest Gas, Raytheon, Customs and Border Protection, and others. All of which play a key role in the success of the businesses.

As you might imagine, managing a multi brand operation is no small task, one of which requires recruiting and retaining talented team members for overall success. This also requires communication and coordination between the three brands.

I have served as a partner in the community supporting non-profit organizations such as Junior Achievement, Los Charros Foundation, Angels in Autism and many others. As a hobby, I co-host a local radio talk show, The Simmons Car Care Show. The show content is automotive repair and maintenance based with a focus on safety and breakdown prevention.

I look forward to an opportunity to serve as a Member of the Tucson Airport Authority.

Jim Mooney

22 September 2025
Tucson, AZ

Danette Bewley
President & CEO
Tucson Airport Authority

Dear Danette-

It is my pleasure to nominate Jim Mooney as a Member of the Tucson Airport Authority for the 2026 Nomination Period.

I nominated Jim for the 2024 and 2025 Nomination Periods, and I feel even more strongly today that Jim belongs on the TAA; he can add palpable diversity in skills, background, and expertise to the TAA.

Jim offers a different skill set and background than what I have seen across the Authority over the fifteen years I've had the honor and pleasure to serve. He is an expert in issues that impact the Airport but with which few (if any) TAA members have expertise. Among them: management, safety, and regulatory compliance related to electric vehicles and batteries; hazardous materials management, disposal, and regulatory compliance; firearms and munitions storage, management, disposal, and compliance (Jim holds a Federal Firearms License (FFL)); emergency response and critical logistics; and more.

Jim is someone who provides proven executive leadership with his hands dirty and his knuckles skinned as part of day-to-day operations; he is equally at home in a board room, a mechanic shop, driving a tow truck, managing compliance and regulatory issues, behind the microphone of his radio show, or fundraising to provide scholarships for youth in rural southern Arizona.

Adding Jim and his skill set will strengthen and diversify an Authority lacking in personal, boots-on-the-ground experience with some issues of significant importance to the physical operations of the Airport.

Best regards,

A handwritten signature in black ink, appearing to read 'Ricardo Platt', with a stylized, cursive script.

Ricardo Platt

ATTACHMENT 8

*Linda Welter
Chief Executive Officer for Caliber Group Inc.
Nominated by Keri Silvyn*

An Active or Emeritus Member TAA Member must complete and submit this nomination form in collaboration with the potential nominee. The nomination form and additional requested documentation must be received by the TAA Clerk no later than 11:59 p.m. on October 1, 2025.

GENERAL INFORMATION					
Name: Linda Welter		Length of residency*: 35 yrs			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.: [REDACTED]		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: Caliber Group, Inc.		Profession/Industry: Marketing			
Position/Title: CEO & Chief Strategy Officer					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input checked="" type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input checked="" type="checkbox"/>	Female		<input type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input checked="" type="checkbox"/>	51-60
				<input type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

*Length of residence in the Tucson International Airport air service area. Pursuant to Section 2.1.1 of the TAA Bylaws, this area encompasses "the general Southern Arizona region."

QUESTIONNAIRE

Is the potential nominee a local, State, or Federal elected official or government employee? <i>If "Yes," list the agency and position/title below. Also, submit a copy of the job description along with the nomination form.</i>	YES	NO
	<input type="checkbox"/>	<input checked="" type="checkbox"/>

Please summarize the nominee's professional background and expertise. *(Additional detail may be provided in the nominee's Letter of Interest)*

Professional Background:

Principal, CEO & Chief Strategy Officer, The Caliber Group (28 yrs)

VP of Marketing, National Bank of Arizona (6 yrs)

Account Executive, Nordensson Lynn Agency (2 yrs)

Marketing & Investor Relations Coordinator, Sun State Savings & Loan (2 yrs)

Other Professional Board Leadership Positions:

Women's President Organization (WPO) (10 yrs); Public Relations Society of America (PRSA) National Board of Ethics (10 yrs), Western District (4 yrs), Southern Arizona Chapter (5 yrs); American Advertising Federation Tucson Chapter (2 yrs)

Please list activities demonstrating the nominee's care and commitment to community service or involvement, including previous or current membership in non-profit or community organizations and the duration of service.

ORGANIZATION/INVOLVEMENT	DURATION OF SERVICE
The Chamber of Southern Arizona Board	1 yr
Tucson Metro Chamber Board	6 yrs
Tucson Business Coalition	2 yrs
The Breakfast Club Board (and Membership) The United Way of Southern Arizona Board The Red Cross of Southern Arizona Board	20 yrs 4 yrs 4 yrs

Please describe how the nominee's personal experience will translate into becoming a fierce advocate of TAA in local, national, and international communities. *(Additional detail may be provided in the nominee's Letter of Interest)*

My business and non-profit leadership, advocacy, and economic development experience - combined with my business, higher education, non-profit, and government contacts and relationships throughout Southern Arizona - will directly support TAA's growth goals.

QUESTIONNAIRE

Please indicate any of the TAA advisory councils which might benefit from the potential nominee's working knowledge, membership, and participation.

COUNCIL	
Audit	<input type="checkbox"/>
Corporate Governance	<input type="checkbox"/>
Finance and Risk Management	<input type="checkbox"/>
Finance and Risk Management – Environmental/Sustainability Sub Council	<input type="checkbox"/>
Nominating	<input checked="" type="checkbox"/>

Provide a brief explanation of how the TAA will benefit from their participation on the council(s) indicated.
(Additional detail may be provided in the nominee's Letter of Interest)

Given my 35-year history of working in Southern Arizona with more than 500 business, education, and non-profit clients, as well as serving on multiple boards with many leaders, I am in a great position to recommend and recruit new TAA members.

References

	NAME	E-MAIL ADDRESS	PHONE NO.
1.	Timothy Medcoff		
2.	Carol Stewart		
3.	Edmund Marquez		

Nominated By:

TAA MEMBER (NAME)	SIGNATURE	DATE
Keri Silvyn		Sept. 23, 2025

Due Date: October 1, 2025 by 11:59 p.m.

Email to:

ccordova@flytucson.com

Mail to:

Tucson Airport Authority
Attn: TAA Clerk
7250 S. Tucson Blvd., Ste. 300
Tucson, AZ 85756

NEW MEMBER NOMINATION FORM

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name: Linda Welter	
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
I have the following personal or financial interests to disclose in accordance with the Policy:	
None.	
In addition, I currently have the following business, contractual or other financial relations with the TAA:	
None.	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
Linda Welter	9-4-2025



LINDA WELTER

Tucson, Arizona

Summary of Qualifications

An entrepreneur and brand marketing, public relations and reputation management executive with more than 25 years of successful business leadership, growth, strategy and M&A experience.

- **Leadership:** Experienced at leading, managing and growing a successful business, hiring quality talent and building strong teams to achieve growth goals
- **Strategic Planning:** Effective at strategic planning and managing successful campaigns and teams to achieve desired results
- **Problem-Solving:** Proven and decisive problem-solving capabilities
- **Communications:** Strong communications, facilitation and relationship development skills
- **Crisis & Reputation Management:** Experienced crisis issues and reputation management expert
- **Negotiation & Mediation:** Strong negotiation and mediation skills
- **Ethics/Integrity:** High professional and ethical standards
- **Relationships:** Extensive network of community and professional relationships throughout Arizona and the U.S.
- **Reputation:** Well-respected as a business and community leader

Work Experience

Caliber Group, Inc., Tucson, Arizona (1997-Present)

Principal & Chief Executive Officer

Manage all aspects of leading, managing and growing this brand marketing, public relations and digital agency, including business planning, marketing and sales, client service, finance and operations administration. Also provide campaign and brand development, positioning and message strategy, and crisis, issues and reputation management consultation.

National Bank of Arizona, Tucson and Phoenix, Arizona (1992-1997)

Vice President/Director of Marketing

Planned and implemented marketing, communications and advertising programs for this \$1.2 billion financial institution. Managed statewide media relations; implemented crisis communications programs during three bank mergers and acquisitions; managed community relations in five communities; implemented employee communications programs during tremendous growth periods; managed effective advertising and direct mail campaigns in six regions; produced quality annual reports and brochures; managed seminars, trade shows and office opening celebrations, and supervised Marketing Department staff and vendors, including advertising, public relations and graphic design firms.

The Nordensson Group, Tucson, Arizona (1990-1991)

Account Manager

Provided public relations and advertising account management for The University of Arizona (UofA) Department of Athletics' football season ticket campaign, The Tucson Mall's grand re-opening and expansion celebration, General Foods/Maxwell House's test market and product launch of Cappio Iced Cappuccino in Arizona, and other local firms.

Arizona Society of Certified Public Accountants (ASCPA), Phoenix, Arizona (1989-1990)

Communications Manager

Managed statewide public relations for this 4,000-member trade association. Wrote and produced *The Newsledger*, the association's monthly trade publication; managed media relations and publicity; coordinated special events; managed a speaker's bureau and public relations committees; and supervised Communications Department staff and vendors.

Sun State Savings & Loan Association, Phoenix, Arizona (1987-1989)

Marketing Coordinator

Coordinated crisis communications, investor relations and advertising programs for this \$1 billion financial institution. Served as a company liaison to media, customers and shareholders during several company takeover attempts; produced annual and quarterly reports, employee publications and product brochures; managed advertising programs; implemented direct mail campaigns; and supervised marketing vendors.

Education

Bachelor of Arts Degree (Magna Cum Laude) (1987)

University of Northern Iowa, Cedar Falls, Iowa

Major: Marketing Communications/Public Relations • Minor: Journalism

Accredited in Public Relations (APR) (1993)

Public Relations Society of America, New York, New York

Board
Leadership
Experience

The Chamber of Southern Arizona, Tucson, Arizona (2019-Present)

Board Member (and Immediate-Past Chair of the Tucson Metro Chamber)

Co-led campaign to obtain board and investor approval of the merger between the Tucson Metro Chamber and Sun Corridor in 2025. Served on the merger transition committee to ensure a successful merger between the two organizations.

The Breakfast Club, Tucson, Arizona (2022-Present)

Board Member & VP/Programs Chair

Women's President's Organization (WPO), Tucson, Arizona (2015-Present)

Member

University of North Carolina Global Center for PR, Charlotte, North Carolina (2013-2015)

Advisory Board Member

Public Relations Society of America Board of Ethics & Professional Standards (BEPS),

New York, New York (1999-2009)

BEPS Chair & Board Member

Red Cross of Southern Arizona, Tucson, Arizona (2000-2003)

Board Member

United Way of Southern Arizona, Tucson, Arizona (1995-1997)

Executive Committee & Board Member

Honors/Awards

Recognition from Arizona Representative Juan Ciscomani---for business leadership (2025)
PRSA Southern Arizona Chapter---Career Impact Award (2023)
American Advertising Federation-Tucson---Hall of Achievement Award for career impact and community service (2021)
American Advertising Federation-Tucson "Addy" Awards---for advertising campaigns in multiple mediums (1993-2025)
PRSA Southern Arizona Chapter Primus Awards---for successful management of strategic public relations campaigns (1996-2025)
Arizona Forward Leadership Award-for community leadership (2015)
Greater Tucson Leadership Award-for community leadership (2011)
YWCA Woman on the Move Award-for community leadership (2011)
American Advertising Federation-Tucson "Advertising Professional of the Year" (2009)
Arizona Small Business Association SASIE (Smart & Inspiring Enterprise) Award (2009)
UofA Arizona Eller Business College Woman of Distinction---for managing a successful business and mentoring women (2009)
Metropolitan Pima Alliance Common Ground Awards---for successful community collaboration projects (2005-2009)
Inside Tucson Business Up & Comer Award---for managing a successful business and community involvement (2004)
BizAZ Companies to Watch---for consistent and notable small business growth (2003, 2005)
Arizona Small Business Association's Rainmaker Award---for successful business development and community relations (2003)
Recognition from Arizona Governor Janet Napolitano---for professional achievement (2004)
International Association of Business Communicators Awards---for successful public relations campaigns (2003)

Linda Welter


September 19, 2025

Dear Tucson Airport Authority Membership Nomination Committee,

I am writing to express my enthusiastic interest in joining the Tucson Airport Authority (TAA).

While it is rumored that one of the benefits of joining the TAA is free parking at the Tucson International Airport (TIA), this is not the reason I am applying for Membership. Rather, I am offering my 30+ years of leadership and business experience and expertise to the TAA because I am deeply committed to the success of our region's airport and economy.

I believe that our region's prosperity can improve through strategic economic development activities that support business growth and job creation. I also understand the critical role the TAA and our airport serves in supporting our region's economy through its operations, facilities, tenants, land, vendors, employees, leadership, and airline service.

As a current board member of The Chamber of Southern Arizona, as well as a business owner for nearly three decades, I also understand the region's economic development ecosystem and the strengths of each organization within it.

My resume and application are attached for further details about my qualifications. Thank you for your consideration.

Sincerely,



Linda Welter

ATTACHMENT 9

*Lisa Lovallo
Application for Emeritus Status
Membership Year 2011*

GENERAL INFORMATION

Name: **LISA LOVALLO**

TAA Member since (year): **LONG • LONG • TIME**

Continuing Member: Active Members may serve for 15 years, and may request, subject to approval, to serve an additional five years as an Active Member, or transition to Emeritus Member. The member application for an additional five years of Membership is considered based upon participation and contribution to TAA's mission.

Emeritus Member: Active Members must serve a minimum of 10 years to be eligible for emeritus membership. Members may apply to become emeritus beginning at 10 years, and at any time thereafter while they are a Member. The TAA Bylaws provide that the maximum time a Member may serve is 20 years (15 years plus 5 as a Continuing Member (subject to some exceptions related to Board service)).

Emeritus Members will:

1. Be invited to the membership business meetings of the Tucson Airport Authority, but not entitled to vote;
2. be invited to all Tucson Airport Authority membership social functions;
3. retain parking privileges at the airport as provided to all TAA members; and
4. be utilized as invited and, if willing, as consultants to the Tucson Airport Authority on special issues.

I wish to extend my term as an Active Member an additional five (5) years

☐

I wish to convert to Emeritus Member status

☒

Please describe your participation and contribution to TAA's mission.

- **CHAIR 2+**
 - **MEMBERSHIP COMMITTEE**
 - **OTHER STUFF I CAN'T WRITE DOWN ☺**
 - **BOARD - FULL TERM.**
- LOVED EVERY MINUTE OF IT! THANK YOU.**

SIGNATURE

LS

DATE

8.1.25

ATTACHMENT 10

*Michael Franks
Application for Emeritus Status
Membership Year 2011*

GENERAL INFORMATION	
Name:	MICHAEL FRANKS
TAA Member since (year):	2006
<p>Continuing Member: Active Members may serve for 15 years, and may request, subject to approval, to serve an additional five years as an Active Member, or transition to Emeritus Member. The member application for an additional five years of Membership is considered based upon participation and contribution to TAA's mission.</p> <p>Emeritus Member: Active Members must serve a minimum of 10 years to be eligible for emeritus membership. Members may apply to become emeritus beginning at 10 years, and at any time thereafter while they are a Member. The TAA Bylaws provide that the maximum time a Member may serve is 20 years (15 years plus 5 as a Continuing Member (subject to some exceptions related to Board service)).</p> <p>Emeritus Members will:</p> <ol style="list-style-type: none"> 1. Be invited to the membership business meetings of the Tucson Airport Authority, but not entitled to vote; 2. be invited to all Tucson Airport Authority membership social functions; 3. retain parking privileges at the airport as provided to all TAA members; and 4. be utilized as invited and, if willing, as consultants to the Tucson Airport Authority on special issues. 	
<p>I wish to extend my term as an Active Member an additional five (5) years <input type="checkbox"/></p>	
<p>I wish to convert to Emeritus Member status <input checked="" type="checkbox"/></p>	

Please describe your participation and contribution to TAA's mission.

PLEASE SEE ATTACHED LETTER.

SIGNATURE	DATE
	7.14.2015

July 11, 2025

Re: Application for Emeritus Membership

Dear Nominating Council,

My name is Michael Franks and I have been an active member of the Tucson Airport Authority for the past 20 years. During the time of my involvement, I have served on numerous boards advancing the mission of providing for a sustainable airport system as well as promoting business opportunities. I am a vocal advocate for the Fly Tucson brand.

As an architect fully engaged in community design and development, we see the successes of our architectural firm (celebrating 50 years of dedicated service) mirror the growth and development of Tucson International Airport. I will continue to actively support our special community asset.

I appreciate all consideration given to extending my membership to emeritus status.

Sincerely,

A handwritten signature in blue ink that reads "Michael Franks". The signature is fluid and cursive, with a large loop at the end of the last name.

Michael W. Franks

ATTACHMENT 11

*Lucinda Smedley
Application for Emeritus Status
Membership Year 2011*

GENERAL INFORMATION	
Name:	Lucinda Smedley
TAA Member since (year):	2009
<p>Continuing Member: Active Members may serve for 15 years, and may request, subject to approval, to serve an additional five years as an Active Member, or transition to Emeritus Member. The member application for an additional five years of Membership is considered based upon participation and contribution to TAA's mission.</p> <p>Emeritus Member: Active Members must serve a minimum of 10 years to be eligible for emeritus membership. Members may apply to become emeritus beginning at 10 years, and at any time thereafter while they are a Member. The TAA Bylaws provide that the maximum time a Member may serve is 20 years (15 years plus 5 as a Continuing Member (subject to some exceptions related to Board service)).</p> <p>Emeritus Members will:</p> <ol style="list-style-type: none"> 1. Be invited to the membership business meetings of the Tucson Airport Authority, but not entitled to vote; 2. be invited to all Tucson Airport Authority membership social functions; 3. retain parking privileges at the airport as provided to all TAA members; and 4. be utilized as invited and, if willing, as consultants to the Tucson Airport Authority on special issues. 	
<p>I wish to extend my term as an Active Member an additional five (5) years <input type="checkbox"/></p>	
<p>I wish to convert to Emeritus Member status <input checked="" type="checkbox"/></p>	

Please describe your participation and contribution to TAA's mission.

<p>I encourage the use of TIA within my sphere of influence and provide feedback to the TAA regarding my experiences using TIA. Although no longer involved in day to day operations at TREND report, I provide guidance to the editor regarding the inclusion of TAA updates. I'm willing and available to advise the TAA as needed.</p>

SIGNATURE	DATE
<p><i>Lucinda Smedley</i> Lucinda Smedley (Jun 23, 2025 14:43 PDT)</p>	<p>June 23, 2025</p>


ATTACHMENT 12

*David Hameroff
Application for Emeritus Status
Membership Year 2011*

GENERAL INFORMATION	
Name:	DAVID E. HAMEROFF
TAA Member since (year):	4/- 2010
<p>Continuing Member: Active Members may serve for 15 years, and may request, subject to approval, to serve an additional five years as an Active Member, or transition to Emeritus Member. The member application for an additional five years of Membership is considered based upon participation and contribution to TAA's mission.</p> <p>Emeritus Member: Active Members must serve a minimum of 10 years to be eligible for emeritus membership. Members may apply to become emeritus beginning at 10 years, and at any time thereafter while they are a Member. The TAA Bylaws provide that the maximum time a Member may serve is 20 years (15 years plus 5 as a Continuing Member (subject to some exceptions related to Board service)).</p> <p>Emeritus Members will:</p> <ol style="list-style-type: none"> 1. Be invited to the membership business meetings of the Tucson Airport Authority, but not entitled to vote; 2. be invited to all Tucson Airport Authority membership social functions; 3. retain parking privileges at the airport as provided to all TAA members; and 4. be utilized as invited and, if willing, as consultants to the Tucson Airport Authority on special issues. 	
I wish to extend my term as an Active Member an additional five (5) years	<input type="checkbox"/>
I wish to convert to Emeritus Member status	<input checked="" type="checkbox"/>

Please describe your participation and contribution to TAA's mission.

PLEASE SEE ATTACHED

SIGNATURE	DATE
	9-30-2015

Thank you for considering my application to become an Emeritus Member.

Over the time on the Board, I worked primarily on two committee assignments. The first was years ago, headed by Judy Rich. To be frank, I do not remember the topic, but I believe it was revision of governing documents. I must have been assigned this committee because I am an attorney. This was before Covid, as I remember meeting at the Airport's old offices, off premises.

The second committee on which I served was the Governance Committee, under Terry Jackson and Chris Schmaltz. We spent months reviewing and reworking the By-Laws for the organization. Chris can give you the timeline, but I believe it was during Covid and all the meetings were held via Zoom.

As for attendance at meetings, I attended most of the Nominating/Annual Meetings at the Arizona Inn, and then more recently, at Hacienda Del Sol.

In the event of a need for a revision of the By-Laws in the future, even though am not on the Board, I would be willing to stay on that committee or attend and contribute to suggested changes, if invited.

Thank you for your consideration.

David E. Hameroff



The Hameroff Law Firm, P.C.


www.hamerlaw.com

ATTACHMENT 13

*Ricardo Platt
Application for Continuing Membership
Membership Year 2011*

GENERAL INFORMATION	
Name:	Ricardo Platt
TAA Member since (year):	2011
<p>Continuing Member: Active Members may serve for 15 years, and may request, subject to approval, to serve an additional five years as an Active Member, or transition to Emeritus Member. The member application for an additional five years of Membership is considered based upon participation and contribution to TAA's mission.</p> <p>Emeritus Member: Active Members must serve a minimum of 10 years to be eligible for emeritus membership. Members may apply to become emeritus beginning at 10 years, and at any time thereafter while they are a Member. The TAA Bylaws provide that the maximum time a Member may serve is 20 years (15 years plus 5 as a Continuing Member (subject to some exceptions related to Board service)).</p> <p>Emeritus Members will:</p> <ol style="list-style-type: none"> 1. Be invited to the membership business meetings of the Tucson Airport Authority, but not entitled to vote; 2. be invited to all Tucson Airport Authority membership social functions; 3. retain parking privileges at the airport as provided to all TAA members; and 4. be utilized as invited and, if willing, as consultants to the Tucson Airport Authority on special issues. 	
<p>I wish to extend my term as an Active Member an additional five (5) years <input checked="" type="checkbox"/></p>	
<p>I wish to convert to Emeritus Member status <input type="checkbox"/></p>	

Please describe your participation and contribution to TAA's mission.

<p>I've had the opportunity to serve on a number of committees and contractor selection processes, and have nominated members to the Authority.</p>

SIGNATURE	DATE
<p><i>Ricardo Platt</i> <small>Ricardo Platt (Jun 23, 2025 13:30 PDT)</small></p>	<p>June 23, 2025</p>

ATTACHMENT 14

*Robert Draper
Application for Continuing Membership
Membership Year 2011*

GENERAL INFORMATION	
Name:	Rob Draper
TAA Member since (year):	2011
<p>Continuing Member: Active Members may serve for 15 years, and may request, subject to approval, to serve an additional five years as an Active Member, or transition to Emeritus Member. The member application for an additional five years of Membership is considered based upon participation and contribution to TAA's mission.</p> <p>Emeritus Member: Active Members must serve a minimum of 10 years to be eligible for emeritus membership. Members may apply to become emeritus beginning at 10 years, and at any time thereafter while they are a Member. The TAA Bylaws provide that the maximum time a Member may serve is 20 years (15 years plus 5 as a Continuing Member (subject to some exceptions related to Board service)).</p> <p>Emeritus Members will:</p> <ol style="list-style-type: none"> 1. Be invited to the membership business meetings of the Tucson Airport Authority, but not entitled to vote; 2. be invited to all Tucson Airport Authority membership social functions; 3. retain parking privileges at the airport as provided to all TAA members; and 4. be utilized as invited and, if willing, as consultants to the Tucson Airport Authority on special issues. 	
<p>I wish to extend my term as an Active Member an additional five (5) years <input checked="" type="checkbox"/></p>	
<p>I wish to convert to Emeritus Member status <input type="checkbox"/></p>	

Please describe your participation and contribution to TAA's mission.

<p>Member since 2011.</p> <p>Board member 2017-2022.</p> <p>Numerous Council assignments.</p>


SIGNATURE	DATE
 <small>Robert L. Draper (Jun 23, 2025 14:14 PDT)</small>	<p>June 23, 2025</p>

ATTACHMENT 15

*David Lyons
Application for Continuing Membership
Membership Year 2011*

GENERAL INFORMATION	
Name:	DAVID Lyons
TAA Member since (year):	
<p>Continuing Member: Active Members may serve for 15 years, and may request, subject to approval, to serve an additional five years as an Active Member, or transition to Emeritus Member. The member application for an additional five years of Membership is considered based upon participation and contribution to TAA's mission.</p> <p>Emeritus Member: Active Members must serve a minimum of 10 years to be eligible for emeritus membership. Members may apply to become emeritus beginning at 10 years, and at any time thereafter while they are a Member. The TAA Bylaws provide that the maximum time a Member may serve is 20 years (15 years plus 5 as a Continuing Member (subject to some exceptions related to Board service)).</p> <p>Emeritus Members will:</p> <ol style="list-style-type: none"> 1. Be invited to the membership business meetings of the Tucson Airport Authority, but not entitled to vote; 2. be invited to all Tucson Airport Authority membership social functions; 3. retain parking privileges at the airport as provided to all TAA members; and 4. be utilized as invited and, if willing, as consultants to the Tucson Airport Authority on special issues. 	
I wish to extend my term as an Active Member an additional five (5) years	<input checked="" type="checkbox"/>
I wish to convert to Emeritus Member status	<input type="checkbox"/>

Please describe your participation and contribution to TAA's mission.

SIGNATURE	DATE
	8/1/2025

ATTACHMENT 16

Steve Bosse'
Director Interest Form
Membership Year 2025

Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk no later than 11:59 p.m. on October 1, 2025.

GENERAL INFORMATION					
Name: Steven Bosse'		TAA Member since (year): 2025			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.: [REDACTED]		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: Bosse' Rollman PC		Profession/Industry: Law			
Position/Title: Lawyer					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input checked="" type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input checked="" type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input type="checkbox"/>	Female		<input type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input type="checkbox"/>	51-60
				<input checked="" type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

DIRECTOR INTEREST FORM

Please explain how the TAA will benefit from your service on the Board of Directors.

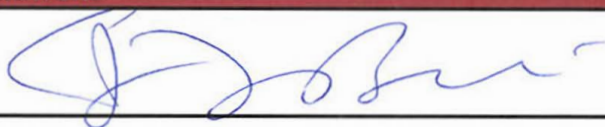
I have decades of experience working with non profit entities.

In addition, my work involves interpreting and complying with government regulations promulgated by the US Dept. of Labor and teh US Dept. of the Treasury.

Lastly, I serve as legal counsel to over a dozen PSPRS Local Pension Boards,bringing a unique skill set that is unique to TAA Membership and its Board.

SIGNATURE	DATE
	3 SEPT 2025

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name: Steven L Bosse'	
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
<p>I have the following personal or financial interests to disclose in accordance with the Policy:</p> <p>i am the owner of Bosse' Rollman PC, an Arizona professional corporation.</p>	
<p>In addition, I currently have the following business, contractual or other financial relations with the TAA:</p> <p>None</p>	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
	3 SEPT 2025

ATTACHMENT 17

Carol Stewart
Director Interest Form
Membership Year 2022

Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk **no later than 11:59 p.m. on October 1, 2025.**

GENERAL INFORMATION					
Name: Carol Stewart		TAA Member since (year): 2021			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.:		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: University of Arizona		Profession/Industry: Education			
Position/Title: CEO & President, Tech Parks Arizona					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input checked="" type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input checked="" type="checkbox"/>	Female		<input type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input checked="" type="checkbox"/>	51-60
				<input type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

DIRECTOR INTEREST FORM

Please explain how the TAA will benefit from your service on the Board of Directors.

TAA is one of the most significant economic drivers in Southern Arizona, generating an annual impact of more than \$10 billion. Tech Parks Arizona is among the region's largest employment centers, with over 6,000 knowledge workers based at the UA Tech Park. It also hosts the highest concentration of startups in any program across the state, contributing an additional \$2 billion in annual economic impact.

TUS serves as a critical amenity for the more than 90 companies located at the UA Tech Parks (Rita Road and The Bridges), enabling them to connect globally and expand their businesses. As we promote Tucson to companies worldwide as a destination for relocation and expansion, the airport is consistently highlighted in our materials as a key asset supporting foreign direct investment. It is essential for the community to recognize the airport's value to businesses of all sizes throughout the region.

My board service spans local, state, national, and international organizations. It would be my honor to contribute this extensive governance experience—along with my time, talent, and resources—to the Tucson Airport Authority as a board member.

SIGNATURE	DATE
<i>Carol Stewart</i>	09/8/2025

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name: Carol Stewart	
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
I have the following personal or financial interests to disclose in accordance with the Policy:	
N/A	
In addition, I currently have the following business, contractual or other financial relations with the TAA:	
N/A	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
<i>Carol Stewart</i>	9/19/25

ATTACHMENT 18

Phil Swaim
Director Interest Form
Membership Year 2013

Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk **no later than 11:59 p.m. on October 1, 2025.**

GENERAL INFORMATION					
Name: Phil Swaim		TAA Member since (year):			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.: [REDACTED]		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: Swaim Associates LTD		Profession/Industry: Architecture			
Position/Title: President					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input checked="" type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input checked="" type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input type="checkbox"/>	Female		<input type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input type="checkbox"/>	51-60
				<input checked="" type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

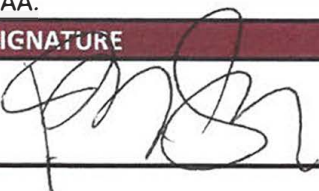
DIRECTOR INTEREST FORM

Please explain how the TAA will benefit from your service on the Board of Directors.

I have been involved with TAA for many years participating on most of the Councils, several contractor and design consultant selection committees, and the Board. My 40 years as an architect and being involved in the community brings knowledge and relationships valuable to TAA.

SIGNATURE	DATE
	9/11/25

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name: Phil Swaim	
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
I have the following personal or financial interests to disclose in accordance with the Policy:	
None	
In addition, I currently have the following business, contractual or other financial relations with the TAA:	
None	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
	9/16/25

ATTACHMENT 19

*Calline Sanchez
Director Interest Form
Membership Year 2023*

Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk no later than 11:59 p.m. on October 1, 2025.

GENERAL INFORMATION					
Name: Calline Sanchez		TAA Member since (year): 2023			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.: [REDACTED]		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: IBM		Profession/Industry: IT			
Position/Title: VP, IBM TLS Competitive Strategy					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input checked="" type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input checked="" type="checkbox"/>	Female		<input checked="" type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input type="checkbox"/>	51-60
				<input type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

DIRECTOR INTEREST FORM

Please explain how the TAA will benefit from your service on the Board of Directors.

This board seat compliments my interest of knowing more about this industry, port authority we serve & the local business population. In addition, helps me to realize & foster relations in the greater community.

SIGNATURE	DATE
<i>Calline Sanchez</i>	9/11/2025

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name: Calline Sanchez	
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
<p>I have the following personal or financial interests to disclose in accordance with the Policy:</p> <p>Nothing to disclose.</p>	
<p>In addition, I currently have the following business, contractual or other financial relations with the TAA:</p> <p>Nothing to disclose.</p>	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
Calline Sanchez	Sept 17, 2025

ATTACHMENT 20

*Rhonda Piña
Director Interest Form
Membership Year 2022*


Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk **no later than 11:59 p.m. on October 1, 2025.**

GENERAL INFORMATION					
Name: Rhonda Pina		TAA Member since (year): 2022			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.: [REDACTED]		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: Pima County		Profession/Industry: Municipal Government			
Position/Title: Community & Workforce Development, Deputy Director					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input checked="" type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input checked="" type="checkbox"/>	Female		<input type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input type="checkbox"/>	51-60
				<input checked="" type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

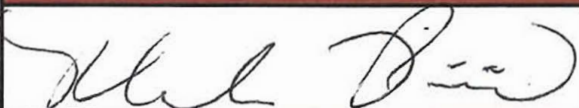
DIRECTOR INTEREST FORM

Please explain how the TAA will benefit from your service on the Board of Directors.

My qualifications to serve on the TAA Board of Directors consists of having a broad scope of knowledge with for-profit and non-profit business models and finances due to working in the banking industry for 30 years and currently as a Pima County Community & Workforce Development, Deputy Director. My roles included management of retail locations and commercial customer portfolios having revenues up to \$220M. Tenure in banking afforded opportunities to build leadership skills by having management roles and building solid relationships with community leaders. Duties included negotiating loan agreements, reviewing/underwriting financial reports, oversight with credit monitoring, regulatory compliance and code of ethics policies. As Deputy Director, I have oversight of Department of Labor grants, a team of 95 +/- staff and compliance. Through years of interacting with the public including serving on Oro Valley Town Council (Councilmember) and community involvement, I have a high level of interpersonal skills and fostered long term business relationships. I understand workforce development needs in different industries. Having served on other Board of Director positions throughout my career, I understand the importance and participation with advocacy efforts. I have an understanding of the economic benefits TAA provides including a large employment base, revenue generation aligned to regional tourism, and stakeholder relationships.

SIGNATURE	DATE
	September 16, 2025

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name: Rhonda Pina	
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
I have the following personal or financial interests to disclose in accordance with the Policy:	
N/A	
In addition, I currently have the following business, contractual or other financial relations with the TAA:	
N/A	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
	September 16, 2025

ATTACHMENT 21

*Fran Katz
Director Interest Form
Membership Year 2013*

Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk **no later than 11:59 p.m. on October 1, 2025.**

GENERAL INFORMATION					
Name: Fran Katz		TAA Member since (year): 2013			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.: n/a		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: Tucson Jewish Community Center		Profession/Industry: Philanthropy			
Position/Title: Chief Development Officer					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input checked="" type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input checked="" type="checkbox"/>	Female		<input type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input type="checkbox"/>	51-60
	<input checked="" type="checkbox"/>	Over 60			
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

DIRECTOR INTEREST FORM

Please explain how the TAA will benefit from your service on the Board of Directors.

As a longtime member of the Tucson community, I am deeply committed to the success of the Tucson Airport Authority (TAA) and its role as a vital economic driver for our region. My professional and volunteer experiences have provided me with expertise that I believe would be of great value to the Board.

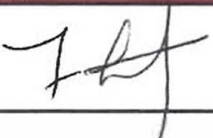
I bring a strong background in fundraising, grant development, and marketing, skills that can support TAA's continued growth and long-term sustainability. I have successfully cultivated resources for organizations, developed strategic partnerships, and built awareness through thoughtful outreach and communication. These experiences would help TAA expand its capacity, strengthen community engagement, and enhance visibility among key stakeholders.

In addition, my longstanding ties to the Tucson community allow me to bring a broad network of relationships, as well as an informed perspective on the community's priorities and needs. I have demonstrated through my work and service that I make TAA a priority, and I would approach Board service with the same dedication, focus, and collaborative spirit.

Through these contributions, I am confident I can help advance TAA's mission, reinforce its role as a premier transportation hub, and ensure it continues to thrive as a cornerstone of economic development and community connectivity in Southern Arizona.

SIGNATURE	DATE
	9/17/2025

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name: Fran Katz	
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
I have the following personal or financial interests to disclose in accordance with the Policy:	
N/A	
In addition, I currently have the following business, contractual or other financial relations with the TAA:	
N/A	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
	9/18/25

ATTACHMENT 22

Lydia Aranda
Director Interest Form
Membership Year 2023

Active Members who wish to nominate themselves for a vacancy on the Board of Directors must complete and submit this nomination form to the TAA Clerk **no later than 11:59 p.m. on October 1, 2025.**

GENERAL INFORMATION					
Name: Lydia Aranda		TAA Member since (year): 2023			
Home Address: [REDACTED]					
E-mail Address: [REDACTED]					
Home Phone No.:		Mobile Phone No.: [REDACTED]			
PROFESSIONAL INFORMATION					
Company: DiVeritas Group		Profession/Industry: Consulting / Advisory			
Position/Title: CoFounder & Principal					
Work Address: [REDACTED]					
Work Phone No.: [REDACTED]		Work E-mail Address: [REDACTED]			
DEMOGRAPHIC INFORMATION (Optional)					
What is your race/ethnicity? Please mark the one box that describes the race/ethnicity with which you primarily identify.	<input checked="" type="checkbox"/>	Hispanic or Latino: a person of Cuban, Mexican, Chicano, Puerto Rican, South or Central American, or other Spanish culture or origin, regardless of race.			
	<input type="checkbox"/>	White: a person that has origins in any of the original peoples of Europe, the Middle East, or North Africa.			
	<input type="checkbox"/>	Black or African American: a person that has origins in any of the Black racial groups of Africa.			
	<input type="checkbox"/>	Asian: a person that has origins in any of the original peoples of East Asia, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.			
	<input type="checkbox"/>	Native Hawaiian or Other Pacific Islander: a person that has origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.			
	<input type="checkbox"/>	American Indian or Alaska Native: a person that has origins in any of the original peoples of North and South America (including Central America), and who maintains tribal affiliation or community attachment.			
	<input type="checkbox"/>	Two or More Races: a person who primarily identifies with two or more of the above race/ethnicity categories.			
What is your gender? Please mark the one box that describes the gender with which you primarily identify.	<input type="checkbox"/>	Male	What is your age? Please mark one box below.	<input type="checkbox"/>	Under 40
	<input checked="" type="checkbox"/>	Female		<input type="checkbox"/>	41-50
	<input type="checkbox"/>	Non-binary		<input checked="" type="checkbox"/>	51-60
				<input type="checkbox"/>	Over 60
Do you have a disability? Please mark the appropriate box.	<input type="checkbox"/>	Yes, I have a disability (or previously had a disability).			
	<input checked="" type="checkbox"/>	No, I do not have (nor have I previously had) a disability.			

DIRECTOR INTEREST FORM

Please explain how the TAA will benefit from your service on the Board of Directors.


With more than three decades in public, private and nonprofit leadership and governance roles, I am a proven leader committed to leveraging my experience, expertise and executive networks to bring services and resources into the urban and rural municipalities and the vast borderland region of Southern Arizona.

I always seek to use my voice for those who do not have one; and to amplify others via my network and public-speaking opportunities, which include social media, public and private radio, forums and convenings. This has often included Danette Bewley and her team, especially during (and since) Covid-19 pandemic, when safety and wellness are priority for all, and information/resources are vital for families and businesses to survive and thrive.

These recent years as a TAA Member, and serving on Finance & Risk Management Advisory Council, have afforded me a front row seat to the diligence and foresight of TAA's mission, and its impact to our growing economy. I would like to increase my service to and with TAA, by serving on the Board; and believe I can contribute to building and implementing the collaborative, innovative, sustainable growth strategies at hand. Housing, wellness, workforce, education, entrepreneurship... and more!

SIGNATURE	DATE
	Sept 30, 2025

Member/Board of Directors Annual Disclosure Statement
(Adopted August 7, 2012)

Name: Lydia Aranda	
<p>In an effort to avoid any appearance of a lack of integrity and transparency in Tucson Airport Authority's decision-making processes, TAA has adopted a Conflict of Interest Policy applicable to all TAA members. In addition, members of the TAA Board of Directors are required to submit an annual disclosure statement to disclose (i) any personal or financial interests that have a reasonable likelihood to create, or to appear to create, a conflict of interest with TAA, and (ii) any current business relationships involving TAA.</p>	
I have the following personal or financial interests to disclose in accordance with the Policy:	
none	
In addition, I currently have the following business, contractual or other financial relations with the TAA:	
none	
<p>I have read and agree to comply with the Tucson Airport Authority Conflict of Interest Policy. I have disclosed on the attached form all potential conflicts and relevant business relationships involving TAA of which I am aware, if any. I will promptly report any changes that may create or appear to create a conflict of interest with TAA.</p>	
SIGNATURE	DATE
	Sept 30, 2025