
TUCSON AIRPORT AUTHORITY | Board of Directors Regular Meeting
Wednesday, December 3, 2025 | 3:00 p.m.
7250 S. Tucson Blvd. 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 **Board of Directors** will hold a meeting open to the public on **Wednesday, December 3, 2025, beginning at 3:00 p.m.**

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

The agenda for the meeting is as follows:

1. CALL TO ORDER | ROLL CALL

Michael Hammond, Chair	Fran Katz, Director
Phil Swaim, Vice Chair	Ellen Wheeler, Director
Vance Falbaum, Secretary	Calline Sanchez, Director
Rhonda Piña, Treasurer	Tim Overton, Director
Judy Rich, Director	Keri Silvyn, Director
Todd Jackson, Director	

2. CONSENT AGENDA

Matters listed under the Consent Agenda are routine and will be enacted by one motion and one vote. There will be no separate discussion of the items on the Consent Agenda unless removed from the Consent Agenda by the Board Chair after a request by a member of the Board of Directors. If removed from the Consent Agenda, the removed item(s) will be considered separately and individually.

a. Approval of Minutes

Approve the minutes of the Board of Directors Regular Meeting held on September 3, 2025.

b. Emeritus Member Appointment | Michael Franks

Approve Resolution No. 2025-13 approving the request from Member Michael Franks to transition to Emeritus Member.

c. Emeritus Member Appointment | David Hameroff

Approve Resolution No. 2025-14 approving the request from Member David Hameroff to transition to Emeritus Member.

d. Emeritus Member Appointment | Lisa Lovallo

Approve Resolution No. 2025-15 approving the request from Member Lisa Lovallo to transition to Emeritus Member.

e. Emeritus Member Appointment | Lucinda Smedley

Approve Resolution No. 2025-16 approving the request from Member Lucinda Smedley to transition to Emeritus Member.

3. BOARD CHAIR REPORT

a. TAA Advocacy

4. PRESIDENT/CEO REPORT

a. State of the Industry and Airport System | Update

b. Strategic Plan | Update

5. ACTION ITEM

The Board of Directors will consider and may act on the following matters:

a. 2026 TAA Membership Nominations

The Board of Directors will consider and may direct reconsideration by the Nominating Council of new members, continuing members, and board member recommendations made by the Nominating Council for consideration by the Members during the 2026 Annual Meeting.

6. DIVISION UPDATES

At the discretion of the Chair, the Board of Directors may receive a short presentation or ask questions of the division representatives based upon materials in the Board packet.

a. Business and Commercial Development | Update

b. Air Service Development | Update

c. ASE | Update

d. Financial Update

e. People Operations | Update

f. Legal | PFAS Remedial Investigation Update

7. EXECUTIVE SESSION

The Board may vote to go into Executive Session for the following purposes:

a. TAA Land Transaction(s) with AZ Air National Guard

For legal advice and to consult with the TAA attorney(s) and representatives to consider TAA's position and instruct its attorney(s) and representatives regarding the TAA sale/lease of property to the Arizona Air National Guard pursuant to A.R.S. §§ 38-431.03(A)(3) & (7).

8. NEXT MEETING

Monday, January 26, 2026, immediately following the TAA Annual Meeting, which begins at 9:00 a.m. | Hacienda Del Sol Guest Ranch Resort, 5501 N. Hacienda del Sol Rd. Tucson, AZ 85718, Casa Feliz Room.

9. ADJOURN

**TUCSON AIRPORT AUTHORITY | Board of Directors Regular Meeting
Wednesday, September 3, 2025 | 3:00 p.m. | TAA Board Room and Microsoft Teams**

THIS REGULAR MEETING OF THE TUCSON AIRPORT AUTHORITY (TAA) BOARD OF DIRECTORS WAS HELD IN A HYBRID MANNER. BOARD 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 Michael Hammond called the meeting to order at 3:00 p.m.

Directors Present: Chair Michael Hammond, Vice Chair Phil Swaim, Treasure Rhonda Piña (via Teams), Director Tim Overton, Director Todd Jackson, Director Fran Katz (via Teams), and Director Keri Silvyn. Director Judy Rich joined the meeting at 3:03p.m.

Directors Absent: Secretary Vance Falbaum, Director Calline Sanchez, and Director Ellen Wheeler

Staff Present: President/CEO Danette Bewley, Executive Vice President/Chief Operations Officer Bruce Goetz, Executive Vice President/General Counsel Chris Schmaltz, Vice President/Chief Revenue Officer John ‘Dutch’ Voorhees, Vice President/Chief Financial Officer Kim Allison, Vice President of Operations Chris Deitz, Chief Communications Officer Austin Wright, Chief People Officer Kim DeLaTorre, Deputy Chief of Strategic Marketing and Air Service Development Brian Kidd, Deputy General Counsel Kim Outlaw Ryan, IT Customer Support Technician Hector Lopez, and TAA Clerk Carolina Cordova

2. CONSENT AGENDA

Motion by Director Silvyn, seconded by Director Overton, to approve the Consent Agenda.

The Motion carried by the following vote:

Ayes (7) Hammond, Swaim, Piña, Jackson, Silvyn, Katz, Overton

Nays (0)

3. BOARD CHAIR REPORT

TAA Advocacy

- Chair Michael Hammond reported that the TAA continues to target legislative issues with state and federal legislators regarding PFAS remediation; the request to Congress is to enact legislation that ensures the federal government provides resources to fund the remediation of PFAS because the federal government mandated our use of PFAS containing firefighting foam. Additionally, Chair Michael Hammond reported the importance of protecting the Arizona State Aviation Fund as the amount of the fund can be as high as \$20 million dollars. The purpose of this program is to fund high priority, eligible airport projects as determined by ADOT.

- Chair Michael Hammond referenced the TAA Member Advisory to review the talking points for PFAS remediation and further information.

4. PRESIDENT/CEO REPORT

Industry and TAA Airport System Update

- a. President/CEO Danette Bewley reported the following:
 - The national average for passenger capacity growth has only been 1%; however, seat capacity at TUS has grown by 8%, with the July year-over-year passenger count growth of greater than 5%. There were concerns of a lack of migrant travel negatively impacting our passenger numbers, however, TUS continues to grow.
 - Since the last meeting held in August, President/CEO Danette Bewley has signed an approximate total of \$6.1 million dollars in grants for the ASE Project, along with several other grants for various projects. Another estimated \$55.9 million dollar grant for ASE is expected to be offered to the TAA, along with an additional end of year 'grant sweep money' which will be used for ASE.

5. PRESENTATION/DISCUSSION

TAA staff presented the FY2026 Operating and Capital Budget package to the Board of Directors for consideration and discussion.

- President/CEO Danette Bewley reported that TAA executives met with the TUS Airport Airline Affairs Committee for review of the TAA FY 2026 Budget, who had no objections to the budget, neither did the TAA Finance and Risk Management Advisory Council, which recommended approval of the Budget as presented to the Board of Directors.
- VP/CFO Kim Allison reported the airlines are happy with TUS market as it is seasonal and easy to predict. She reported a projected .5% increase in the total landing weight over last year's budget; however, we are trending at a 6.2% increase year-to-date in the actual landed weight year-over-year. Additionally, VP/CFO Kim Allison reported that the proposed budget reflects a \$.17-cent increase in the proposed landing fee, and there are no expressed concerns from airlines.
- VP/CFO Kim Allison also reported that the Budget includes \$12.6 million in capital requirements, and the TAA has submitted a PFC application to the FAA for additional revenue for certain eligible capital projects. VP/CFO Kim Allison explained the lengthy PFC application process and that TAA is seeking \$9.7 million in PFC funding for FY26.
- President/CEO Danette Bewley and VP/CFO Kim Allison responded to questions from Vice Chair Phil Swaim regarding the projects that make up the \$12.6 million in proposed capital expenditures. VP/CFO Kim Allison and EVP/GC Chris Schmaltz both answered, indicating that the amount includes TAA spending on ASE and non-ASE projects.

6. ACTION ITEMS

- a. Motion by Director Jackson, seconded by Director Katz, to approve Resolution No. 2025-10 approving the FY 2026 Operating and Capital Budget.

The Motion carried by the following vote:

Ayes (8) Hammond, Swaim, Piña, Rich, Jackson, Silvyn, Katz, Overton

Nays (0)

- b. Motion by Director Silvyn, seconded by Treasurer Piña, to approve Resolution No. 2025-11 approving the TAA Parking Lot Rates Adjustment.

The Motion carried by the following vote:

Ayes (8) Hammond, Swaim, Piña, Rich, Jackson, Silvyn, Katz, Overton

Nays (0)

- c. Motion by Director Silvyn, seconded by Director Rich, to approve Resolution No. 2025-12 approving the Tucson Airport Authority Compensation Plan dated October 1, 2025.

The Motion carried by the following vote:

Ayes (8) Hammond, Swaim, Piña, Rich, Jackson, Silvyn, Katz, Overton

Nays (0)

7. DIVISION UPDATES

VP/CFO Kim Allison provided the following financial update:

- The turnover within the Finance department was addressed and VP/CFO Kim Allison confidently advised that she has hired a team that is well-defined and hard-working.
- VP/CFO Kim Allison presented the FY25 Q3 YTD Financial Highlights. The operating revenue is currently around \$2 million dollars higher than budget.
- VP/CFO Kim Allison reported that concessions are doing well.
- There is a 5% increase in the operating expenses and some of the contributing factors are due to personnel costs and inflation.
- VP/CFO Kim Allison reported that TAA has contracts with financial and other consultants for assistance, however, the extended vacancies in employment positions have helped create larger savings in the personnel budget.
- Director Judy Rich commended CFO Kim Allison for her work and expressed concern regarding the conservative estimates, however, she acknowledged that she would also have taken the same steps to work through the budget, given the challenges that VP/CFO Kim Allison faced with her team.

- VP/CFO Kim Allison and President/CEO Danette Bewley responded to questions from Vice Chair Phil Swaim regarding whether the Checked Baggage Inspection System project is still on track, or behind schedule. VP/CFO Kim Allison advised there were no concerns as to timing and President/CEO Danette Bewley advised that they have planned the schedule for the ASE project to wind-down as the Checked Baggage Inspection System project ramps up.
- Director Keri Silvyn asked VP/CRO John Voorhees about revenues associated with land development and concessions. VP/CRO John Voorhees detailed successful lease negotiations on a variety of projects and how well parking and concessions revenues were doing in this fiscal year.

8. NEXT MEETING

Wednesday, December 3, 2025, at 3:00 p.m. | TAA Board Room

The Board was reminded of the TAA Membership Fall Mixer on Wednesday, October 15, 2025, at the Hacienda del Sol Guest Ranch.

9. ADJOURN

Chair Michael Hammond adjourned the meeting at 3.41 p.m.

APPROVED BY:

Prepared by:

Vance Falbaum, Secretary

Carolina Cordova, TAA Clerk

Date: _____

Date: _____

Date: December 3, 2025

To: Board of Directors
From: Carolina Cordova, TAA Clerk
Re: Emeritus Appointments

Background:

The TAA received applications from four Members whose membership terms will expire in 2026. The Nominating Council considered the Emeritus Member applications submitted during the Nominating Council Meeting, on October 15, 2025. The Council voted to recommend to the Board of Directors that it approve the requests from these Members to transition to Emeritus Member status.

The Board of Directors has the authority to approve or reject Emeritus Member requests; they are not subject to a vote of the Membership. These pending Emeritus Member requests will be effective as provided in the Resolutions.

[TAA Bylaws § 2.1.2\(b\)\(i\)](#): *“Members who have completed a minimum of ten (10) years of service may be considered for Emeritus Member status. Emeritus Membership shall be limited to those members who have provided distinguished service to the Authority over a sustained period of time.”*

Emeritus Member Requests

▪ **Michael Franks (20 years)**

Mr. Franks was elected to the TAA in January of 2006. He completed his 15-year term in 2021, and he was approved for an additional five-year term to expire in January of 2026. During Mr. Franks’ time with the TAA he sat on a panel that selected the design-builder/project manager for a proposed runway in 2020. He is dedicated to advancing the growth and operations of the TAA. Having been an active Member for 20 years, providing service to TAA over that term, Mr. Franks has requested to transition to Emeritus Member.

▪ **David Hameroff (15 years)**

Mr. Hameroff was elected to the TAA in January of 2011. His 15-year term is currently set to expire in April of 2026 pursuant to the Bylaws, Section 2.1.2.a.iv, with the end of his term on the Corporate Governance Council. During Mr. Hameroff’s time with the TAA, he was elected to serve on the Corporate Governance Council and worked closely with EVP/GC Chris Schmaltz, and Chair Todd Jackson to revise the Bylaws. Having been an active Member for approaching 15 years, providing service to TAA over that term, Mr. Hameroff has requested to transition to Emeritus Member.

▪ **Lisa Lovallo (15 years)**

Ms. Lovallo was elected to the TAA in January of 2011. Her 15-year term is currently set to expire in April of 2026 pursuant to the Bylaws, Section 2.1.2.a.iv, with the end of her term as Chair of the Nominating Council. During Ms. Lovallo's time with the TAA, she served as Chair of the Board of Directors, and Chair of the Nominating Council. She was a fundamental stakeholder in the revision of the Bylaws. Having been an active Member for approaching 15 years, providing service to TAA over that term, Ms. Lovallo has requested to transition to Emeritus Member.

▪ **Lucinda Smedley (15 years)**

Ms. Smedley was elected to the TAA in January of 2011. She will complete her 15-year term in January of 2026. As Member Smedley noted in her application, she encourages usage of TUS within her sphere of influence and provides feedback to the TAA regarding her experiences using TUS. Although no longer involved in day-to-day operations at TREND report, she provides guidance to the editor regarding the inclusion of TAA updates. She indicates that she is willing and available to advise the TAA as needed. Having been an active Member for 15 years, providing service to TAA over that term, Ms. Smedley has requested to transition to Emeritus Member.

Recommendation:

The Board will consider and if it chooses to do so, may adopt Resolution Nos. 2026-13 through 16 approving the request from the forementioned Members to transition to Emeritus Member.

Attachments:

1. Emeritus Member application submitted by Michael Franks
2. Emeritus Member application submitted by David Hameroff
3. Emeritus Member application submitted by Lisa Lovallo
4. Emeritus Member application submitted by Lucinda Smedley

ATTACHMENT ONE

Emeritus Member Application submitted by Michael Franks

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 TWO

Emeritus Member Application submitted by David Hameroff

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 THREE

Emeritus Member Application submitted by Lisa Lovallo

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 FOUR

Emeritus Member Application submitted by Lucinda Smedley

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><u>Lucinda Smedley</u> <small>Lucinda Smedley (Jun 23, 2025 14:43 PDT)</small></p>	<p>June 23, 2025</p>

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING THE REQUEST FROM MEMBER MICHAEL FRANKS TO TRANSITION TO EMERITUS MEMBER.

WHEREAS Section 2.1.2(b)(i) of the Tucson Airport Authority’s Bylaws provides that “Members who have completed a minimum of ten (10) years of service may be considered for Emeritus Member status,” and that “Emeritus Membership shall be limited to those members who have provided distinguished service to the Authority over a sustained period of time;” and

WHEREAS Member Michael Franks has met the minimum service requirement to be considered for emeritus membership; and

WHEREAS the Nominating Council reviewed Member Michael Franks’ application during its meeting on October 15, 2025, and voted unanimously (7-0) to forward a recommendation of approval to the Board of Directors; and

WHEREAS the Board of Directors concurs with the Nominating Council’s recommendation.

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

In recognition of his years of dedicated and distinguished service to the Tucson Airport Authority, the request from **MICHAEL FRANKS (20 years)** to become an Emeritus Member, with all of the rights and privileges of that category of membership, is hereby approved effective upon the expiration of his term on January 25, 2026.

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this third day of December, 2025.

Michael S. Hammond, Chair of the Board

ATTEST:

APPROVED AS TO FORM:

Vance Falbaum, Secretary

Christopher Schmaltz, Executive Vice
President and General Counsel

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING THE REQUEST FROM MEMBER DAVID HAMEROFF TO TRANSITION TO EMERITUS MEMBER.

WHEREAS Section 2.1.2(b)(i) of the Tucson Airport Authority’s Bylaws provides that “Members who have completed a minimum of ten (10) years of service may be considered for Emeritus Member status,” and that “Emeritus Membership shall be limited to those members who have provided distinguished service to the Authority over a sustained period of time;” and

WHEREAS Member David Hameroff has met the minimum service requirement to be considered for emeritus membership; and

WHEREAS the Nominating Council reviewed Member David Hameroff’s application during its meeting on October 15, 2025, and voted unanimously (7-0) to forward a recommendation of approval to the Board of Directors; and

WHEREAS the Board of Directors concurs with the Nominating Council’s recommendation.

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

In recognition of his years of dedicated and distinguished service to the Tucson Airport Authority, the request from **DAVID HAMEROFF (15 years)** to become an Emeritus Member, with all of the rights and privileges of that category of membership, is hereby approved effective on January 26, 2026, at 11:59 p.m.

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this third day of December, 2025.

Michael S. Hammond, Chair of the Board

ATTEST:

APPROVED AS TO FORM:

Vance Falbaum, Secretary

Christopher Schmaltz, Executive Vice
President and General Counsel

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING THE REQUEST FROM MEMBER LISA LOVALLO TO TRANSITION TO EMERITUS MEMBER.

WHEREAS Section 2.1.2(b)(i) of the Tucson Airport Authority’s Bylaws provides that “Members who have completed a minimum of ten (10) years of service may be considered for Emeritus Member status,” and that “Emeritus Membership shall be limited to those members who have provided distinguished service to the Authority over a sustained period of time;” and

WHEREAS Member Lisa Lovallo has met the minimum service requirement to be considered for emeritus membership; and

WHEREAS the Nominating Council reviewed Member Lisa Lovallo’s application during its meeting on October 15, 2025, and voted unanimously (6-0) to forward a recommendation of approval to the Board of Directors; and

WHEREAS the Board of Directors concurs with the Nominating Council’s recommendation.

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

In recognition of her years of dedicated and distinguished service to the Tucson Airport Authority, the request from **LISA LOVALLO (15 years)** to become an Emeritus Member, with all of the rights and privileges of that category of membership, is hereby approved effective on January 26, 2026, at 11:59 p.m.

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this third day of December, 2025.

Michael S. Hammond, Chair of the Board

ATTEST:

APPROVED AS TO FORM:

Vance Falbaum, Secretary

Christopher Schmaltz, Executive Vice
President and General Counsel

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING THE REQUEST FROM MEMBER LUCINDA SMEDLEY TO TRANSITION TO EMERITUS MEMBER.

WHEREAS Section 2.1.2(b)(i) of the Tucson Airport Authority’s Bylaws provides that “Members who have completed a minimum of ten (10) years of service may be considered for Emeritus Member status,” and that “Emeritus Membership shall be limited to those members who have provided distinguished service to the Authority over a sustained period of time;” and

WHEREAS Member Lucinda Smedley has met the minimum service requirement to be considered for emeritus membership; and

WHEREAS the Nominating Council reviewed Member Lucinda Smedley’s application during its meeting on October 15, 2025, and voted unanimously (7-0) to forward a recommendation of approval to the Board of Directors; and

WHEREAS the Board of Directors concurs with the Nominating Council’s recommendation.

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

In recognition of her years of dedicated and distinguished service to the Tucson Airport Authority, the request from **LUCINDA SMEDLEY (15 years)** to become an Emeritus Member, with all of the rights and privileges of that category of membership, is hereby approved effective upon the expiration of her term on January 25, 2026.

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this third day of December, 2025.

Michael S. Hammond, Chair of the Board

ATTEST:

APPROVED AS TO FORM:

Vance Falbaum, Secretary

Christopher Schmaltz, Executive Vice
President and General Counsel

Fall 2025 Scholarship Award Recipients

TUS "Wheels Up" for Aviation Scholarship

The amount of money available for scholarships in the above-mentioned fund for the 2025-2026 academic year is \$22,500. This amount will fund both new awards and any renewals that may be earned by eligible students if applicable. Depending on the award amount and the number of students awarded, all available scholarship funding may not be utilized in a given year. Please let us know if you have questions.

Because of your generosity, the following student(s) were provided with a scholarship to achieve their dreams at Pima Community College:

Student Name	Program of Study	Award Amount	New/Renewed Award
1 Christopher Martinez	Aviation Technology-AAS-Aircraft Airframe Mechanics	\$2,500	New
2 OPT OUT	Aviation Technology-AAS	\$2,500	New
3 Sullivan Bushell	Airframe Mechanics-CERT	\$2,500	New
4 Ally Gakwaya	Airframe Mechanics-CERT	\$2,500	New
5 Adam Abdoulaye	Airframe Mechanics-CERT	\$2,500	New
6 Elisa Barry	Aviation Technology-AAS-Aircraft Airframe Mechanics	\$2,500	New
7 Katherine Durfee	Aviation Technology-AAS	\$2,500	New

We are incredibly grateful to the Connie Hillman Family Foundation for supporting Pima Foundation through their matching grant during the last three years. Many donors have taken advantage of this opportunity to grow their endowments or donate to the scholarships available each semester. The match is still in place until November 30, 2026. More information may be found at <https://pimafoundation.org/hillman-challenge-campaign/>, by calling 520.206.4646 or emailing info@pimafoundation.org – we are happy to answer your questions.

If you would like to add to the amount available for scholarships, please let me know so I may ensure that students are supported at the highest level possible (520.206.4645 or zulma@pimafoundation.org).

The scholarship cycle for spring 2026 applications will open on November 1. If you are interested in seeing the list of scholarships offered by the Foundation, please visit <https://pima.scholarshipuniverse.com/public/>, where you may view the variety of opportunities available for PCC learners.

Date: December 3, 2025

To: TAA Board of Directors
From: Bruce Goetz, Executive Vice President/COO
Re: TAA Strategic Plan 3.0 Update | July through September 2025

In November 2024, the Board of Directors adopted an update to the TAA Strategic Plan, Version 3.0.

The attached report provides full detail of the progress made for the months of July through September 2025. I want to highlight a few specific items for this update on Strategic Plan 3.0.

1. Accelerate Performance

People Operations has developed and implemented a new Leadership Orientation Program. This orientation will cover Performance Management and the related leader and supervisor responsibilities to provide a baseline for all leaders of the process (an initiative that is responsive to data from exit interviews, hiring, and attrition data).

TAA continues to see positive progress on overall talent retention and acceptance of job offers. TAA's filled headcount has been on a positive trend since 2021 with currently 93% of budgeted FTE positions filled (250 filled of 269 authorized). For all of FY25, there were 51 new hires who filled existing vacancies or new positions.

2. Expand Prosperity

The TAA continues its efforts to lease/develop aeronautical and non-aeronautical land at TUS and RYN.

A few notable updates include:

- a. Revenue per Enplaned Passenger (RPE) – Concessions revenues have grown 15.1% year over year. Parking revenue alone is estimated to be \$11 million for the year.
- b. General Aviation (GA) - Million Air (FBO) and another private GA client will both begin construction of 12K SF hangars in the Valencia GA area.
- c. Pratt & Whitney has executed a lease for a new Engine Test Facility.
- d. AES Solar has executed the option agreement and has begun due diligence to construct a 100MW photovoltaic array on TAA property.

3. Project Excellence

- a. Sustainability: Work is underway to finalize goals and initiatives. Estimated completion of the study is December of 2025.
- b. Technology:
 - i. Access Control System – A Purchase Order (PO) has been issued, and the team is actively working on the phasing and implementation plan. The project will take approximately one year to complete for both cameras and access control.
 - ii. Airport Management System – The contract has been signed, and a PO has been issued. It will take approximately 18-24 months to implement all the modules, with the initial modules for Part 139 inspections, work orders, and Safety Management System coming online in December of 2025.
- c. Cyber Security:
 - i. Significant progress continues to take place with new hardware and software being implemented to respond to the on-going cybersecurity threats. Highlights include:
 - a) New Cybersecurity Analyst hired to strengthen our security operations.
 - b) Email filtering technology has been deployed TAA wide, blocking threats such as phishing and malware using advanced technology.
 - c) Deploying a new password manager for all TAA team members, including training for all team members by vendor.
 - d) Purchase of firewalls for Operational Technology and Information Technology segmentation, significantly improving the security posture of critical systems.
 - e) Simulated phishing email platform audit complete to enhance user awareness and reduce risk.
 - f) Critical System Authentication and Access audit complete with adjustments underway to further strengthen security.
 - g) IT Privileged Accounts audit with measures being implemented to reduce exposure and mitigate potential attack vectors.
- d. ASE – In September of 2025, TAA received a \$56,049,269 grant from the FAA for the next phase of construction on the new runway 12R-30L. Additionally, TAA received a \$2,760,976 matching grant from the Arizona Department of Transportation. Along with TAA funds, the total contract value for this phase of work (GMP4B) is \$61,571,222 and will allow us to place concrete for the new 11,000' x 150' runway.

4. Create TAA External Champions

a. Air Service/Airlines:

- i. The TAA continues to engage in our community through partnerships and sponsorships to ensure our message of flying locally with ease is received and applied.
- ii. We have worked closely with the University of Arizona to capture student and family travel. For the week of college move in, we were up 7% in passengers year-over-year, speaking to the importance of this relationship.
- iii. We are now holding a quarterly meeting with Visit Tucson to discuss air service initiatives.

b. Advocacy Planning:

- i. We continue to share our \$10.9B annual economic impact at all public facing presentations. Most recently this was highlighted at the Women in Transportation Luncheon, the Pima Community College Work Force Development presentation, and the Women Leading Southern Arizona Breakfast.
- ii. We were a key sponsor at the Sahuarita State of the Town and the State of the Town for Oro Valley. These events are an important venue for business connections and networking, and supports our brand messaging in all corners of the region we represent.



Strategic Plan 3.0

Strategic Initiatives

STRATEGIC INITIATIVES

STRATEGIC INITIATIVES

FY2025 – FY2027

*Continue the
Transformational
Journey*

Powering Growth

The Future is Now

*Invest to Support Economic
Demand*

*The Power of
Engagement*

*Realize the Benefits of a
Connected Community*

**EXPAND
PROSPERITY**

**ACCELERATE
PERFORMANCE**

**PROJECT
EXCELLENCE**

**TAA
CHAMPIONS**

*Leverage Talent to Support
Investments (Projects, Programs,
and Initiatives)*

*Modernize Airfield Safety and
Terminal Complex*

Drive the Vision

*Energize Leadership for our
Workforce of the Future*

*Evolve Innovation and
Agility*

Elevate Advocacy

*Secure Recognition as
Employer of Choice*

*Embed Efficiency and System
Reliability*

*Engage Community and
Industry Change Makers*

9

10

29



Goal	Owner	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Status	Focus Areas	Board Update
Develop Business Intelligence practices to timely track and positively influence airport revenue generation trends	John Voorhees						On Track	<ul style="list-style-type: none">➤ Develop Business Intelligence practices to timely track and positively influence airport revenue generation trends.➤ Begin planning initiatives related to terminal modernization, including enabling projects. Align concessions and parking programs with terminal modernization project.	<ul style="list-style-type: none">➤ BCD staff have begun tracking metrics to provide indicators of business health. The graph to the left shows the average year over year Revenue per enplaned passenger. TAA averaged 15.11% growth YoY in RPE (see the graph to the left). Given the growth in passengers has been considerably less, our customers have responded positively to the concessions offerings at TUS. BCD has worked diligently to examine every avenue of revenue growth and to offer our business partners a platform for success.<ul style="list-style-type: none">➤ Our parking operation continues to exceed expectations in revenue growth. BCD will close out the year with nearly \$11M in parking revenue. This is before the new parking rates took affect.➤ Our Rental Car operation performed well in FY 25 also, closing the year with \$10.3M in revenue➤ Delaware North (food and beverage concessionaire) has been purchased by an international corporation – Arias. There are no anticipated changes to the contract or current business practices. There may be some new branding as the company establishes its US airport foothold.➤ Hudson and TAA are negotiating a 2-year extension to their current contract. After that BCD will go out to bid for a master retail contract. BCD must balance the contract requirements in anticipation of changes coming with a new terminal design.

FY25 TUS CONCESSIONS YoY TOTAL RPE

Month	Overall RPE - FY 2025	Overall RPE - FY 2024	%Chng (24/25)
OCT	\$12.82	\$11.38	12.65%
NOV	\$12.48	\$10.91	14.40%
DEC	\$11.52	\$9.36	23.06%
JAN	\$13.64	\$11.06	23.28%
FEB	\$14.01	\$12.00	16.72%
MAR	\$12.82	\$12.22	4.87%
APR	\$12.40	\$11.77	5.30%
MAY	\$12.63	\$11.43	10.50%
JUN	\$15.05	\$12.81	17.52%
JUL	\$15.37	\$13.18	16.61%
AUG	\$15.51	\$12.78	21.33%

Progress Legend

Overall Goal Timeline

Current Status Within Goal

Goal Complete

Goal Not Started due to timing of priorities



Goal	Owner	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Status	Focus Areas	Board Update
Market/Develop the TAA land to enhance the revenue stream and ensure economic stability	John Voorhees						On Track	<ul style="list-style-type: none">➤ Continue to market/develop the TAA land to enhance the revenue stream and ensure economic stability.	<ul style="list-style-type: none">➤ Valencia General Aviation Ramp will host two new hangars in the coming months: Million Air will construct a 12K SF hangar to compliment the other projects the company will execute to justify its new lease extension. Another GA user will construct a 12K SF hangar for a single client along Valencia Avenue.➤ AES solar has executed their option agreement. The company has begun its due diligence to construct the 100MW PV array➤ US Customs and Border Protection provided LOI for 6868 S. Plumer Ave. TAA awaiting response on counterproposal. Could yield \$350,000 in annual revenue. These discussions are on hold pending the resolution of the federal government shutdown.➤ Project Farm has countered the TAA offer for a 560 acre development. The client desires to hold the parcel until they can occupy in 2028. TAA staff are considering their offer.➤ Vanquish Air LLC has executed its lease for the air cargo facility. Additionally, the company plans to lease the new hangar at 1920 E Aero Park Drive. Vanquish Air LLC also seeks to lease the bldg. at 2771 E Airport Drive (aka Sky Chefs). TAA is negotiating terms with the client.➤ Million Air will begin construction of its 12K SF hangar in the Valencia GA area. This is one of four projects for the fixed base operator. Million Air intends to:<ul style="list-style-type: none">➤ Pave additional ramp space➤ Install solar panels on all building rooftops➤ Construct a restaurant in the first floor of the company's main building➤ Pratt and Whitney has executed its lease to build a new engine test facility to the east of MRO 50. This will permit Ascent Aviation to vacate A-17. Federal government shutdown has slowed progress on development due diligence.

Progress Legend

Overall Goal Timeline

Current Status Within Goal

Goal Complete

Goal Not Started due to timing of priorities



Goal	Owner	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Status	Focus Areas	Board Update
Negotiate Airline Use Agreement <ul style="list-style-type: none"> Finalize new AUA into a fully adopted long term agreement between the airlines and the TAA 	Austin Wright						On Track	<ul style="list-style-type: none"> ➤ Increase air service in underserved key domestic and international markets. ➤ Develop Business Intelligence practices to timely track and positively influence airport revenue . ➤ Begin planning initiatives related to terminal modernization, including enabling project. concessions and parking programs with terminal modernization project. ➤ Continue to market/develop the TAA land to enhance the revenue stream and ensure economic stability. 	<p>-The TAA is now meeting on a monthly cadence with the airlines to continue dialogue on the AUA. We have a target date for final completion of June 30, 2026.</p> <p>-We are identifying key areas for discussion in each monthly meeting to find ways to keep timely progress on the completion of this document. We will continue to work collaboratively with the airlines to have the new AUA in place and executed by the start of FY 27.</p>
Expand Air Service Development Options <ul style="list-style-type: none"> Continue to focus on capacity growth with existing carriers Work to engage airline partners to add new markets Align marketing efforts with air service initiatives to drive demand at TUS 	Austin Wright						On Track		<p>TAA met with an airline regarding a potential nonstop flight to JFK. In addition, we discussed adding SAN to their route network from Tucson as it has optimized connectivity. The airline will now visit Tucson in December for a follow up.</p> <p>TAA continues to regularly engage with our airline partners and work to ensure the most beneficial schedules for our community. Southwest Airlines has added nonstop flights from TUS to PHX to improve connectivity.</p> <p>We continue to outperform seat capacity growth, well above the national average of 1.5%</p> <p>We have entered into a contract with Gray Media, (CBS affiliate station) to air commercials during NFL football and March Madness in 2026.</p>

Progress Legend			
Overall Goal Timeline	Current Status Within Goal	Goal Complete	Goal Not Started due to timing of priorities



Goal	Owner	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Status	Focus Areas	Board Update
Evaluate, update, and implement Market-Driven Total Rewards.	Kim DeLaTorre						On Track	<ul style="list-style-type: none"> ➤ Leverage competitive employment packages to attract and retain top-tier talent as indicated by reductions in regrettable attrition and increased offer acceptance. ➤ Update the TAA employment processes and policies in support of the workforce of the future. 	<p>TAA continues to see positive progress on overall talent retention and acceptance of offers. TAA's filled headcount has been on a positive trend since 2021 with currently 97% of budgeted FTE positions filled (263 filled of 270 authorized).</p> <p>TAA implemented market-based compensation plan adjustments for FY26 in October. This included a cost-of-living adjustment for team members, select market adjustment for positions, and implementation of FY26 total rewards programs.</p>
Increase efficiency and embed People Operations as business partners in the Airport system.	Kim DeLaTorre						On Track	<ul style="list-style-type: none"> ➤ Expand workforce analysis to support organizational priorities, by closely examining team capabilities and capacities, acquiring resilient talent, and utilizing data to support leadership decision-making. 	<p>TAA People Operations is partnering with leaders from executive team to directors to assess current talent gaps and risks to link learning, development, and talent acquisition priorities. People Business Partners are working with business leaders to review team capability and capacity directly related to organizational goals, enabling proactive talent investment and planning decisions.</p>
Unlock potential through expanded leader driven Performance Management.	Kim DeLaTorre						On Track	<ul style="list-style-type: none"> ➤ Continued focus on position specific and behavioral based Performance Management preparing leaders to unlock potential through clear expectations, goals, and consistent feedback to discuss progress. 	<p>All TAA leaders have completed Leadership Orientation training by the first quarter of FY26. This training lays foundation of key talent processes.</p> <p>The FY25 performance management cycle ended with the strongest level of leadership documentation and feedback to date.</p>
Benchmark and invest in Culture and Team Member Engagement.	Kim DeLaTorre						On Track	<ul style="list-style-type: none"> ➤ Employ competitive benchmarking for the TAA employee value proposition using data-driven best practices and research for workplaces. 	<p>People Operations continues to research and leverage best practices regarding an expanded survey approach for the organization; and embedding best practices into policy changes, processes, and team member engagement opportunities.</p> <p>Key advancements in this area include: TAA's Pulse Survey completed in September 2025; Individual leadership assessments, and team assessments (exit surveys, leadership assessments, team assessments, stay interviews) which are being used to develop action plans for initiatives and key development areas.</p>

Progress Legend

Overall Goal Timeline

Current Status Within Goal

Goal Complete

Goal Not Started due to timing of priorities



Goal	Owner	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Status	Focus Areas	Board Update
ASE Program: Complete Construction and Commissioning of the New Commercial Runway	Mike Williams						On Track	<ul style="list-style-type: none"> ➤ Continue construction of the ASE Program; deliver project results that meet FAA safety standards and criteria. ➤ Continued development of a comprehensive funding strategy for infrastructure improvements; optimize grant funding opportunities in conjunction with appropriate financing. ➤ Begin the design of enabling projects that support future concourse modernization; begin construction of enabling projects as grant funding is available and airline support is obtained. 	<p>New taxiway Bravo will have final surface layer completed by April 2026. Markings, signage and lighting remain scheduled pending completion of final paving.</p> <p>New runway 12R-30L has had 100% of the first layer of P209 base rock placed. Cement Treated Base Course is 50% placed and concrete placement will begin in January 2026. Completion of the runway 12R-30L is scheduled for completion and opening in April 2027.</p> <p>Subject to funding for the remaining phases, estimated at approximately \$100M, runway 12L-30R is planned for closure in April 2027.</p> <p>Planning remains underway on detailed timing, scope of work, and milestones associated with the remaining phases.</p>
ASE Program: Update City of Tucson and Pima County Zoning Code and Comprehensive Planning Documents to Reflect Airfield Configuration at the Completion of the ASE Program	Mike Williams						Not Started		TAA to begin drafting proposed changes in early CY 2026 for TAA leadership for review and approval. The City of Tucson shared that they do not have capacity to work on the updates to Airport Environs Zones until at least Summer 2026.
Implement Sustainability Management Plan	Mike Williams						On Track	<ul style="list-style-type: none"> ➤ Completion of review of updated draft plan documents leading to final plan documents 	The drafts of the Sustainability Management Plan (SMP) document and Plan Overview (Executive Summary) have been provided for internal TAA review. Draft reviews are in work and feedback will be provided back to the consultant with a planned final TAA review. Updated SMP completion date is planned by December 2025.
Develop Comprehensive Pavement Management Program	Mike Williams						Complete		Project was completed in December 2024. Pavement maintenance projects are underway.

Progress Legend



Overall Goal Timeline



Current Status Within Goal



Goal Complete



Goal Not Started due to timing of priorities



Goal	Owner	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Status	Focus Areas	Board Update
Scope Enterprise Documentation Strategy	Anthony Casella						On Track		<p>Phase 1 is complete, however phase 2 will not start until late FY 26 due to the efforts needed to comply with TSA Cyber Security mandates along with the Airport Management System taking priority. The two phases are as follows:</p> <p>Phase 1:</p> <ul style="list-style-type: none">• Converting all users to Microsoft OneDrive – complete• Converting and cleaning up departmental share drives and moving to backend SharePoint – clean up and archive of files – complete <p>Phase 2: (On hold)</p> <ul style="list-style-type: none">• Procure a document management system to manage both digital and paper documents. This system will assist in the retention and deletion of files as well as archiving
TAA Cyber Security Program	Anthony Casella						On Track		<ul style="list-style-type: none">• Onboarded Cybersecurity Analyst to strengthen our security operations.• Internal Application segmentation Pilot started to enhance zero trust architecture.• Email Security deployed TAA wide, blocking threats such as phishing and malware using advanced technology.• Deploying Password Manager for all TAA team members, includes training provided to all team members by vendor.• Purchase of Firewalls for OT and IT segmentation, significantly improving the security posture of critical systems.• Simulated Phishing email platform Audit complete - Enhance user awareness and reduce risk.• Critical System Authentication and Access Audit complete - Adjustments are underway to further strengthen security.• IT Privileged Accounts Audit- Measures being implemented to reduce exposure and mitigate potential attack vectors.

Progress Legend

Overall Goal Timeline

Current Status Within Goal

Goal Complete

Goal Not Started due to timing of priorities



Goal	Owner	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Status	Focus Areas	Board Update
Implement Airport Management System	Anthony Casella						On Track	<ul style="list-style-type: none"> ➤ Stakeholder meetings occurring to define requirements and workflows ➤ Prioritization of modules based on milestones ➤ Part 139, SMS, Lease Management, Assets, Work Orders, etc. 	<ul style="list-style-type: none"> • Contract awarded to ProDIGIQ • Kick off meeting – October • Roughly 24mth implementation
Implement new Financial System	Anthony Casella						Not Started		We do not anticipate starting this until the Q3 FY26 at the earliest.
Install new Access Control System	Anthony Casella						On Track	<ul style="list-style-type: none"> ➤ Stakeholder meetings occurring to define requirements and workflows ➤ Security camera mapping in progress 	<ul style="list-style-type: none"> • Convergent awarded contract for ACS • Kick off meeting held • ACS/VMS - Access control and Video Management system part of scope • Implementation anticipated 12 months.
Project Management Office (PMO)	Anthony Casella						On Track		<ul style="list-style-type: none"> • Microsoft Project Web App has been implemented and PMO team members are utilizing to manage their respective projects. • Executive dashboards are complete. High-level real-time tracking of project status • TAA Team member PM training curriculum to be developed • New Project Intake process has been implemented with more efficient automation and decision-making logic

Progress Legend

Overall Goal Timeline

Current Status Within Goal

Goal Complete

Goal Not Started due to timing of priorities



Goal	Owner	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Status	Focus Areas	Board Update
Leverage the Board of Directors and Membership to be positive voices of advocacy in our community. <ul style="list-style-type: none"> Continue to regularly communicate via Member Advisory and Top 3 for Advocacy the top points where our Member network can expand outreach efforts Support the TAA with efforts that require influence and expertise 	Austin Wright						On Track	<ul style="list-style-type: none"> Board and Membership continue to serve as a strategic tool for championing the mission of the TAA. Airline relationships and strategic management of the TAA cost structure will have a positive result in increased air service, and a higher revenue yield for the TAA. TAA is recognized as an industry leader, positioning TUS as a top performing airport to allow for future growth and prosperity. 	<p>The TAA continues to communicate regularly with the Board and Membership Member Advisory. In addition, we have shared to the 'Year in Review' video to ensure there is full knowledge of the progress being made at our airports. We have edited the Year in Review to a shorter 5-minute version for easy public consumption.</p> <p>The TAA continues to engage in our community through partnerships and sponsorships to ensure our message of flying locally with ease is received and applied. We most recently launched a partnership between the TAA and the Tucson Botanical Gardens in an effort to create tourism demand to our region while using TUS.</p>
Continue Outreach and Partnerships within the Tourism Sector <ul style="list-style-type: none"> Establish key partnership with University of Arizona Leverage tourism partners like Visit Tucson to attract business and air service to the region Maintain our position as an airport that is a community and business partner that is easy to do business with; fostering revenue growth and expansion 	Austin Wright						On Track		<p>The TAA continues to engage in our community through partnerships and sponsorships to ensure our message of flying locally with ease is received and applied.</p> <p>We have worked closely with the University of Arizona to capture student and family travel. For the week of college move in we were up 7% in passengers year over year, speaking to the importance of this relationship.</p> <p>We are now holding a quarterly meeting with Visit Tucson to discuss air service initiatives.</p> <p>We were a key sponsor at the Sahuarita State of the Town. These events are an important venue for business connections and networking and allows us to highlight our brand messaging in all corners of the region we represent.</p>

Progress Legend

Overall Goal Timeline

Current Status Within Goal

Goal Complete

Goal Not Started due to timing of priorities



Goal	Owner	Q2 FY25	Q3 FY25	Q4 FY25	Q1 FY26	Q2 FY26	Status	Focus Areas	Board Update
Leverage Community and Industry Champions to advance the interests of the TAA at a National, Regional, and local level <ul style="list-style-type: none">Airlines champion TAA because of its cost-effective structureThe community values the TAA because of its ease of use and strong economic impactNationally the TAA is well positioned with legislators to be positioned appropriately for funding and advancement opportunities.	Austin Wright						On Track	<ul style="list-style-type: none">➤ Board and Membership continue to serve as a strategic tool for championing the mission of the TAA.➤ Airline relationships and strategic management of the TAA cost structure will have a positive result in increased air service, and a higher revenue yield for the TAA.➤ TAA is recognized as an industry leader, positioning TUS as a top performing airport to allow for future growth and prosperity.	<p>The TAA hosted the CEO of Banner University Medical Center at TUS to highlight the synergy between our organizations. Top leaders from both organizations joined to build meaningful advocacy connections.</p> <p>We continue to engage regularly with our legislative delegation, most recently in a letter opposing S2175 the Pilot and Aircraft Privacy Act.</p> <p>We continue to share our \$10.9 b annual economic impact number at all public facing presentations. Most recently this was highlighted at Women in Transportation Luncheon, Pima Community College Work Force Development presentation, and the Women Leading Southern Arizona Breakfast.</p>

Progress Legend

Overall Goal Timeline

Current Status Within Goal

Goal Complete

Goal Not Started due to timing of priorities

Date: December 3, 2025

To: Board of Directors
From: Carolina Cordova, TAA Clerk
Re: New Member, Continuing Member, Director, and Officer Nominations for 2026

Background:

The TAA received five (5) new Member nomination packets, three (3) requests to continue active memberships for an additional five years, and seven (7) self-nominations for election to the Board of Directors. The Nominating Council considered the nominations during its meeting on October 15, 2025. The Council's recommendations are presented below. The Board of Directors, by a majority vote of its membership, may direct the Nominating Council to reconsider its recommendation of any individual for new membership, continuing membership, or director nominations. Any nominations that are not returned to the Nominating Council will be placed on the ballot to be voted on by the Members during the Annual Meeting on January 26, 2026. ([TAA Bylaws § 2.2.2](#)).

New Membership:

Of the five (5) new Member nominees, the Council voted to place the four (4) candidates identified below on the ballot. Assuming all four (4) are elected, the TAA will have fifty-six (56) active Members and one tolled Member in 2026 for a total of fifty-seven (57). (This calculation includes the Members transitioning to Emeritus Status in 2026, and Members requesting to extend their membership for an additional five (5) years, following further action by the Board and Members.) The TAA is limited by the Bylaws to sixty (60) active and tolled Members ([TAA Bylaws § 2.1.3, ¶ 4, and 2.2.2, ¶ 5](#)).

Nominees (in alphabetical order)	Profession	Nominated By
Jim Darling Business Owner, Leeward Strategies	Strategic Planning	Taunya Villicaña
Blake Eager Executive Director of Southern Arizona Sports Tourism and Film Authority	Sports Tourism and Film Authority	Carol Stewart
Alison Flynn Gaffney CEO, Banner University Medical Center	Healthcare	Keri Silvyn
Linda Welter CEO and Chief Strategy Officer of Caliber Group Inc.	Marketing	Keri Silvyn

Continuing Members

The Nominating Council considered requests from three (3) active members to continue their membership for an additional five (5) years under the Bylaws. The Council voted to place these requests on the ballot. See below:

Member	Year Joined
Ricardo Platt	2011
Robert Draper	2011
David Lyons	2011

Board of Directors:

The Council voted to recommend that four (4) Board Member nominees be placed on the ballot for re-election to the Board of Directors to serve additional three (3) year terms respectively. Additionally, the Council voted to recommend one (1) new Board Member nominee be placed on the ballot for election to the Board of Directors to serve an initial three (3) year term. If all are elected, the Board of Directors will have eleven (11) Members in 2026. The TAA Bylaws allow for a minimum of seven (7), and a maximum of eleven (11) Members ([TAA Bylaws § 4.1.1](#)).

Nominees	Status	Board Service	Term	TAA Membership
Fran Katz	Incumbent	4 years	3 rd	2008
Rhonda Piña	Incumbent	3 years	2 nd	2022
Calline Sanchez	Incumbent	3 years	2 nd	2020
Phil Swaim	Incumbent	6 years	3 rd	2013
Carol Stewart	New	N/A	1 st	2022

2026 Corporate Officers:

Corporate officers are elected by the Board for a one (1) year term, with the exception of the Chair of the Board, who is elected for a two (2) year term ([TAA Bylaws § 4.1.2, ¶ 2](#)). The Council voted to recommend the same slate of corporate officers for 2026.

Corporate Officers	Position	Term
Michael Hammond	Chairperson	January 27, 2025 - January 25, 2027
Phil Swaim	Vice Chair	January 26, 2026 - January 25, 2027
Vance Falbaum	Secretary	January 26, 2026 - January 25, 2027
Rhonda Piña	Treasurer	January 26, 2026 - January 25, 2027

Strategic Plan | Analysis:

Welcoming new members to the TAA supports the Strategic Plan initiative to “Create External TAA Champions.” Having members who take pride in the TAA and who advocate on behalf of the organization throughout the region ensures continued TAA support for the region’s economic

prosperity. Directors have a fiduciary responsibility to ensure that the TAA operates as a sustainable airport system. Having directors with previous Board service and new directors who have been a member for several years and who have served on advisory councils helps to ensure the airport system's continued sustainability and growth.

Cost Analysis:

There are administrative costs for new members such as providing them with parking cards, purchasing their name tags and including them in the organization's social functions. These costs have a negligible effect on the TAA's overall operating budget.

Recommendation:

The Board will consider and may direct the Nominating Council to reconsider the new member, continuing member, and director nominations, which will be voted on by the Active Members during the 2026 Annual Meeting on January 26, 2026. If the Board does not direct reconsideration to the Nominating Council, then these nominations will proceed for consideration by the Members at the Annual Meeting on January 26, 2026.

Attachments:

1. Draft Minutes – Nominating Council Meeting, October 15, 2025
2. New member nomination packets (4)
3. Continuing membership forms (3)
4. Director self-nominations forms (5)

ATTACHMENT ONE

October 15, 2025, Nominating Council [DRAFT] Minutes

TUCSON AIRPORT AUTHORITY | Nominating Council
Wednesday, October 15, 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 Lisa Lovallo called the meeting to order at 9:08 a.m.

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

Board of Director Members Present: Chair Michael Hammond (via Teams)

Staff Present: President/CEO Danette Bewley, Deputy General Counsel Kim Outlaw Ryan, Associate General Counsel LeCarie Whitfield, Customer Support Technician Hector Lopez, and TAA Clerk Carolina Cordova

2. APPROVAL OF MINUTES

Motion by Council Member Namazifard, seconded by Council Member Stewart, to approve the minutes of the Nominating Council meeting held September 22, 2025. The motion carried by the following vote:

Ayes (7) Lovallo, Hazen, Namazifard, Stewart, Villicaña, Piña, Swaim

Nays (0)

3. PRESIDENT/CEO REPORT

a. President/CEO Danette Bewley reported the following:

- i. The Government shutdown was addressed, and as of now TUS has not seen much impact with TSA or FAA Air Traffic Control, however, other airports across the nation are reporting that Air Traffic Controllers are calling out sick and it is starting to slow down traffic in the National Airport System, which could eventually impact the TAA. President/CEO Danette Bewley advised that TAA is providing what it can to support federal employees who work at the airport, such as donations of non-perishable foods and supplies.
- ii. President/CEO Danette Bewley also reported that the TSA asked airports to play a Department of Homeland Security (DHS) video at security checkpoints which discusses potential impacts of the federal government shutdown associated with the lapse in appropriations for TSA operations. President/CEO

Danette Bewley advised that TUS will not be playing the video for several reasons including TAA's lack of video screens at TUS security checkpoints. There has been no push-back from DHS thus far.

4. NOMINATIONS | APPLICATIONS

a. Nominations for New Members

The Council discussed the qualifications of all five of the nominees that were included in this packet. Factors such as profession, community involvement, and how each individual could contribute to increasing diversity within the membership.

The Council's consensus was to move forward with the following nominees for election to the TAA:

- **ALISON FLYNN GAFFNEY**

Motion by Council Member Villicaña, seconded by Council Member Namazifard, to nominate Alison Flynn Gaffney for membership with the Tucson Airport Authority for an initial 15-year term, subject to review by the Board of Directors and election by the full membership at the Tucson Airport Authority's Annual Meeting on January 26, 2026 (Pursuant to TAA Bylaws §§ 2.1.2(a)(ii), 2.2, and 3.5). The motion carried by the following vote:

Ayes (7) Lovallo, Hazen, Namazifard, Stewart, Villicaña, Piña, Swaim

Nays (0)

- **BLAKE EAGER**

Motion by Council Member Namazifard, seconded by Council Member Swaim to nominate Blake Eager for membership with the Tucson Airport Authority for an initial 15-year term, subject to review by the Board of Directors and election by the full membership at the Tucson Airport Authority's Annual Meeting on January 26, 2026 (Pursuant to TAA Bylaws §§ 2.1.2(a)(ii), 2.2, and 3.5). The motion carried by the following vote:

Ayes (7) Lovallo, Hazen, Namazifard, Stewart, Villicaña, Piña, Swaim

Nays (0)

- **JIM DARLING**

Motion by Council Member Swaim, seconded by Council Member Villicaña to nominate Jim Darling for membership with the Tucson Airport Authority for an initial 15-year term, subject to review by the Board of Directors and election by the full membership at the Tucson Airport Authority's Annual Meeting on January 26, 2026 (Pursuant to TAA Bylaws §§ 2.1.2(a)(ii), 2.2, and 3.5). The motion carried by the following vote:

Ayes (6) Lovallo, Hazen, Namazifard, Villicaña, Piña, Swaim

Nays (1) Stewart

○ **LINDA WELTER**

Motion by Council Member Stewart, seconded by Council Member Namazifard to nominate Linda Welter for membership with the Tucson Airport Authority for an initial 15-year term, subject to review by the Board of Directors and election by the full membership at the Tucson Airport Authority's Annual Meeting on January 26, 2026 (Pursuant to TAA Bylaws §§ 2.1.2(a)(ii), 2.2, and 3.5). The motion carried by the following vote:

Ayes (7) Lovallo, Hazen, Namazifard, Stewart, Villicaña, Piña, Swaim

Nays (0)

No other nominee was forwarded to the Members for election for full membership.

b. Emeritus Applications

The Council considered the emeritus requests submitted by Members Michael Franks, David Hameroff, Lisa Lovallo, and Lucinda Smedley.

A single motion by Council Member Piña, seconded by Council Member Namazifard, to recommend to the Board of Directors that it approve the requests of Members Michael Franks, David Hameroff, Lisa Lovallo, and Lucinda Smedley to transition to Emeritus Status. The motion carried by the following vote:

As to applications by Members Franks, Hameroff, and Smedley:

Ayes (7) Lovallo, Hazen, Namazifard, Stewart, Villicaña, Piña, Swaim

Nays (0)

***As to the application by Member Lovallo:**

Ayes (6) Hazen, Namazifard, Stewart, Villicaña, Piña, Swaim

Nays (0)

*Chair Lisa Lovallo noted in her vote that she abstained from the vote on her individual application for emeritus status.

c. Applications for Continuing Membership

The Council considered the Applications for Continuing Membership submitted by Robert Draper, David Lyons, and Ricardo Platt.

A single motion by Council Member Villicaña, seconded by Council Member Namazifard, to recommend to the Board of Directors that it approve the requests of Members Robert Draper, David Lyons, and Ricardo Platt to continue their membership for an additional five (5) years. The motion carried by the following vote:

Ayes (7) Lovallo, Hazen, Namazifard, Stewart, Villicaña, Piña, Swaim
Nays (0)

d. Nominations for Board of Directors

*Council Member Carol Stewart voluntarily resigned from her seat on the Nominating Council at 9:48 a.m. prior to the Council's discussion of nominees for Board of Directors, due to her submitted nomination to the Board of Directors.

The Council considered the Nomination for Board of Directors submitted by Fran Katz, Rhonda Piña, Calline Sanchez, and Phil Swaim for an additional three (3) year term.

A single motion by Council Member Namazifard, seconded by Council Member Hazen to recommend Fran Katz, Rhonda Piña, Calline Sanchez, and Phil Swaim each for an additional three (3) year term on the Board of Directors, subject to review by the Board of Directors and election by the full membership at the Tucson Airport Authority's Annual Meeting (Pursuant to TAA Bylaws §§ 2.2, 3.5, and 4.1.2). The motion carried by the following vote:

As to nominees Sanchez, and Katz:

Ayes (6) Lovallo, Hazen, Namazifard, Villicaña, Piña, Swaim
Nays (0)

**As to nominee Piña:

Ayes (5) Lovallo, Hazen, Namazifard, Villicaña, Swaim
Nays (0)

**As to nominee Swaim:

Ayes (5) Lovallo, Hazen, Namazifard, Villicaña, Piña
Nays (0)

**Council members Piña and Swaim noted in their votes that they abstained from the votes on their individual nominations for an additional three (3) year term on the Board.

The Council considered the Nomination for Board of Directors submitted by Member Carol Stewart.

Motion by Council Member Villicaña, seconded by Council Member Namazifard, to nominate Carol Stewart for an initial three (3) year term on the Board of Directors, commencing on January 26, 2026, subject to review by the Board of Directors and election by the full membership at the Tucson Airport Authority's Annual Meeting (Pursuant to TAA Bylaws §§ 2.2, 3.5, and 4.1.2). The motion carried by the following vote:

Ayes (6) Lovallo, Hazen, Namazifard, Villicaña, Piña, Swaim

Nays (0)

No other nominations for election to the Board of Directors were forwarded by the Nominating Council to the Members for a vote.

5. Recommendation on Corporate Officers for 2026

Based on discussion, the recommended slate for the 2026 Corporate Officers is the following:

<i>Officers</i>	<i>Position</i>
Michael Hammond	Chairperson
Phil Swaim	Vice Chair
Vance Falbaum	Secretary
Rhonda Piña	Treasurer

A single motion by Council Member Villicaña, seconded by Council Member Namazifard, to recommend to the Board of Directors the slate of corporate officers for 2026: Chairperson Michael Hammond, Vice Chair Phil Swaim, Secretary Vance Falbaum, and Treasurer Rhonda Piña (Pursuant to TAA Bylaws §§ 2.2 and 5.1) The motion carried by the following vote:

Ayes (6) Lovallo, Hazen, Namazifard, Villicaña, Piña*, Swaim*

Nays (0)

*Council Members Piña and Swaim noted in their votes to abstain from their recommendations to the Board of Directors as corporate officers.

6. NEXT MEETING

The Nominating Council was advised that the meeting on November 13, 2025, is cancelled. The next meeting may be Thursday, December 11, 2025, at 9:00 a.m. depending on the Board of Directors' direction at the December 3, 2025, meeting. | TAA Board Room.

7. ADJOURN

Chair Lisa Lovallo adjourned the meeting at 10:02 a.m.

APPROVED BY:

PREPARED BY:

Lisa Lovallo, Chair

Carolina Cordova, TAA Clerk

Date: _____

Date: _____

ATTACHMENT TWO

New Member Nomination Packets

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 <input type="checkbox"/>	NO <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.

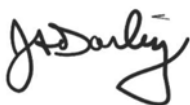
I am currently a resident of Pima County and a property owner. My interest in the Airport Advisory Committee stems from being a frequent flier as well as having had a career in the public sector including over 17 years as the Executive Director of the Port of Bellingham, Washington. My tenure at Bellingham 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.

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 <small>Digitally signed by Carol Stewart Date: 2025.09.04 13:38:44 -07'00'</small>	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:	
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
	9/2/2025

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)*

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.

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)*

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.

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.

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.

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.

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.

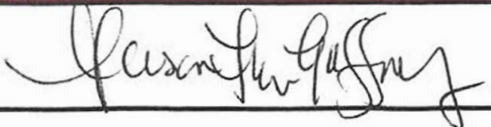
Email to:

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

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,

A handwritten signature in cursive script that reads "Linda Welter".

Linda Welter

ATTACHMENT THREE

Continuing Membership Forms

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>

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

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 FOUR

Director self-nomination forms

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.

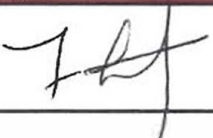
I bring a strong background in fundraising, grant development, and marketing, skills that can support TAA's continued growth and long-term sustainability. I have successfully cultivated resources for organizations, developed strategic partnerships, and built awareness through thoughtful outreach and 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

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.			

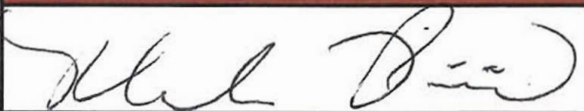
DIRECTOR INTEREST FORM

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

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

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.			

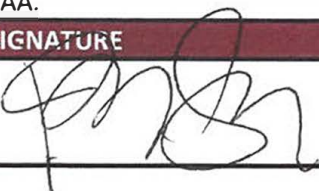
DIRECTOR INTEREST FORM

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

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



Business and Commercial Development Division

December 3, 2025

CONCESSIONS

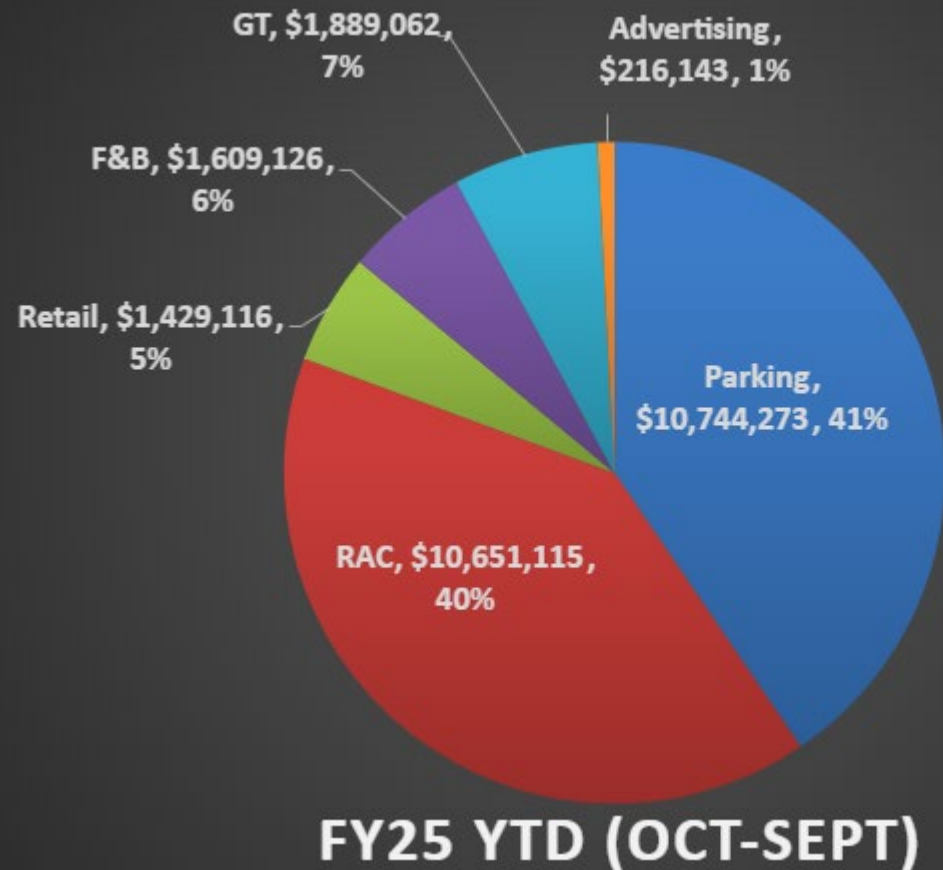
FY25 RPE average growth – **14.68%**

- Primary Factors
 - Parking – longer dwell times
 - RAC – new contract
 - Customer Satisfaction
 - Added capacity
 - Refreshed menu
 - Advertising – Terms

CONCESSIONS

FY 26 look ahead

- Revenue to come
 - Parking Rates
 - TNC Fees
- October Parking record month
 - \$1.17M (up 24%)



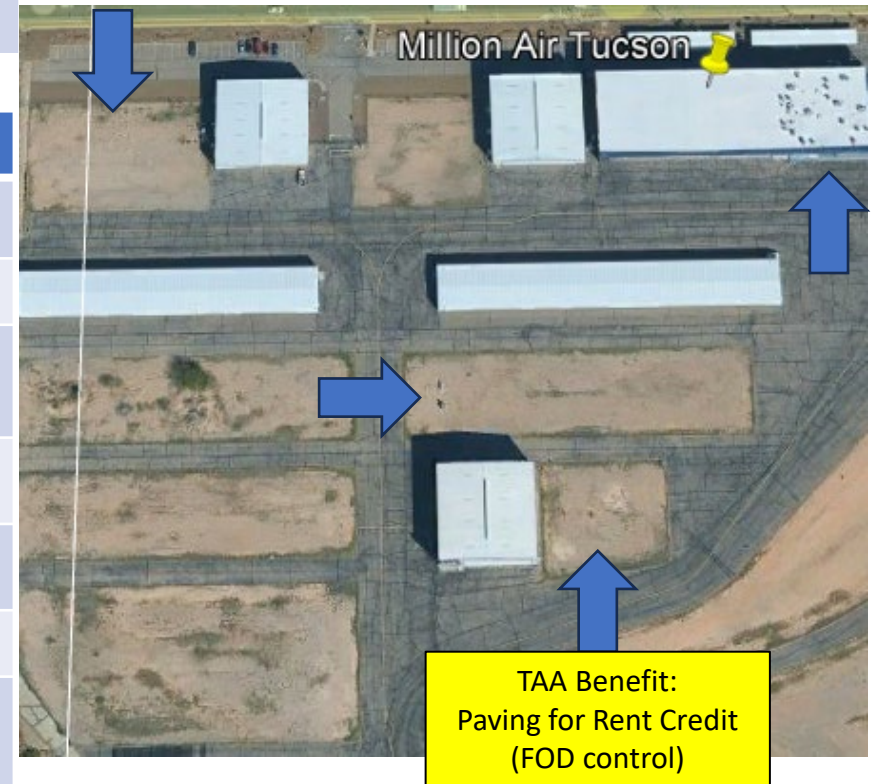
Aeronautical Development



MILLION AIR EXPANSION

STATUS			
NEGOTIATIONS	AGREEMENT	TENANT IMPROVEMENT	RENEWAL/REVERSION

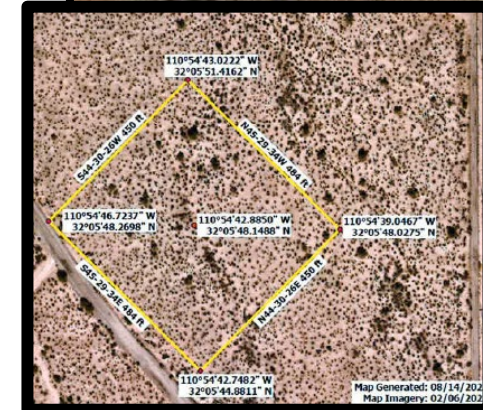
KEY BUSINESS TERMS		
PREMISES	+/- 190k square feet	
TERM	30 years	
UNIT PRICE	\$0.61/psfpy	Percentage Rent 1% + Landing & Flowage + CAM
TOTAL CONTRACT VALUE	\$3.5M + CPI	
TENANT IMPROVEMENT VALUE	\$3M	
TAA INVESTMENT	\$15k (Survey & CATEX)	
NOTES/RISKS	<u>Timeline</u> : 4-5 Years (negotiations to lease execution + TIRP x 4)	<u>Current Time Delays</u> : PAD Zoning, Design Reviews



PROJECT ENGINE TEST FACILITY

STATUS			
NEGOTIATIONS	AGREEMENT	TENANT IMPROVEMENT	RENEWAL/REVERSION

KEY BUSINESS TERMS		
PREMISES	SE of Runway 12-30	Minimum 5 Acres (217,800 sf)
TERM	10 years	5-year Extension Opt.
UNIT PRICE	\$0.39/psfpy	
TOTAL CONTRACT VALUE	\$850k (\$1.3M w/ opt)	+ CPI
TENANT IMPROVEMENT VALUE	\$4.7M	
TAA INVESTMENT	Survey (\$7K)	
NOTES/RISKS	<u>Timeline</u> : continued operations on A-17.	<u>Impact on Alpha 17 Operations</u> : scaling down footprint.



PROJECT HANK

STATUS			
NEGOTIATIONS	AGREEMENT	TENANT IMPROVEMENT	RENEWAL/REVERSION

KEY BUSINESS TERMS		
PREMISES	+/- 20,083 SF (Land)	
BASE RENT	\$0.61/psfpy	\$1,932.96/YR (CAM)
TERM + EXTENSIONS	30 Years	
TOTAL CONTRACT VALUE	\$425,507.70 + CPI	
TENANT IMPROVEMENT VALUE	\$1M	
TAA INVESTMENT	Negotiations	
NOTES/RISKS	Construct aircraft storage hangar, apron. Incl. landside vehicle parking and utility connections.	Financing and constructing a hangar at an airport. Current Valencia Rd. GA configuration



SKYWEST HANGAR

STATUS

NEGOTIATIONS	AGREEMENT	TENANT IMPROVEMENT	RENEWAL/REVERSION
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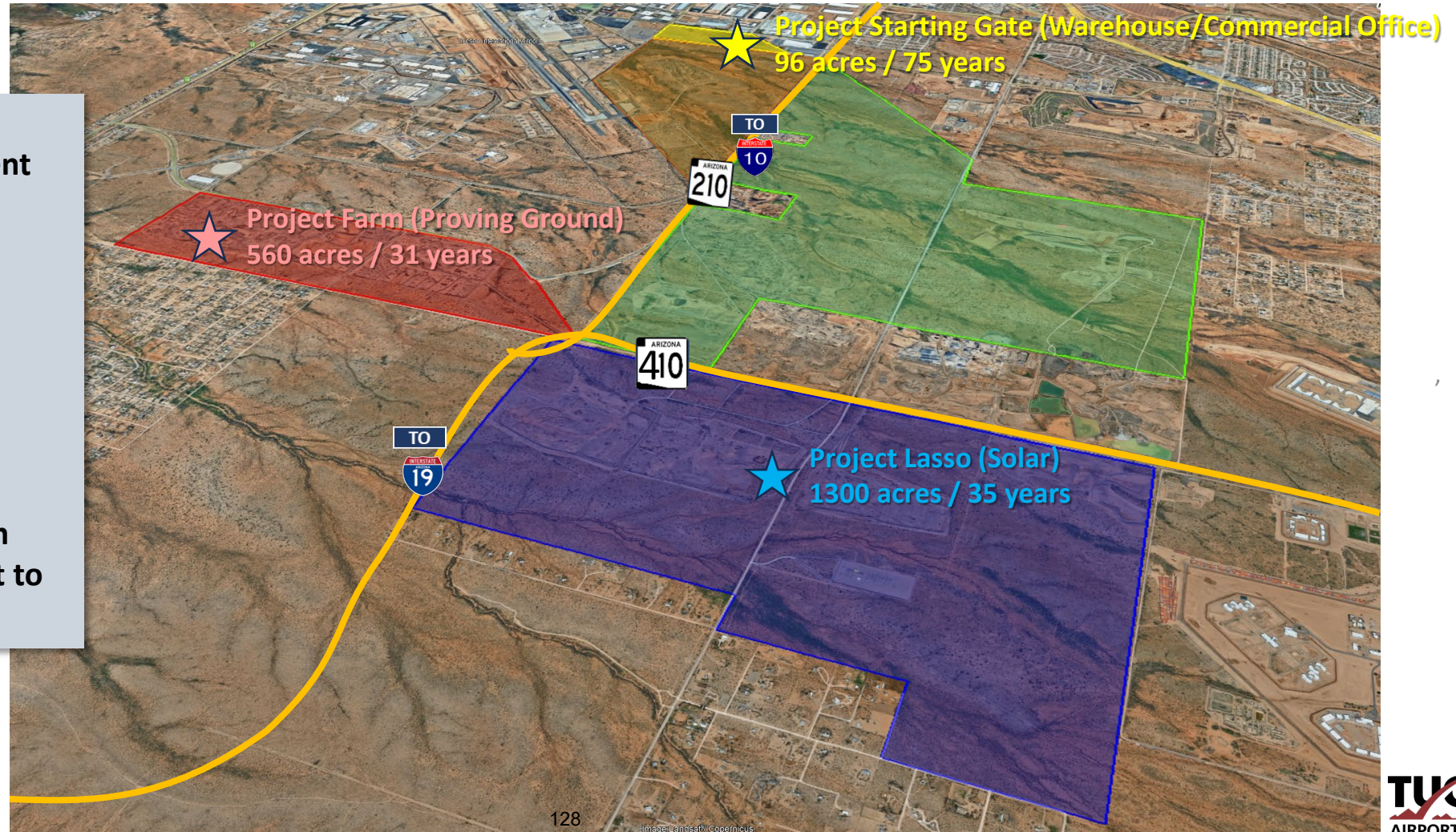
KEY BUSINESS TERMS

PREMISES	MRO 50 (160K SF Hangar and office/support)	
TERM	30 years	5-year Extension X 4
UNIT PRICE	\$0.39/psf (annual basis)	
TOTAL CONTRACT VALUE	\$6M Initial Term	+ CPI
TENANT IMPROVEMENT VALUE	\$58M	
TAA INVESTMENT	\$4.3M infrastructure	
NOTES/RISKS	None – C of O Issued	



Non-Aeronautical Development

- **Project Lasso**
 - Option Agreement Executed
 - Due Diligence in progress
- **Project Farm**
 - In negotiation
- **Project Starting Gate**
 - Negotiating from Letter of Interest to Letter of Intent





QUESTIONS/COMMENTS

December 3, 2025

Date: December 3, 2025

To: Board of Directors
From: Austin Wright, Chief Communications Officer
Re: Air Service Development Update

Southwest Airlines will be adding twice daily nonstops from TUS via PHX into its network beginning March 5, 2026. Even more connections into Southwest's network (at PHX, up to 219 daily departures to 81 nonstop destinations, both east and west) will be available to Tucson customers at TUS. This route has served the same purpose for American Airlines and its predecessors for over 30 years. (American serves 116 destinations nonstop from PHX with as many as 330 daily departures.) Southwest's strategy now emphasizes network connectivity over point-to-point nonstops.

Frontier Airlines will be adding its 4th nonstop destination to TUS, with seasonal service to Salt Lake City (SLC), beginning January 22, 2026. Their rapid expansion in our market highlights our ability to win routes against our closest competitors. We will continue to assist in marketing efforts for all Frontier routes to ensure seats are filled and routes are retained.

Domestic capacity nationwide was flat (+0.3% year-over-year) in the second half of 2025. TUS capacity was reduced by 2.9% in the second half of 2025 to align with demand after the immigrant surge of 2023-24 ended. In response to the reduction in capacity, load factors have improved, and passengers at TUS have surpassed forecast each month since May of 2025.

Growth rates are expected to be modest in the western US in the upcoming year. Much of the growth in the domestic industry recently has been from Breeze, which has been eastern US-focused. As aircraft delivery rates from Boeing improve, we expect to see slightly higher growth rates. Southwest has seen delivery improvements, Alaska less so. The FY26 passenger forecast at TUS has been adjusted lower (+2.0%, or very close to four million) to reflect the lack of domestic capacity growth among the carriers that serve TUS.

Spirit Airlines is reorganizing in bankruptcy, and its reduction in service in the US should help its main competitor, Frontier Airlines. Frontier has added DFW to its portfolio at TUS and now serves three destinations from TUS: Denver, Las Vegas, and Dallas/Ft. Worth (as of October 9, 2025).

For the first time since 2019, connecting passengers represented less than 60% of our total. We are winning a greater share of passengers who are cross-shopping a nonstop at TUS vs. a nonstop at PHX. Changes in fares compared to PHX as capacity was reduced explains some of those decisions; the premium vs. PHX on actual tickets sold was only \$27 one-way in the first half of 2025, which is lower than average. We expect that to revert to average levels (\$40 one way) as capacity and demand align more closely.

Our strategy going forward is to present offers and promotions to potential new customers or those that do not cross-shop TUS and PHX so that they experience the ease of TUS compared to the hassle, cost, and uncertainty of traveling to/from PHX by ground, outweighing the massive amount of service at that hub. PHX has 13 times the departing seat capacity of TUS. We will continue to emphasize new service or service that needs support in our advertising.

Airline profitability remains tied to premium revenue travelers. Route decisions increasingly lean towards novel destinations that can lead to increased airline-branded credit card acquisition and usage. For major airlines such as Delta, credit card fees from its arrangement with American Express are far more profitable than the actual flying, and Delta is the most profitable US airline.

TAA met with several domestic airlines at a conference in Florida in November 2025. We also met with Alaska Airlines at their headquarters in October 2025 to present several route opportunities. As a result of this meeting, Alaska Airlines will be converting Portland (PDX) to year-round service from TUS.

Before committing to many routes, even some shorter domestic ones, airlines, which are generally risk-averse, increasingly require subsidies from outside entities such as local and state governments and economic development and tourism agencies that are well beyond what airports can offer via their incentive programs, which follow FAA guidelines. Visit Tucson, with a dedicated air service development fund, is now able to negotiate with the airlines, with the guidance of TAA, when appropriate opportunities arise.

Air Service Development staff plan to attend Routes Americas 2026 in March, where more meetings are available with Mexican and Canadian carriers.

We continue to grow our partnership with the University of Arizona to maximize our share of air travel demand for the entire ecosystem of students, parents, alumni, faculty and staff. Out-of-state enrollment has declined this year from its previous industry-leading levels as scholarship levels were reduced; however, our efforts still appear to be producing results, as shown by the level of customers through TUS on peak visit and student and parent travel days.

We are building our business-to-business program “Fly TUS First”, to provide business travelers at the charter member companies special benefits of close-in parking and expedited security lines in exchange for commitments to fly TUS exclusively.

We continue to pursue a nonstop route to the East Coast, Mexico and Canada. Other key market opportunities are in Texas and California. TUS lies between populations totaling 70 million in those two states that are beyond what airlines consider driving distance of our market but are fairly short hauls by air.

Date: December 3, 2025

To: Board of Directors
From: Kim Allison, Vice President/Chief Financial Officer
Re: Summary of Financial Performance for Fiscal Year 2025

Operating Income before Depreciation and Amortization (Mar 2025 YTD vs. budget):

Tucson Airport Authority generated net operating income before depreciation and amortization of \$15,980,674 for fiscal year 2025, which was \$5,778,519 favorable to budget due to favorable operating revenues and favorable expenses described below.

Operating Revenues (YTD vs budget):

Year-to-date operating revenues were favorable to budget by \$1,573,869 or 2.7%. FY 2024 contained some revenues from prior years due to late CPI adjustments. This skewed FY 2024 revenues to appear higher than actual.

Operating Expenses (YTD vs budget):

Year-to-date total operating expenses of \$44,302,551 were favorable to budget by \$4,204,650 or 8.7%. During FY 2025, TAA experienced some extended personnel vacancies in several positions leading to unexpected savings in personnel expenses. Contractual services, materials and supplies, and other operating expenses had both positive and negative variances, but overall, total expenses came in favorable.

Additional Notes:

Although the Finance Team has faced extreme adversity with staffing challenges over the past couple of years, we are now almost fully staffed with a capable team including four Certified Public Accountants. The role of Deputy Chief of Finance was recently filled, and the team is soaring! There are currently two vacant roles that we hope to fill soon. The team has been fully trained and most of them are functioning independently now or are well on their way. Billings are now current, and the flow of information with tenants is timely. We are in the final stages of working with consultants to get the bookkeeping caught up for FY 2024 and FY 2025 to enable us to produce accurate financial results timely and get the FY 2024 audit process started with FY 2025 to immediately follow. We appreciate the Board's continued support throughout this unprecedented challenging time.



Preliminary
FY 2025 YTD Financial Highlights (Oct 24-Sep 25)

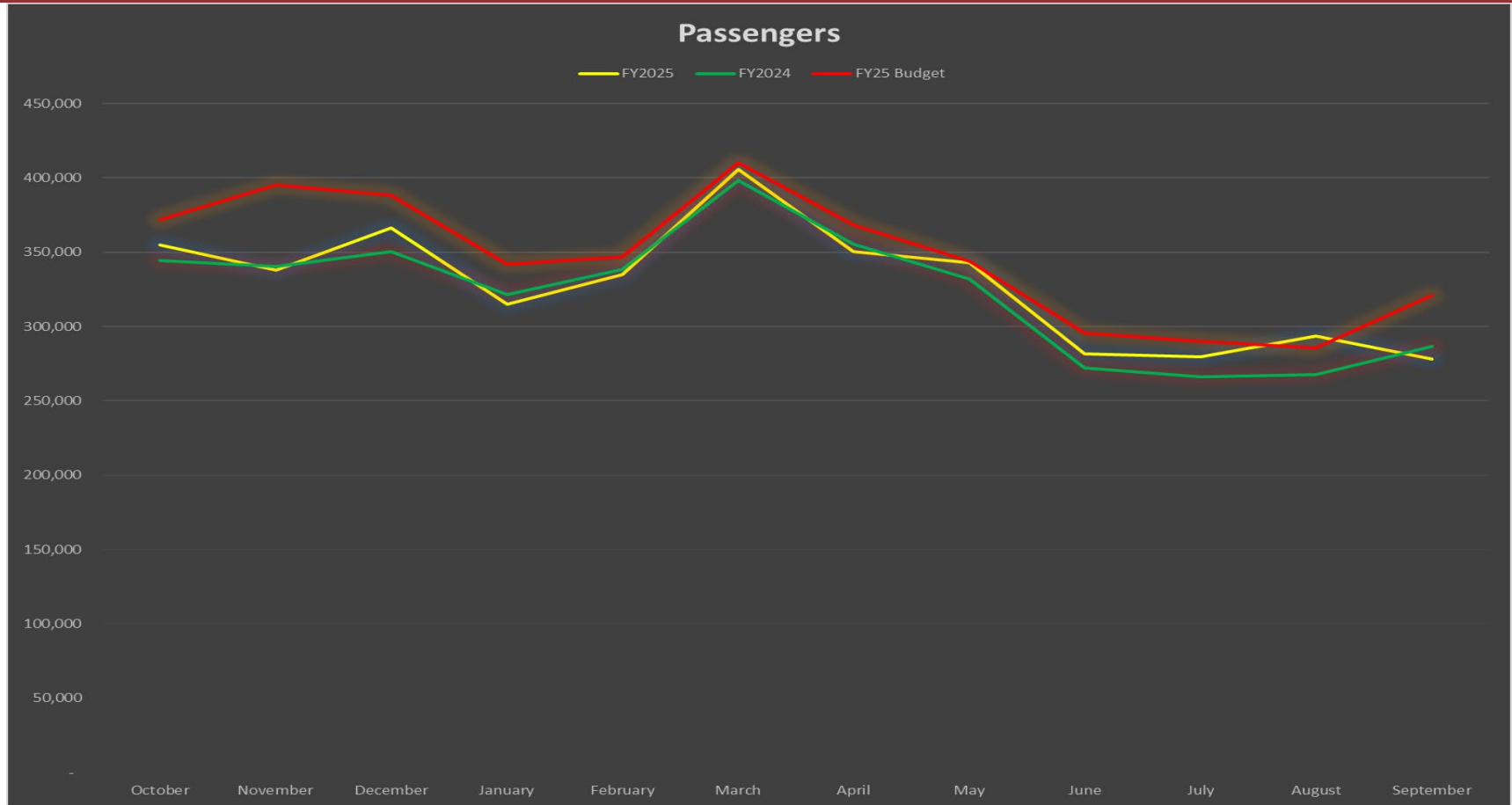
TAA Board of Directors
December 3, 2025

YTD FY2025 Financial Results

	YTD (Oct-Sep) Actual	Total Annual Budget	
Operating Revenues	\$ 60,283,225	\$ 58,709,356	2.7%
Operating Expenses	44,302,551	48,507,201	-8.7%

Financial results for FY 2025 have been conservatively estimated and are unaudited. See subsequent slides for additional information.

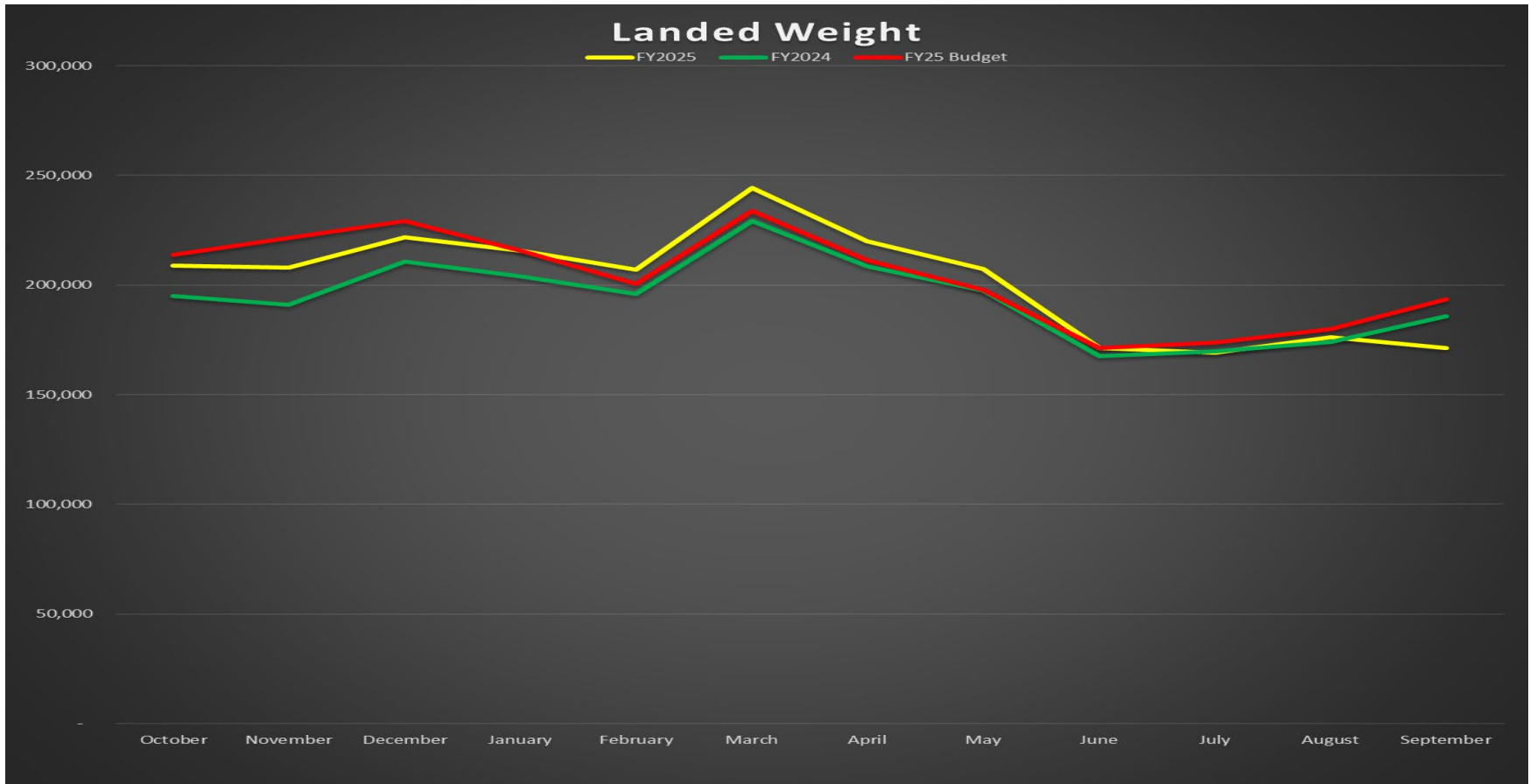
FY 2025 Passengers



FY 2025 - FY2024 Actual Variance – 67,942 favorable or 1.8% increase.

FY 2025 Budget to Actual Variance –217,667 unfavorable to budget or 5.23%.

FY 2025 Landed Weight



FY 2025 - FY2024 Actual Variance – 91,169,000 pounds favorable or 3.9% increase.

FY 2025 Budget to Actual variance – 22,024,000 pounds favorable to budget or 0.09%.

FY 2025 YTD Operating Revenue

YTD

	Actual	Budget	Actual vs. Budget	
Landing fees	\$ 7,555,202	\$ 7,310,711	\$ 244,491	3.3%
Space rentals	15,721,433	15,354,479	\$ 366,954	2.4%
Land rent	4,298,020	3,826,968	\$ 471,052	12.3%
Concession revenue	26,343,509	25,105,911	\$ 1,237,598	4.9%
Reimbursed Services	2,864,050	3,216,775	\$ (352,725)	-11.0%
Other Operating Revenue	3,501,012	3,894,512	\$ (393,500)	-10.1%
Total operating revenues	<u>\$ 60,283,225</u>	<u>\$ 58,709,356</u>	<u>\$ 1,573,869</u>	<u>2.7%</u>

When analyzing these results, focus on the variance in total rather than the variances within the individual line items. Due to time constraints caused by staffing shortages, the budget was initially created for FY 2025 using estimates in total and then allocated to the individual categories on a weighted average basis so that we could present the budget timely to our airline partners.

Financial results for FY25 are unaudited.

FY 2025 YTD Concession Revenue

<u>Account Description</u>	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Budget vs. Actual</u>	
Rental Cars	\$ 10,271,753	\$ 9,843,485	\$ 428,268	4.4%
Parking	10,744,248	10,432,068	312,180	3.0%
Ground Transportation	485,686	454,997	30,689	6.7%
Advertising	196,790	169,945	26,845	15.8%
Food & Beverage	1,602,282	1,515,064	87,218	5.8%
News & Gifts	1,430,728	1,426,843	3,885	0.3%
Transportation Network Company	1,324,873	1,062,073	262,800	24.7%
Peer-to-Peer Car Rental	127,876	121,047	6,829	5.6%
Employee Parking	156,025	75,673	80,352	106.2%
Vending Machines	1,120	2,770	(1,650)	-59.6%
GA Percent Rent - FBO Millionair	2,130	1,946	184	9.4%
Total	\$ 26,343,509	\$ 25,105,911	\$ 1,237,598	4.9%

Financial results for FY 2025 are unaudited.

FY 2025 YTD Operating Expenses

<u>YTD</u>	Actual	Budget	Budget vs. Actual	
Personnel expenses	\$ 29,233,731	\$ 30,835,930	\$ 1,602,199	5.2%
Contractual services	10,222,924	12,347,139	\$ 2,124,215	17.2%
Materials and supplies	3,127,297	3,421,053	\$ 293,756	8.6%
Other operating expenses	1,718,599	1,903,079	\$ 184,480	9.7%
Total operating expenses	<u>\$ 44,302,551</u>	<u>\$ 48,507,201</u>	<u>\$ 4,204,650</u>	<u>8.7%</u>

Financial results for FY 2025 are unaudited.

FY 2025 vs. FY 2024

	FY2025	FY2024	
	<u>YTD (Oct-Sep)</u>	<u>YTD (Oct-Sep)</u>	<u>2025 vs 2024</u>
Operating Revenues	\$ 60,283,225	\$ 59,540,909	1.2%
Operating Expenses	44,302,551	40,986,108	8.1%

1. Revenues for FY 2024 and FY 2025 are conservatively estimated.

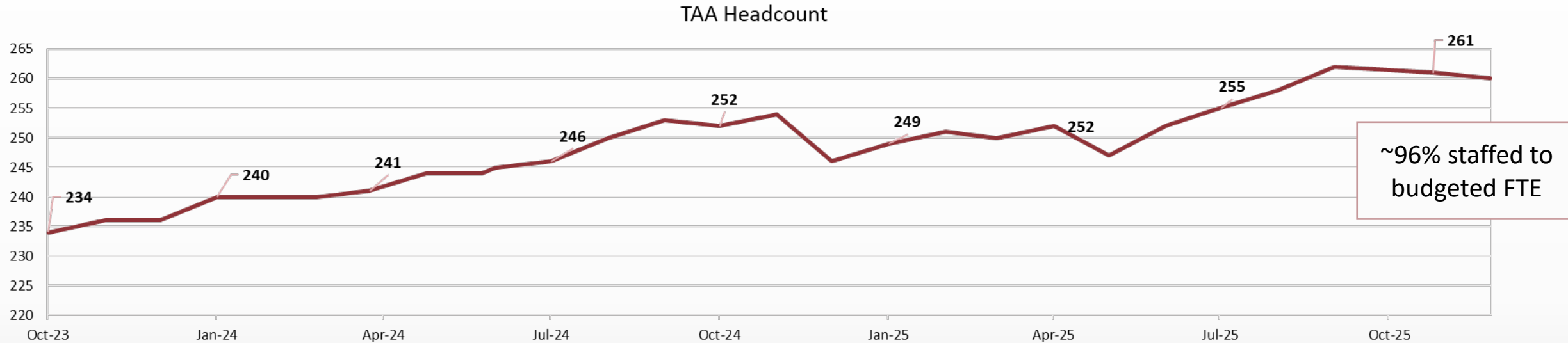
Will update once all actual results are received from business partners and all year end adjustments are made. FY 2024 revenues include some large CPI catch-up billings from prior years causing the result to be skewed higher than actual results for the fiscal year.

2. Projected 8.1% increase in expenses FY 2025 over FY 2024 = \$3.3M

Largest Contributing Factors –Contractual Services \$900K (largely due to AUA negotiations and general staff augmentation and training for Finance and BCD Teams), Advertising \$300K, Environmental Services \$90K, GA Hangar Management \$30K- delayed billing from FY 2024 into FY 2025

Financial results for FY 2024 and FY 2025 are unaudited.

FY25 Talent Data



Current (Nov ' 24 – Oct '25)	16.7 Attrition / 7.1% "Regrettable"
Prior report (Feb '24 – Jan '25)	18.6% Attrition / 8.5% "Regrettable"