
**TUCSON AIRPORT AUTHORITY | Board of Directors Regular Meeting
Monday, January 27, 2025 | Approximately 10:15 a.m.
Hacienda del Sol Guest Ranch Resort | Casa Feliz
5501 N. Hacienda del Sol Road, Tucson, Arizona 85718**

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 **Monday, January 27, 2025, beginning at 10:15 a.m., or shortly following adjournment of the TAA Annual Meeting, which begins at 9:00 a.m.** Directors and the public may attend in person at the aforementioned location.

The agenda for the meeting is as follows:

1. CALL TO ORDER | ROLL CALL

- Judy Rich, Director
- Keri Silvyn, Director/Immediate Past Chair
- Mike Hammond, Director
- Phil Swaim, Director
- Todd Jackson, Director
- Vance Falbaum, Director*
- Calline Sanchez, Director
- Fran Katz, Director
- Rhonda Piña, Director
- Ellen Wheeler, Director
- Tim Overton, Director*

***As may be approved by the TAA Membership during the Annual Meeting on January 27, 2025.**

2. ELECTION OF OFFICERS

The Nominating Council, in accordance with the Bylaws, has recommended a slate of corporate officers for 2025. The Board of Directors will consider and may approve a list of corporate officers for 2025.

3. BOARD TRAINING

Executive Vice President and General Counsel Christopher Schmaltz, and Deputy General Counsel Kim Outlaw Ryan, will present to the Board of Directors training on Arizona Open Meeting Laws, and the Arizona Public Records Laws, corporate governance and the fiduciary duties of the Board of Directors for the Tucson Airport Authority.

4. 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 of a member of the Board of Directors. If removed from the Consent Agenda, the item(s) will be considered separately and individually.

a. Approval of Minutes

Approve the minutes of the Board of Directors Regular Meeting held on December 4, 2024.

b. Delegation of Grant and other Financing Authority to the President/CEO for 2025

Adopt Resolution No. 2025-01 delegating authority to the President/CEO or her designee(s) for the application, execution, and delivery of grant agreements, military construction cooperative agreements, and associated intergovernmental agreements.

c. 2025 Board of Directors Meeting Schedule

Adopt Resolution No. 2025-02 approving the 2025 Board of Directors meeting schedule and acknowledging the date of the 2026 TAA Annual Meeting and the initial meeting of the 2026 Board of Directors.

d. Advisory Council Appointments

Adopt Resolution No. 2025-03 approving the Chair of the Board's recommended appointments to the TAA's advisory councils.

e. Emeritus Member Appointment | Lea Márquez Peterson

Adopt Resolution No. 2025-04 approving the request from Member Lea Márquez Peterson to transition to Emeritus Member.

5. DIVISION UPDATES

The Board may receive a short presentation or ask questions of division representatives based upon material in the Board packet.

a. Finance and Regulatory Administration

6. EXECUTIVE SESSION

a. Environmental Matters

The Board of Directors may vote to discuss and to consult with the TAA's Executive Vice President/General Counsel or his designee, for legal advice and to consider its opinion and to instruct its representatives regarding existing litigation and potential

litigation related to existing and future environmental liabilities, investigation, and remediation matters as provided in [A.R.S. § 38-431\(A\)\(3\) and \(4\)](#).

b. Employee Termination Appeal Policy

The Board of Directors may vote to discuss and to consult with the TAA's Executive Vice President/General Counsel or his designee, for legal advice regarding the policy update as provided in [A.R.S. § 38-431\(A\)\(3\)](#).

7. RETURN FROM EXECUTIVE SESSION

8. NEXT MEETING

Wednesday, March 6, 2025, 3:00 p.m.* | Meeting – TAA Board Room

***As per the meeting schedule that may be adopted by the Board on January 27, 2025.**

9. ADJOURN



Organizational and Legal Overview Training

Chris Schmaltz
EVP/General Counsel

Kimberly Ryan
Deputy General Counsel

January 27, 2025

Outline

- **TAA as a unique legal entity**
- **Governance**
 - **Fiduciary duties of Directors**
- **Arizona Open Meeting & Public Records Law**



Unique Legal Entity

- **Non-profit corporation under Arizona Law**
- **Authorized to exercise governmental powers**
- **Treated as a 'political subdivision' under Arizona law**



Corporate Structure & Governance	TAA	Other “normal” non-profits/for profit corporations
<u>Governing Documents:</u> → ARS non-profit statutes → Specific governing authority statutes → Articles of Incorporation & Bylaws → Leases (COT) → Federal obligations for taking federal money → Airline Use Agreements	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> <input type="checkbox"/> <input checked="" type="checkbox"/> / <input type="checkbox"/> <input type="checkbox"/>
<u>Board and Council Meetings:</u> → Required public meetings	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<u>Corporate Records:</u> → Records open to the public	<input checked="" type="checkbox"/>	<input type="checkbox"/>
<u>Finances:</u> → Public access to internal financials → Audits by external regulators	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/>
<u>Regulating Entities:</u> → Federal agency both a regulator and source of significant grant funding → Safety and security requirements → Office of the Arizona Attorney General re: OML and Records	<input checked="" type="checkbox"/> <input checked="" type="checkbox"/> <input checked="" type="checkbox"/>	<input type="checkbox"/> <input checked="" type="checkbox"/> / <input type="checkbox"/> <input type="checkbox"/>
Fiduciary Duties of Care, Loyalty, Obedience	<input checked="" type="checkbox"/>	<input checked="" type="checkbox"/>

Fiduciary Duties of Directors

- **Directors must act:**
 - **With the care of an ordinarily prudent person in a like position, under similar circumstances (Duty of Care), and**
 - **In a manner the Director reasonably believes is in the best interest of the corporation (Duty of Loyalty), and**
 - **Ensure that the corporation is run in accordance with its mission and applicable law (Duty of Obedience)**



Fiduciary Duties – Conflicts of Interest

- **Board adopted Conflict of Interest Policy**
 - In Board portal
 - Will send to all Directors
- **Fiduciary Duty = interests of TAA are paramount**
 - Any question – ask Chris or Kim; AND don't participate/act/be involved.

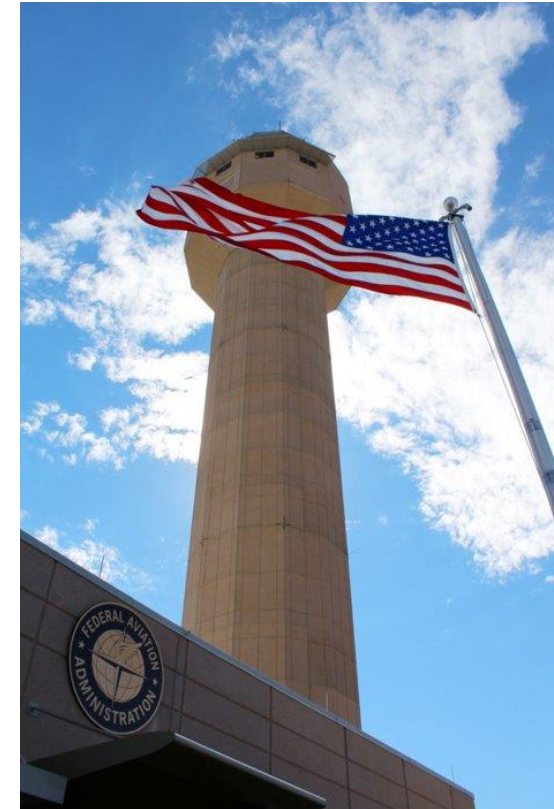


Board and President/CEO – Different Roles

- **Board of Directors establishes “objectives and policies” for TAA. (see Section 4.3 of Bylaws)**
- **Board of Directors hires the President/CEO. (Id.)**
- **President/CEO “shall have the responsibility for the overall operation and management of TAA in accordance with its Mission and within the framework of Board adopted objectives and policies.” (Id.)**
- **President/CEO “shall have full responsibility for the management and administration of all TAA activities and operations and shall report to the Board on a regular basis.” (Id.)**
- **Resolution on Delegated Authority**

FAA Grant Assurances

- Federal requirements we must follow when accepting federal grant money.
- Covenants to keep airports in operation and open for public use
- **Restrictions on use of airport revenue**
 - **Airport revenue cannot be used to subsidize individual tenants, users or for general economic development or community benefit**
- Self-sustaining rate structure
- Limitations on proceeds from land transactions



Airline Agreements

- Airlines and the passengers they bring to and from the airport provide for approximately 65% of all airport revenue
- TAA must maintain and keep all airport facilities in good repair
- “Residual” Agreements – Airlines carry the risk for financially balancing the airport system.
- Benefit of the Bargain – with more airline risk comes with them having more say on the use of airport money re: large capital projects



Governance

- Questions on anything discussed?



Public Entity Requirements

- **TAA is subject to Arizona Open Meeting Laws**
- **Applies to all Regular and Special Board and Advisory Council Meetings**



Open Meetings

“It is the public policy of this state that meetings of public bodies be conducted openly and that notices and agendas be provided for such meetings which contain such information as is reasonably necessary to inform the public of the matters to be discussed or decided. Toward this end, any person or entity charged with the interpretations of this article shall construe this article in favor of open and public meetings.”

- ARS Section 38-431.09(A)

Open Meetings

- A “meeting” is any gathering – in person or through technological devices – of a quorum to discuss, propose or take action on TAA business
- Phone calls, emails, texts, etc. among a quorum can be a meeting under the legal definition
- Watch out for “splintering the quorum” or serial communications, e.g., communication from one member to the next sharing information and intent to vote



Open Meetings

What does it mean for meetings to be “Open to the Public”?

- **Public allowed to attend and observe**
- **Properly noticed and agendized**
- **Discussion limited to those items on the agenda**



Open Meetings

Public Meetings- Exceptions:

- **Executive Sessions – Private/Confidential, not Secret**
 - 7 statutory authorizations for executive sessions
 - Discussions and minutes confidential and may not be disclosed by participants
 - Public is excluded and attendance limited to those who reasonably need to be there for the purpose identified on the agenda
 - No voting in ES (including no straw polls or preliminary vote; no calls for consensus)
 - All legal actions must occur in the public meeting

Open Meetings

Enforcement and Sanctions

- All action taken at a meeting held in violation is null and void
- Possible \$500 penalty per violation – assessed personally against Directors
- Costs and attorney fees
- Removal from office (rare)



Public Records

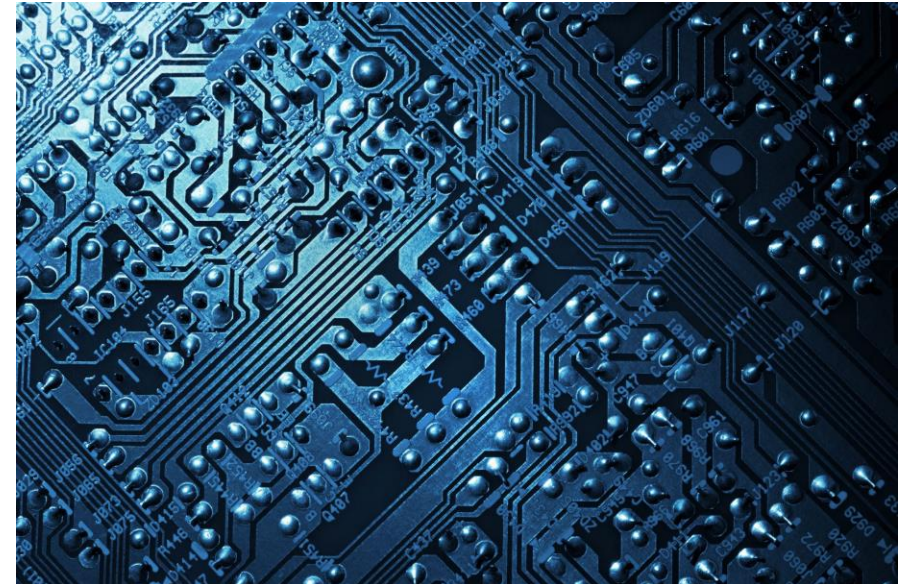
As summarized by the AG:

- Anything created or received by a government agency or employee that relates to public business, including records created or received in the course of business (even if on personal computers or devices) is presumed to be a public record



Public Records

- As a Director, everything you communicate in your official capacity as a Director about or related to TAA business, **REGARDLESS OF DEVICE**, is **LIKELY** subject to public records law.
- Penalties – all costs associated with failure to comply





Questions?

**TUCSON AIRPORT AUTHORITY | Board of Directors Regular Meeting
Wednesday, December 4, 2024 | 3:00 p.m. | TAA Board Room and Microsoft Teams**

THIS MEETING OF THE TUCSON AIRPORT AUTHORITY (TAA) BOARD OF DIRECTORS WAS HELD IN A HYBRID MANNER. BOARD MEMBERS AND MEMBERS OF THE PUBLIC ATTENDED THE MEETING IN PERSON OR VIRTUALLY/TELEPHONICALLY VIA MICROSOFT TEAMS.

1. CALL TO ORDER | ROLL CALL

Chair Silvyn called the meeting to order at 3:02 p.m.

Directors Present: Chair Keri Silvyn, Vice Chair Mike Hammond, Secretary Phil Swaim, Director Judy Rich, Director Todd Jackson, Director Calline Sanchez, Director Fran Katz, Director Rhonda Piña, and Director Ellen Wheeler

Director Calline Sanchez joined the meeting after the Board's action on the Consent Agenda.

Directors Absent: Treasurer Vance Falbaum

Staff Present: President/CEO Danette Bewley, Executive Vice President/Chief Operating Officer (COO) Bruce Goetz, Executive Vice President/General Counsel Chris Schmaltz, Vice President/Chief Revenue Officer (CRO) John Voorhees, Vice President of Operations Chris Deitz, Chief Communications Officer Austin Wright, Chief People Officer Kim DeLaTorre, Deputy General Counsel Kim Outlaw Ryan, IT Customer Support Technician Hector Lopez, IT Customer Support Technician Kris Kmak, Executive Assistant Kristinna Koeltzow, Legal Assistant Jenn Shields, and TAA Clerk Byron Jones

2. CONSENT AGENDA

- a. Approval of Minutes (From the Board of Directors Regular Meeting held on November 6, 2024).

Director Wheeler identified an error in the draft minutes from November 6, 2024. In the second paragraph under the President/CEO Report, the draft minutes indicated a 50% increase in passenger growth year over year. The correct number was 15%.

- b. MHIRJ Lease Extension (Res. No. 2024-20)
c. Emeritus Appointment | Michael McGrath (Res. No. 2024-21)

Motion by Director Wheeler, seconded by Secretary Swaim, to approve the Consent Agenda, with the minutes from November 6, 2024, corrected as indicated by Director Wheeler. The motion carried by the following vote:

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

Nays (0)

3. BOARD CHAIR REPORT

TAA and Staff Recognition | New or Promoted Employees, Awards, and Acknowledgments

Chair Keri Silvyn reported the following:

- Linda and Jaime Gutierrez have partnered with TAA in support of the “Wheels Up” Pima Community College Aviation Scholarship Program. They offered to match the TAA’s annual scholarship contribution of \$7,500, which will enable the Pima Community College Foundation to award six scholarships in 2025 (\$2,500 per recipient).
- President/CEO Danette Bewley has been elected to a three-year term on the Airports Council International (ACI) U.S. Policy Council. Serving on this council will offer Ms. Bewley the opportunity to advocate for good public policy at the federal level in regard to the nation’s airports and the aviation industry in general.

4. PRESIDENT/CEO REPORT

a. State of the Industry | Update

President/CEO Danette Bewley reported the following:

- Passenger volume at TUS was up nearly 11% over the Thanksgiving holiday, with the Transportation Safety Administration (TSA) screening an average of 8,500 passengers per day.
- The Air Service Development Department continues to prove TUS is a cost-effective and attractive market to the airlines. Current projections still show a conservative 5.5% increase in passenger volume in FY 2025, which equates to 4.1M passengers in calendar year 2025.
- Frontier Airlines is making its return to TUS. They will begin service between TUS and Denver in early 2025.

Executive Vice President/COO Bruce Goetz reported that, over the Thanksgiving weekend, a distracted driver lost control of his vehicle and drove onto the island where the new monument sign is situated. Fortunately, the gabion wall constructed for this purpose protected the actual sign. The vehicle driver and passengers fled the scene, but they were quickly apprehended by the TAA Police Department. TUS will be working with the City of Tucson on roadway

improvements to increase driver awareness of their surroundings and the speed limits.

b. Strategic Plan 2.1 | Quarterly Update and Close Out

Executive Vice President/COO presented. Included in the agenda packet was the final quarterly report for Strategic Plan 2.1 and covered the period from August 2024 through September 2024.

- ❑ FY 2025 employee benefits enrollment was successfully rolled out in Paycom, TAA's new HRIS (Human Resources Information System).
- ❑ TAA continues to work with the airlines on the new Airline Use Agreement (AUA). All parties have agreed in principle to a ten-year agreement. Staff intends to bring the AUA to the Board for approval in 2025.
- ❑ Staff is finalizing the scope for implementation of a new access control system and plans to proceed with this multi-million-dollar project in 2025.
- ❑ Installation of the new parking revenue control system is underway, with overall completion expected during the first quarter of 2025.

5. PRESENTATION/DISCUSSION

Employee Termination Appeal Policy

Chair Keri Silvyn explained that discussion of updating the employee termination appeal policy originated from the Board having to review the appeal of an employee termination in 2023. In other boards she has served on, the board's governance was tied to its oversight of the CEO. They did not become involved in internal employee matters.

Executive Vice President/General Counsel Chris Schmaltz explained that the current policy has not been updated since 1986. There have been changes in employment law since that time. Staff has already begun working on a revised policy, and they are seeking the Board's input on this board-adopted policy as to the appeals process going forward. The Board provided input and direction on proposed elements of the new policy and its process. Including, for example, Board role in any appeal, preserving independence and impartiality, and other potential improvements.

6. ACTION ITEM

2025 TAA Membership Nominations

Executive Vice President/General Counsel Chris Schmaltz reminded the Board that under the Bylaws, nominations made by the Nominating Council will automatically

appear on the ballot to be voted on during the TAA Annual Meeting in January 2025. The Board may direct the Nominating Council to reconsider any or all of the nominees it puts forward, but it does not have the ability to remove a nominee.

There was no Board discussion or action regarding the 2025 nominations.

7. DIVISION UPDATES

a. Legal Services

Executive Vice President/General Counsel Chris Schmaltz gave an update on the status of the settlement agreement with the Environmental Protection Agency (EPA). TAA has ranked a short list of consultants who will perform the Remedial Investigation and Feasibility Study (RIFS). Interviews with the consultants to determine a final list will be held on December 12, 2024.

b. Strategic Marketing and Air Service Development

Chief Communications Officer Austin Wright reported the following:

- 10.6% capacity growth in October 2024.
- Frontier Airlines returning to operations out of TUS to Denver.

8. EXECUTIVE SESSION

Environmental Matters (Pursuant to [A.R.S. § 38-431\(A\)\(3\) and \(4\)](#)).

Motion by Director Rich, seconded by Director Wheeler, to convene in executive session. The motion carried by the following vote:

Ayes (9) Silvyn, Hammond, Swaim, Rich, Jackson, Sanchez, Katz, Piña, and Wheeler

Nays (0)

Chair Silvyn recessed the public session, and the Board entered into executive session at 3:57 p.m.

- Present in the Executive Conference Room:** Chair Silvyn, Vice Chair Hammond, Secretary Swaim, Director Rich, Director Jackson, Director Sanchez, Director Wheeler, President/CEO Danette Bewley, and Executive Vice President/General Counsel Chris Schmaltz.
- Connected virtually to the Executive Conference Room:** Director Katz and Director Piña.

9. RETURN FROM EXECUTIVE SESSION

The Board returned from executive session and Chair Silvyn reconvened the public session at 4:17 p.m.

10. ACTION ITEM

Litigation Authorization Related to Environmental Matters

Motion by Vice Chair Hammond, seconded by Director Rich, to adopt Resolution No. 2024-22 authorizing the President/CEO or her designee(s) to commence litigation and to take all actions as authorized, associated with the environmental litigation matters as discussed and directed in executive session. The motion carried by the following vote:

Ayes (9) Silvyn, Hammond, Swaim, Rich, Jackson, Sanchez, Katz, Piña, and Wheeler

Nays (0)

11. NEXT MEETING

Monday, January 27, 2025, immediately following the TAA Annual Meeting that begins at 9:00 a.m. | Hacienda del Sol Guest Ranch Resort, Casa Feliz Room | 5501 N. Hacienda del Sol Road, Tucson, Arizona 85718

12. ADJOURN

There being no further business to discuss, Chair Silvyn adjourned the meeting at 4:21 p.m.

APPROVED BY:

Prepared by:

Vance Falbaum, Secretary

Jennifer Shields, Acting TAA Clerk

Date: _____

Date: _____

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC., DELEGATING AUTHORITY TO THE PRESIDENT/CEO OR HER DESIGNEE(S) FOR THE APPLICATION, EXECUTION, AND DELIVERY OF GRANT AGREEMENTS, MILITARY CONSTRUCTION COOPERATIVE AGREEMENTS, AND INTERGOVERNMENTAL AGREEMENTS.

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

1. The President/CEO or her designee(s) is authorized to apply for all available Federal, State, and local jurisdictional grant money (including military construction cooperative agreements or other similar funding agreements) that may be available to fund TAA projects or provide reimbursement for any eligible expenses incurred by the TAA. The President/CEO or her designee(s) is further directed and authorized to act as the TAA's official representative in connection with all applications and associated documents and to provide such information as may be required in connection with such grants.
2. The Board of Directors authorizes and approves the acceptance of all Federal, State, and local grants and hereby authorizes the President/CEO (or her designee[s]) to execute and to deliver all such grant applications, agreements, and related documents, including, but not limited to, intergovernmental, and military construction cooperative agreements associated and/or related to such grant or funding programs.

[Continues on the following page]

3. This delegation of authority shall be effective through January 25, 2026, or one day prior to the date of the first Board of Director’s meeting of 2026, whichever is later.

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this twenty-seventh day of January, 2025.

Chair of the Board

ATTEST:

APPROVED AS TO FORM:

Secretary

Christopher Schmaltz, Executive Vice
President and General Counsel

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING THE 2025 BOARD OF DIRECTORS MEETING SCHEDULE AND SETTING THE DATE OF THE 2026 TAA ANNUAL MEETING AND THE INITIAL MEETING OF THE 2026 BOARD OF DIRECTORS.

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

- 2025 BOARD OF DIRECTORS MEETING SCHEDULE:** The Board of Directors meeting schedule for 2025, as presented in the *Notice of Regular Meetings – 2025*, which is attached to this resolution, incorporated herein by reference, and made a part hereof, is adopted pursuant to § 4.3.1 of the TAA Bylaws. The Executive Vice President and General Counsel is directed to cause the notice to be posted in compliance with A.R.S. § 38-431.02(F).
- 2026 TAA ANNUAL MEETING:** Pursuant to § 3.1 (ANNUAL MEETING) of the TAA Bylaws, the Board of Directors hereby sets the date of the 2026 TAA Annual Meeting to be Monday, January 26, 2026. The means, time, and place of the Annual Meeting shall be determined by TAA staff in consultation with the Chair of the Board and as reflected in the notice of the Annual Meeting.
- INITIAL MEETING OF THE 2026 BOARD OF DIRECTORS:** Pursuant to § 4.3.1 (REGULAR MEETINGS) of the TAA Bylaws, the first meeting of the 2026 Board of Directors shall be held following the 2026 TAA Annual Meeting on Monday, January 26, 2026, at the venue of the Annual Meeting or by means as determined necessary by TAA staff in consultation with the Chair of the Board.

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this twenty-seventh day of January, 2025.

Chair of the Board

ATTEST:

APPROVED AS TO FORM:

Secretary

Christopher Schmaltz, Executive Vice
President and General Counsel

EXHIBIT A

Notice of Regular Board of Directors Meetings

**NOTICE OF REGULAR MEETINGS OF THE
TUCSON AIRPORT AUTHORITY BOARD OF DIRECTORS**

Pursuant to [A.R.S. § 38-431.02\(F\)](#), notice is hereby given to the members of the Tucson Airport Authority (TAA) Board of Directors and to the general public that the Board of Directors will hold regular meetings in 2025 beginning at 3:00 p.m. as listed below.

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

Wednesday, March 5, 2025

Wednesday, September 3, 2025

Wednesday, May 7, 2025

Wednesday, December 3, 2025

Wednesday, August 6, 2025

A copy of the agenda for the meeting will be available on the TAA website (<https://www.flytucson.com/taa/meetings/>) and the public notices display board—located adjacent to the TAA Board Room—no later than twenty-four (24) hours in advance of the meeting.

Dated this 27th day of January, 2025.

TUCSON AIRPORT AUTHORITY BOARD OF DIRECTORS

By: _____

Jennifer Shields, acting TAA Clerk
Office: 520-573-4898
Email: jshields@flytucson.com

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING APPOINTMENTS TO CERTAIN TAA ADVISORY COUNCILS.

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

The Chair of the Board’s new appointments to the TAA’s Advisory Councils, attached to this resolution and incorporated herein by reference, are approved for the specified terms as detailed in Exhibit A.

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this twenty-seventh day of January, 2025.

Chair of the Board

ATTEST:

APPROVED AS TO FORM:

Secretary

Christopher Schmaltz, Executive Vice
President and General Counsel

EXHIBIT A

Tucson Airport Authority Advisory Councils

(Advisory councils are appointed pursuant to Article 10 of the [Tucson Airport Authority Bylaws](#).)

Audit Council		
The objective of this council, pursuant to the Board-adopted Audit Council Policy, is to advise the TAA Board of Directors in fulfilling its oversight responsibility for the integrity of TAA's financial and operating results, compliance with legal and regulatory requirements related to financial reporting, and the performance of TAA's internal audit function and external auditors. The Audit Council has authority to conduct or authorize special audits and investigations into any matters within its scope of responsibility.		
	Term Start Date	Term End Date
John Parker, Chair	April 6, 2024	April 5, 2026
Isaac Figueroa, Vice Chair	April 6, 2024	April 5, 2026
David Lyons	April 6, 2024	April 5, 2026
Cristina Baena	April 6, 2024	April 5, 2026
Nancy McClure	January 22, 2024	January 25, 2026
Amanda Wiggins	April 6, 2024	April 5, 2026
Shannon Murphy	January 27, 2025	January 26, 2027

Corporate Governance Council		
The objective of this council is to advise the TAA Board of Directors in fulfilling its oversight responsibility regarding corporate governance, including Board and Membership duties, policies, and practices; TAA Articles of Incorporation; Bylaws; and other significant policies.		
	Term Start Date	Term End Date
Todd Jackson, Chair	April 6, 2024	April 5, 2026
David Hameroff, Vice Chair	April 6, 2024	April 5, 2026
Francis Chambers	April 6, 2024	April 5, 2026
Trindy LeForge	April 6, 2024	April 5, 2026
Tim Medcoff	April 6, 2024	April 5, 2026
Teresa Bravo	April 6, 2024	April 5, 2026
Karla Morales	January 27, 2025	January 26, 2027

Finance and Risk Management Council | Environmental/Sustainability Sub-Council

The objective of this council is to advise the TAA Board of Directors in fulfilling its oversight responsibility relating to TAA investment and fund management, debt issuance and management, annual and biennial budgets, annual capital improvement program budget, insurance, and safety and risk management programs.

The objective of the Sub-Council is to advise the TAA Board of Directors in fulfilling its oversight responsibility concerning the ongoing environmental remediation projects and other activities related to the Tucson Airport Area Superfund Site.

	Term Start Date	Term End Date
Tim Overton, Chair	April 6, 2024	April 5, 2026
Omar Mireles, Vice Chair	April 6, 2024	April 5, 2026
Rob Draper	April 6, 2024	April 5, 2026
Ricardo Platt	April 6, 2024	April 5, 2026
Tony Penn	April 6, 2024	April 5, 2026
Angela Gee	April 6, 2024	April 5, 2026
Lydia Aranda	April 6, 2024	April 5, 2026

Nominating Council

The objective of this council, which is set forth in the Bylaws, is to nominate individuals for TAA membership, to nominate TAA Members to serve on the Board of Directors, to nominate a slate of Board Officers and to suggest nominees to fill any vacancies on the Board. Members of this council are selected pursuant to TAA Bylaws.

The Council roster shall include two (2) former Directors, two (2) current Directors who are not the Chair of the Nominating Council or Vice Chair of the Nominating Council, and three (3) Members who have never served as Directors. Nominating Council Members are not eligible to be nominated for a first term on the Board of Directors.

	Term Start Date	Term End Date	Bylaw Requirement
Lisa Lovallo, Chair	April 6, 2024	April 5, 2026	Former Director
Brandt Hazen, Vice Chair	January 23, 2023	January 26, 2025	Member
Carol Stewart	January 23, 2023	January 26, 2025	Member
Shaima Namazifard	January 22, 2024	January 25, 2026	Member
Taunya Villicaña	April 6, 2024	April 5, 2026	Former Director
Phil Swaim	April 6, 2024	April 5, 2026	Current Director
Rhonda Piña	January 23, 2023	January 26, 2025	Current Director

A RESOLUTION OF THE BOARD OF DIRECTORS OF THE TUCSON AIRPORT AUTHORITY, INC., APPROVING THE REQUEST FROM LEA MÁRQUEZ PETERSON TO TRANSITION TO EMERITUS MEMBER.

WHEREAS Section 2.1.2(b) of the Tucson Airport Authority’s Bylaws provide 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 Lea Márquez Peterson has met the minimum service requirement to apply to transition from Member to Emeritus Member; and

WHEREAS the Nominating Council reviewed the application during its meeting on December 13, 2024, and voted unanimously 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:

1. In recognition of her years of dedicated and distinguished service to the Tucson Airport Authority, the request from **LEA MÁRQUEZ PETERSON**, to become an Emeritus Member, with all the rights and privileges of that category of membership, is hereby approved.

PASSED AND ADOPTED by the Board of Directors of the Tucson Airport Authority, Inc., this twenty seventh day of January, 2025.

Chair of the Board

ATTEST:

APPROVED AS TO FORM:

Secretary

Christopher Schmaltz, Executive Vice
President and General Counsel

Date: January 27, 2025

To: Board of Directors
From: Kim Allison, Chief Financial Officer
Re: Summary of Financial Performance for FY 2024

Operating Income before Depreciation and Amortization (Sep 2024 YTD vs budget):

Tucson Airport Authority generated net operating income before depreciation and amortization of \$13,770,727 for FY 2024, which was \$6,939,110 favorable to budget due to favorable operating revenues (largely landing fees, concessions, and space rent) and favorable expenses described below.

Operating Revenues (YTD vs budget):

Year-to-date operating revenues were favorable to budget by \$3,568,888 or 7%, with the major contributors being space rent and concessions revenue.

Operating Expenses (YTD vs budget):

Year-to-date total operating expenses of \$40,962,404 are favorable to budget by \$3,370,221 or 8%. All operating expense categories are lower than budgeted.

FINANCIAL SUMMARY



For the year ending September 30, 2024
(Unaudited)

TUCSON AIRPORT AUTHORITY
STATEMENT OF REVENUES , EXPENSES AND
CHANGES IN NET POSITION
For the year ending September 30, 2024

	CURRENT YEAR TO DATE - September 2024			YTD -
	ACTUAL	BUDGET	FAV (UNFAV)	September 2023
OPERATING REVENUES:				
Landing fees	5,001,899	4,615,269	386,630	2,752,908
Space rentals	14,388,930	13,567,997	820,933	11,214,193
Land rent	3,813,523	3,708,327	105,196	3,205,014
Concession revenue	24,070,111	22,419,046	1,651,065	21,479,224
Reimbursed services	3,380,069	3,162,059	218,010	3,674,781
Other operating revenues	4,078,599	3,691,544	387,055	3,636,044
Total operating revenues	54,733,130	51,164,242	3,568,888	45,962,164
OPERATING EXPENSES:				
Personnel expenses	27,276,626	27,709,672	433,046	26,885,105
Contractual services	8,954,018	10,267,198	1,313,180	9,012,154
Materials and supplies	3,324,058	4,564,062	1,240,004	2,146,300
Other operating expenses	1,407,701	1,791,693	383,992	1,557,318
Total Operating Expenses	40,962,404	44,332,625	3,370,221	39,600,877
NET OPERATING INCOME BEFORE DEPRECIATION AND AMORTIZATION	13,770,727	6,831,617	6,939,110	6,361,287
Depreciation and Amortization	20,916,686	22,288,384	1,371,698	21,892,048
OPERATING INCOME (LOSS)	(7,145,960)	(15,456,767)	8,310,807	(15,530,761)
NONOPERATING REVENUES (EXPENSES):				
Interest Income	5,089,546	721,131	4,368,415	3,157,184
Net increase/(decrease) in fair value of investments	2,949,291	-	2,949,291	3,459,410
Passenger facility charges	7,582,273	7,791,779	(209,506)	7,213,557
Interest expense and fiscal charges	(590,219)	(590,219)	(0)	(703,000)
Gain/(Loss) on disposition of capital assets	23,550	-	23,550	(7,955)
Environmental remediation expenses*	-	-	-	(734,190)
Other nonoperating revenues (expenses)	305,748	(6,213)	311,961	3,208,825
Total nonoperating revenues (expenses)	15,360,189	7,916,478	7,443,711	15,593,831
INCOME (LOSS) BEFORE CAPITAL CONTRIBUTIONS	8,214,229	(7,540,289)	15,754,518	63,070
CAPITAL CONTRIBUTIONS:				
Federal	36,656,301	-	36,656,301	28,936,852
State	1,667,558	-	1,667,558	1,093,440
Total capital contributions	38,323,859	-	38,323,859	30,030,292
INCREASE (DECREASE) IN NET POSITION	46,538,088	(7,540,289)	54,078,377	30,093,362
TOTAL NET POSITION, (BEGINNING)	502,368,759			471,956,349
TOTAL NET POSITION, (ENDING)	548,906,847			502,049,711

**TUCSON AIRPORT AUTHORITY
STATEMENT OF NET POSITION**

ASSETS	September-24	September-23
CURRENT ASSETS		
Unrestricted assets:		
Cash and cash equivalents	81,772,972	51,180,334
Investments	22,316,232	89,266,826
Accounts receivable, net of allowance for doubtful accounts	7,357,494	2,022,296
Accrued interest receivable	159,741	220,561
Grants receivable	19,698,063	14,363,905
Short-Term lease receivable	4,109,048	4,109,048
Inventories	415,143	446,129
Prepaid expenses and other assets	1,345,222	1,094,065
Total unrestricted current assets	137,173,915	162,703,164
Restricted assets:		
Cash and cash equivalents	25,128,242	10,484,817
Investments	7,509,435	19,331,601
Accounts receivable	-	1,158,773
Accrued interest receivable	33,421	54,079
Total restricted current assets	32,671,098	31,029,270
Total current assets	169,845,013	193,732,434
Noncurrent assets:		
Unrestricted assets:		
Long-Term lease receivable	77,179,062	77,179,062
Right of Use assets	665,361	665,361
Capital assets		
Not depreciated	229,056,663	153,860,626
Depreciated, net	209,465,779	229,068,142
Net capital assets	438,522,442	382,928,768
Total unrestricted noncurrent assets	516,366,865	460,773,191
Total noncurrent assets	516,366,865	460,773,191
TOTAL ASSETS	686,211,878	654,505,625
DEFERRED OUTFLOWS OF RESOURCES		
Deferred outflows from pensions	3,825,799	3,825,799
Total deferred outflows of resources	3,825,799	3,825,799
TOTAL ASSETS AND DEFERRED OUTFLOWS OF RESOURCES	690,037,677	658,331,425

**TUCSON AIRPORT AUTHORITY
STATEMENT OF NET POSITION**

LIABILITIES & NET ASSETS (Con't)

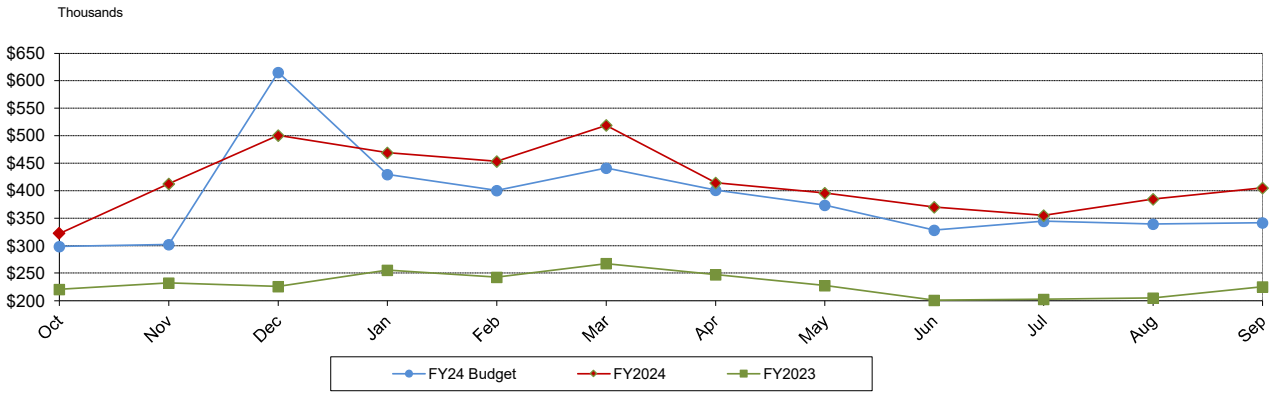
LIABILITIES	September-24	September-23
CURRENT LIABILITIES		
Payable from unrestricted assets:		
Accounts payable	1,425,799	936,977
Accrued expenses	3,202,679	2,853,303
Unearned revenue	1,602,985	1,270,906
Construction contracts payable	-	10,222,171
Short-Term subscription payables	189,802	189,802
Current portion of environmental remediation payable	(139,342)	2,539,929
Current portion of bonds payable:		
Airport Subordinate Lien Revenue Bonds, Series 2018	1,720,000	1,660,000
Total payable from unrestricted assets	8,001,923	19,673,088
Payable from restricted assets		
Accrued interest payable:		
Current portion of environmental remediation payable	1,517,081	1,517,081
Total payable from restricted assets	1,517,081	1,517,081
Total current liabilities	9,519,004	21,190,169
NONCURRENT LIABILITIES		
Payable from unrestricted assets		
Bonds payable, net of current portion:		
Airport Subordinate Lien Revenue Bonds, Series 2018	14,969,366	18,431,965
Long-Term subscription payables	21,367	21,367
Net pension liability	20,408,381	20,408,381
Environmental Remediation Payable, net of current portion	15,216,302	15,216,302
Total payable from unrestricted assets	50,615,416	54,078,015
Total noncurrent liabilities	50,615,416	54,078,015
TOTAL LIABILITIES	60,134,420	75,268,184

**TUCSON AIRPORT AUTHORITY
STATEMENT OF NET POSITION**

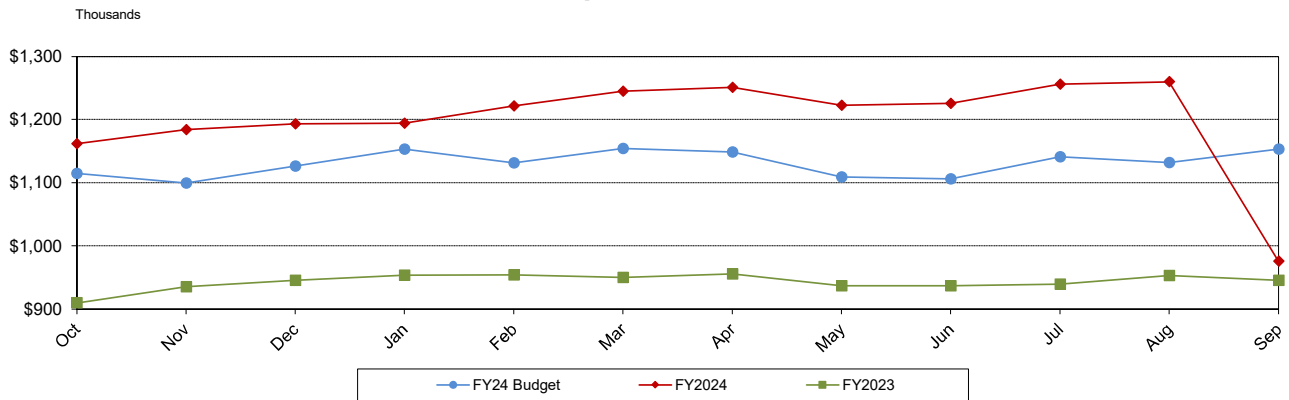
LIABILITIES & NET ASSETS (Con't)

	September-24	September-23
DEFERRED INFLOWS OF RESOURCES		
Deferred inflows from pensions	1,145,047	1,145,047
Deferred inflows from leases-ST	4,245,027	4,245,027
Deferred inflows from leases-LT	75,606,336	75,623,456
TOTAL DEFERRED INFLOWS OF RESOURCES	80,996,410	81,013,530
NET POSITION		
Net Investment in capital assets	421,833,076	362,836,803
Restricted:		
Debt service	-	0
Capital projects	32,671,098	31,029,270
	32,671,098	31,029,270
Unrestricted	94,402,673	108,183,638
TOTAL NET POSITION	548,906,847	502,049,711
TOTAL LIABILITIES, DEFERRED INFLOWS OF RESOURCES AND NET POSITION	690,037,677	658,331,425

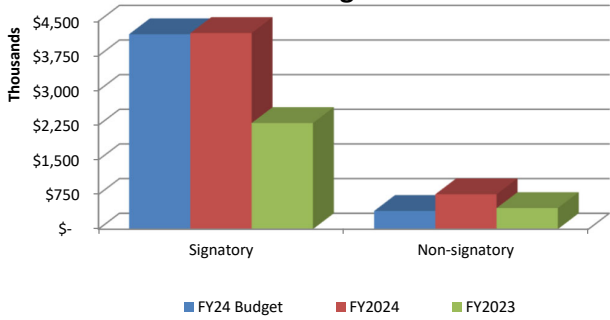
Landing Fees



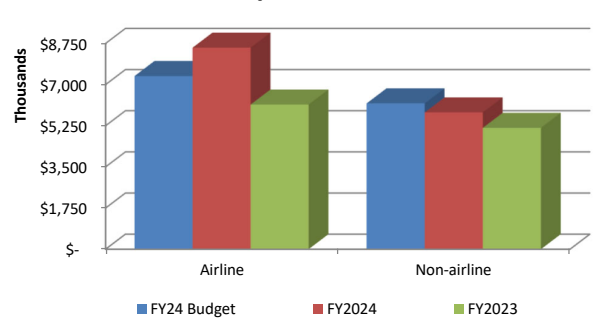
Space Rentals

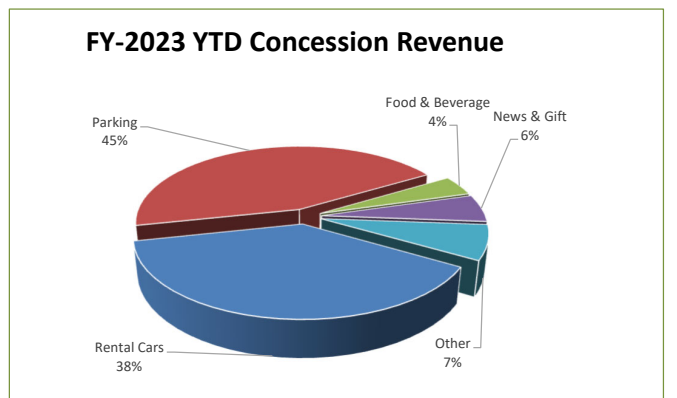
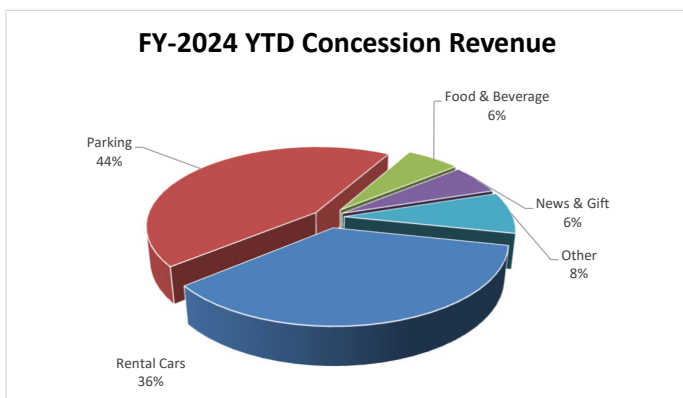
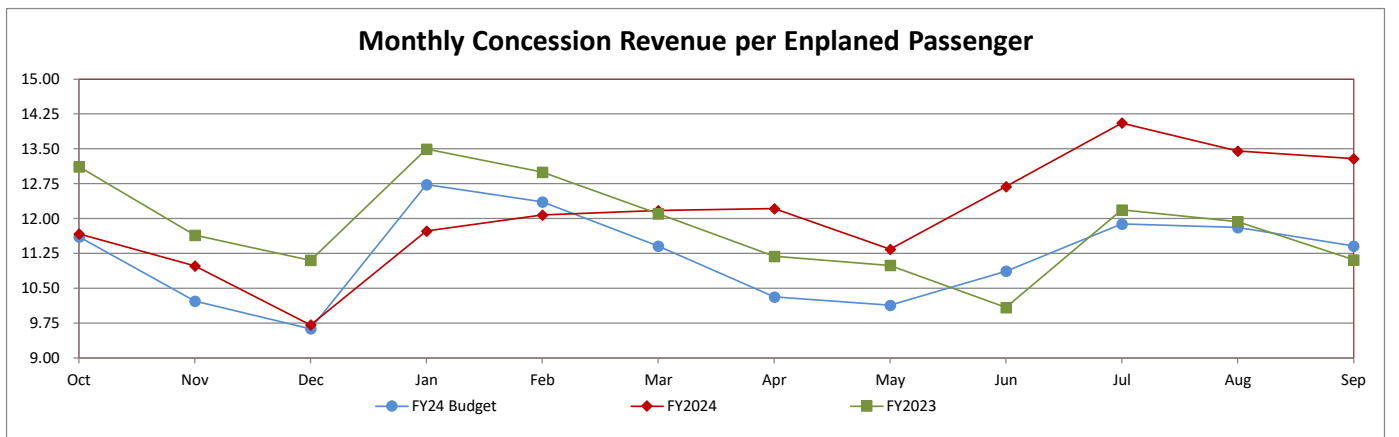
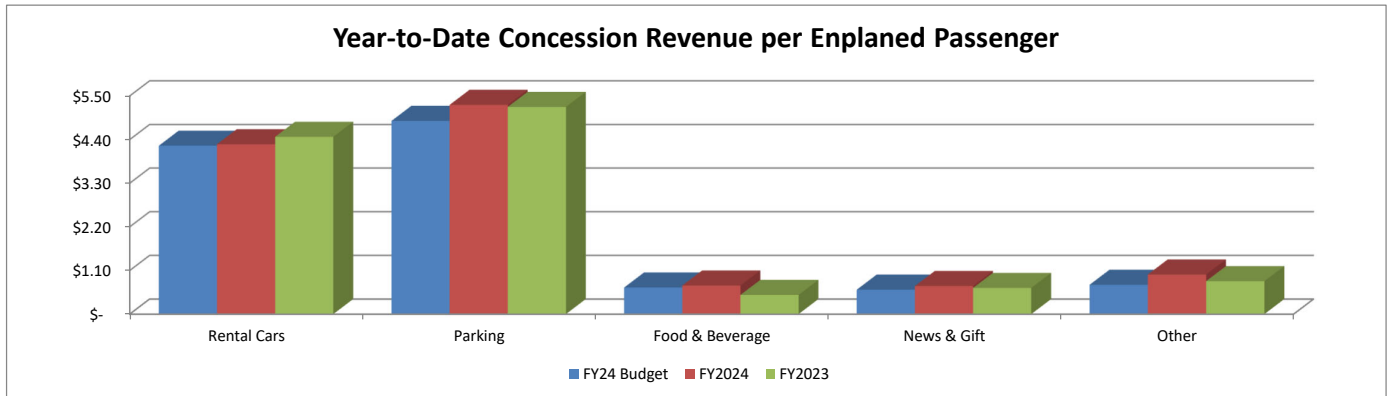
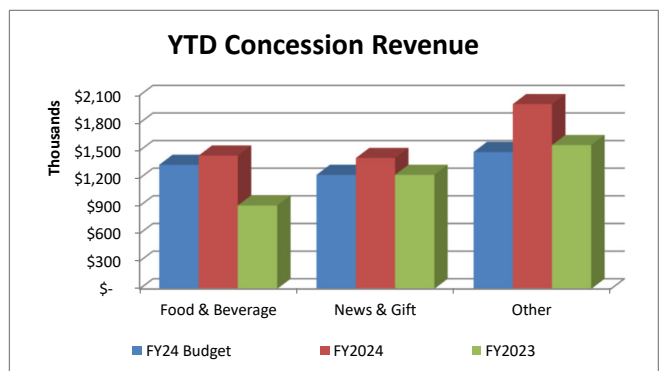
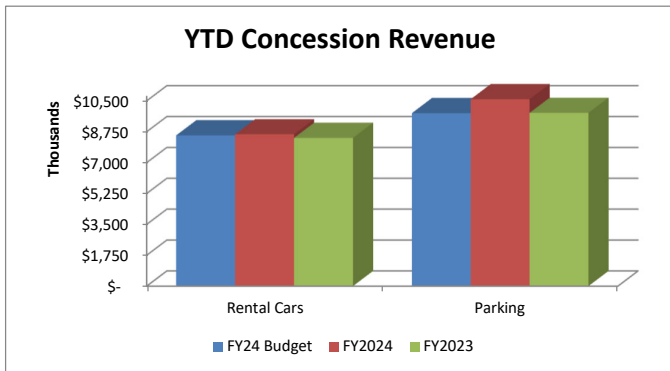


YTD Landing Fees

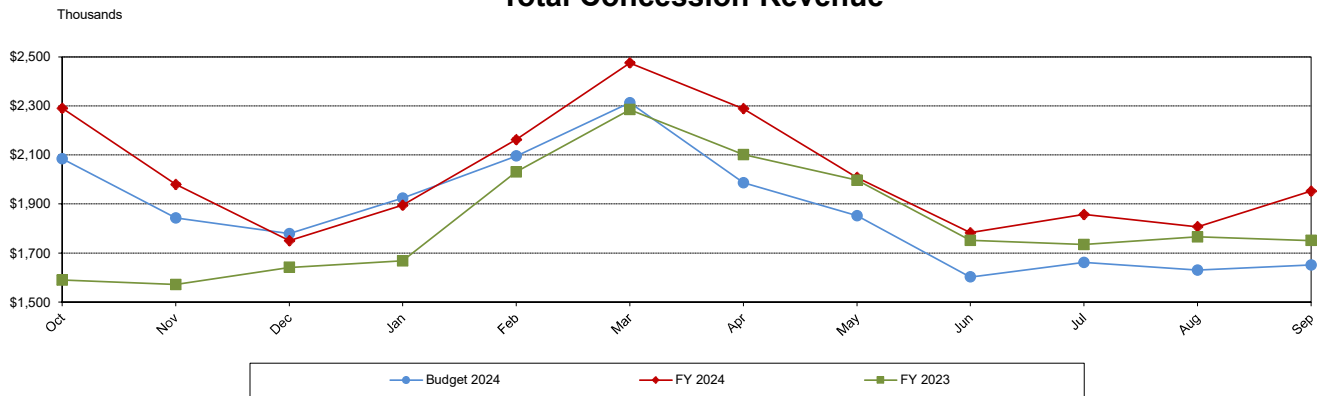


YTD Space Rentals

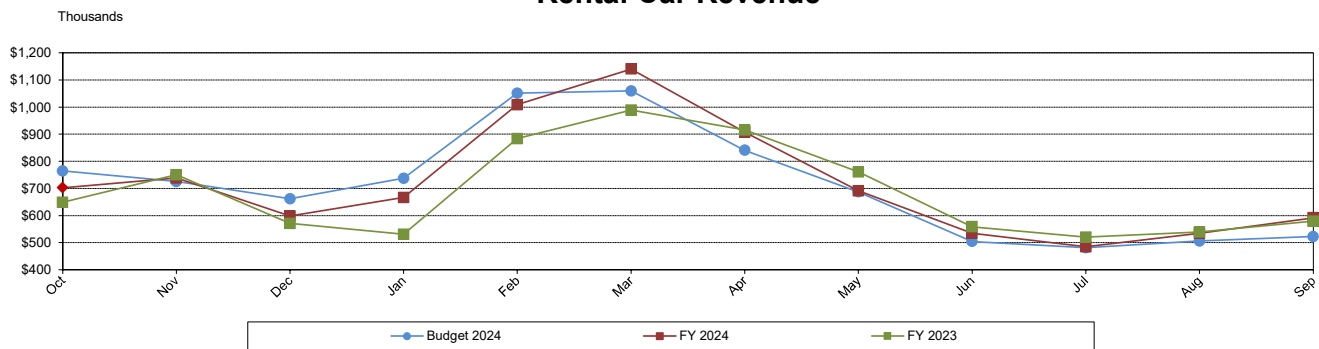




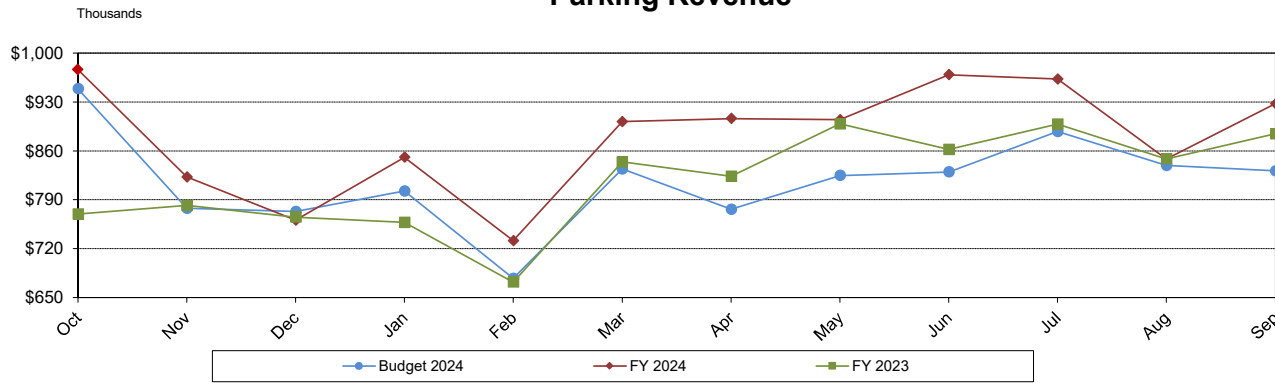
Total Concession Revenue

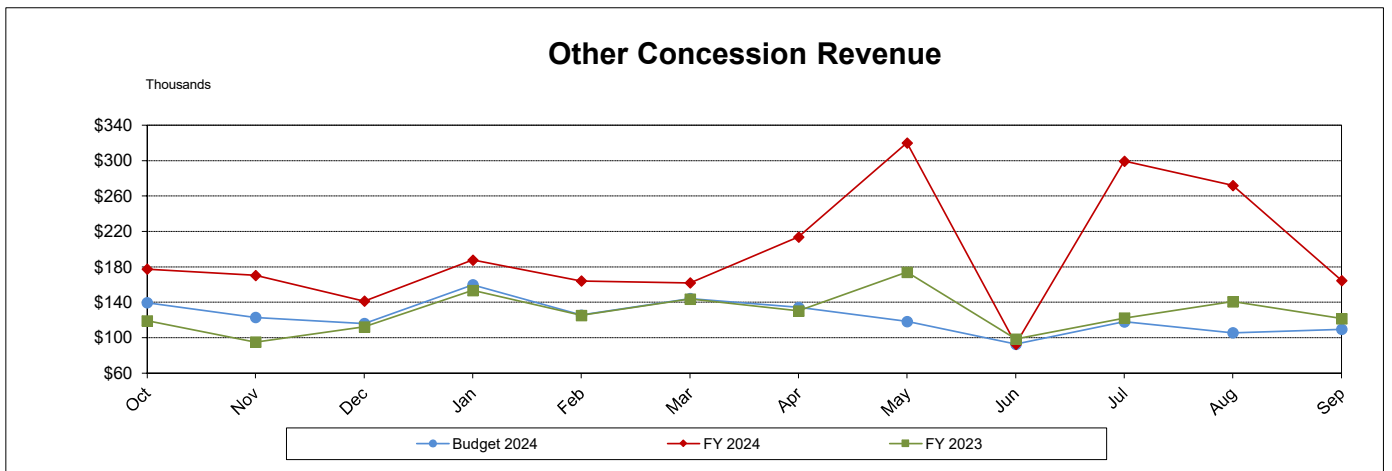
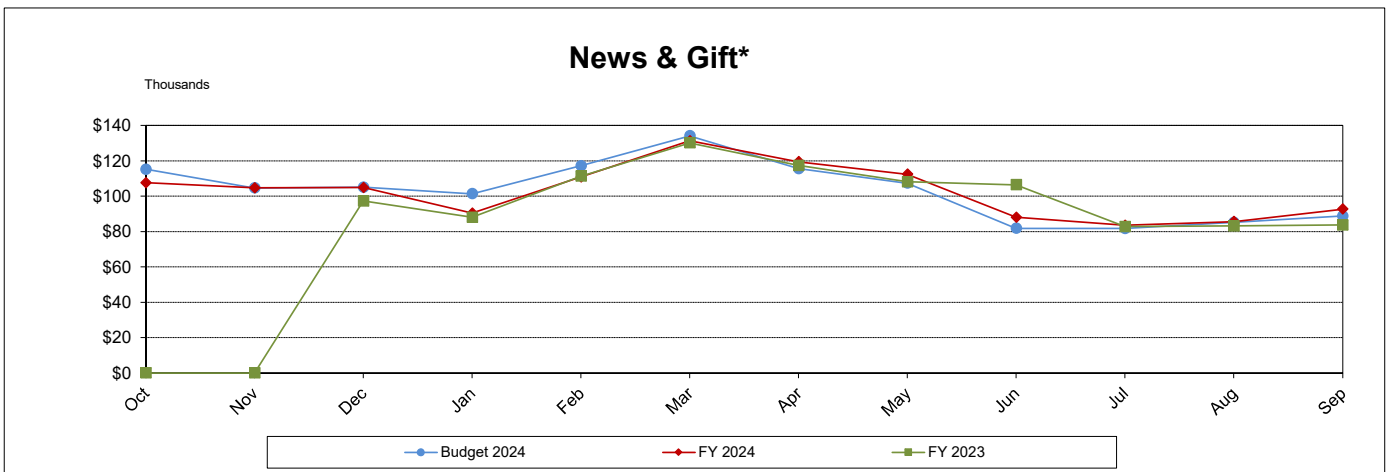
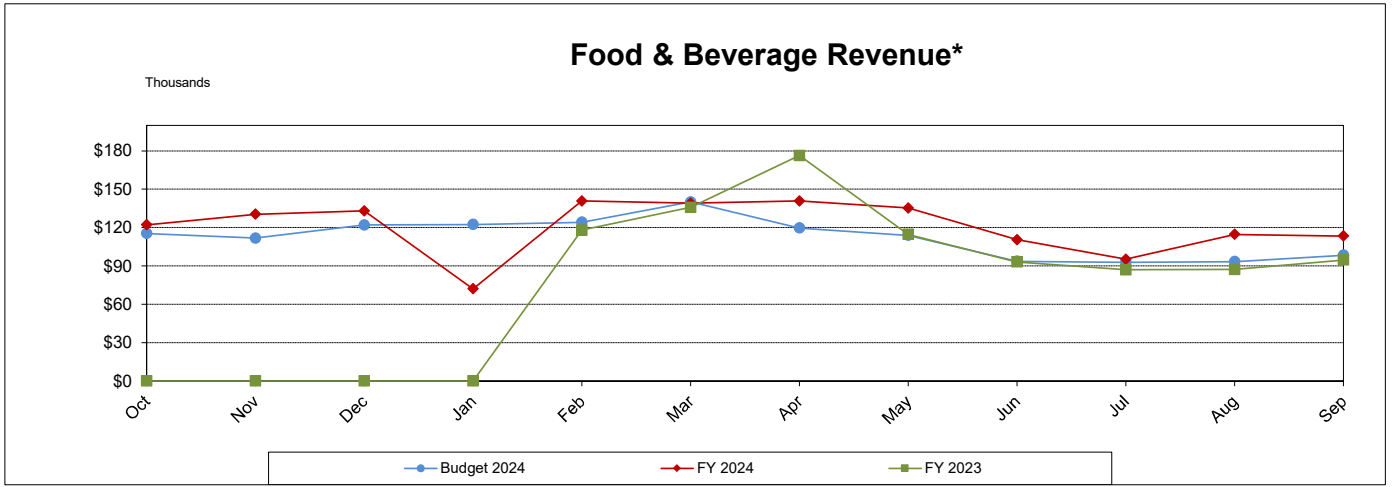


Rental Car Revenue



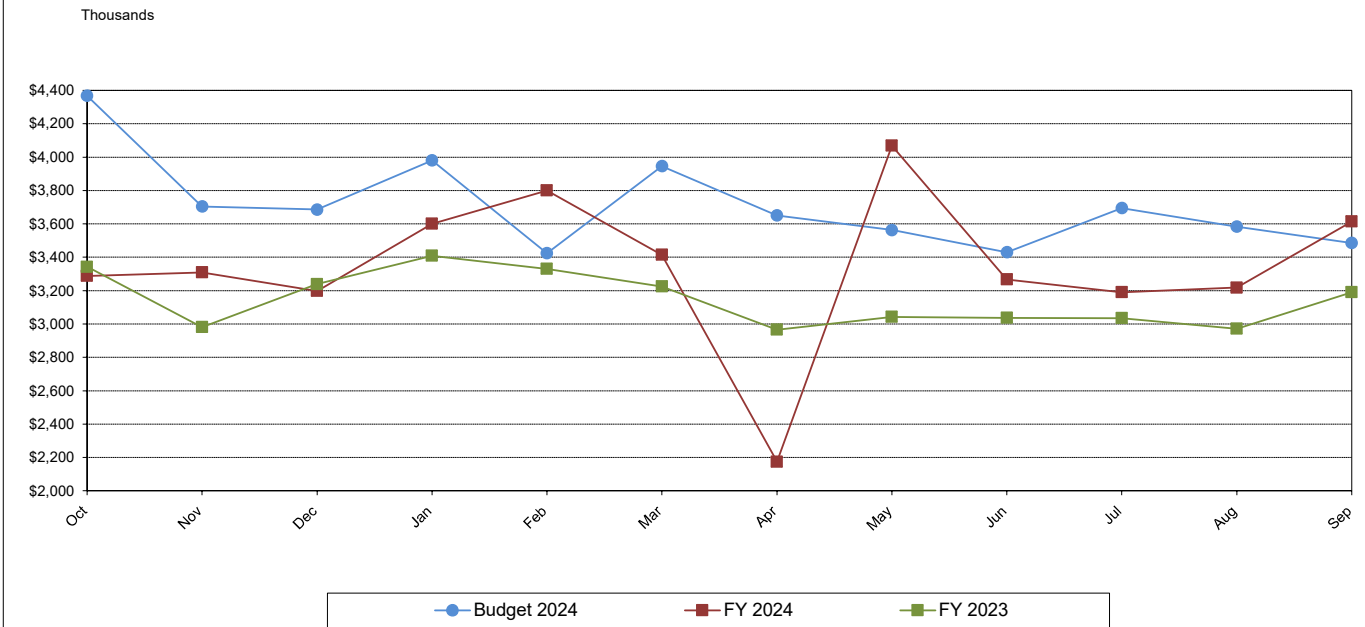
Parking Revenue



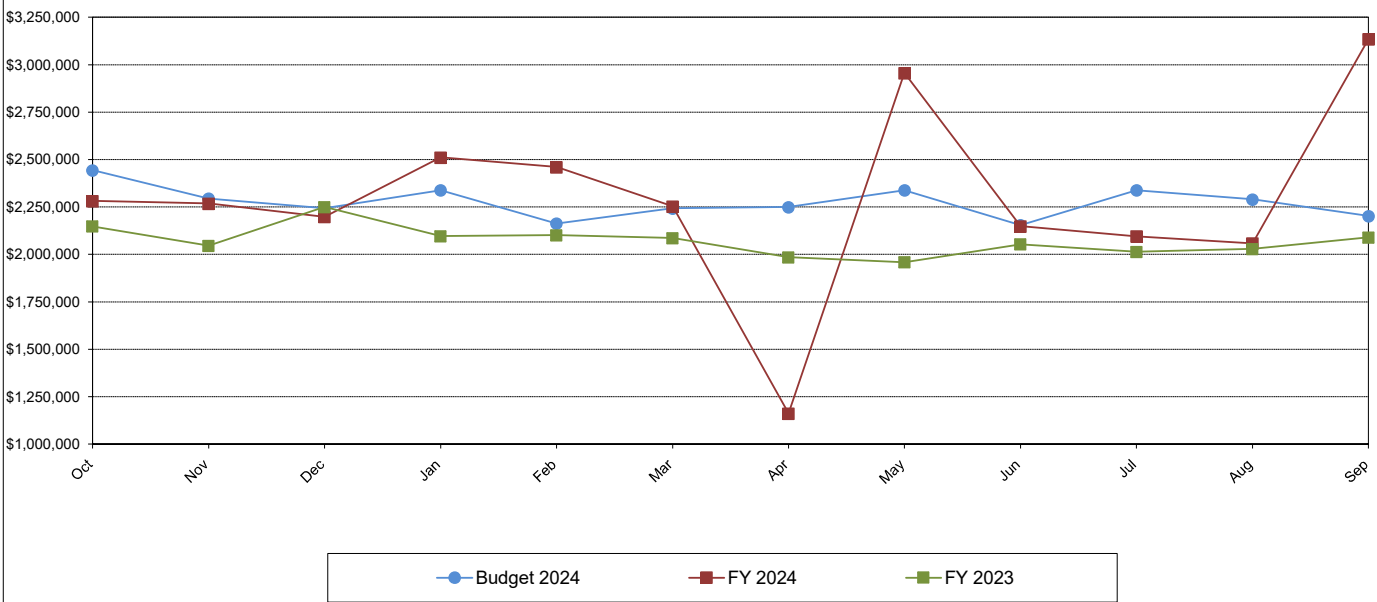


* Minimum Annual Guarantees were waived from April 2020 to September 2021. Additionally, TAA provided monthly invoice credits for concession tenants beginning in September 2022, in accordance with the ARPA concession relief plan submitted to the FAA. These credits will appear as reimbursements from the FAA in Other non-operating revenues.

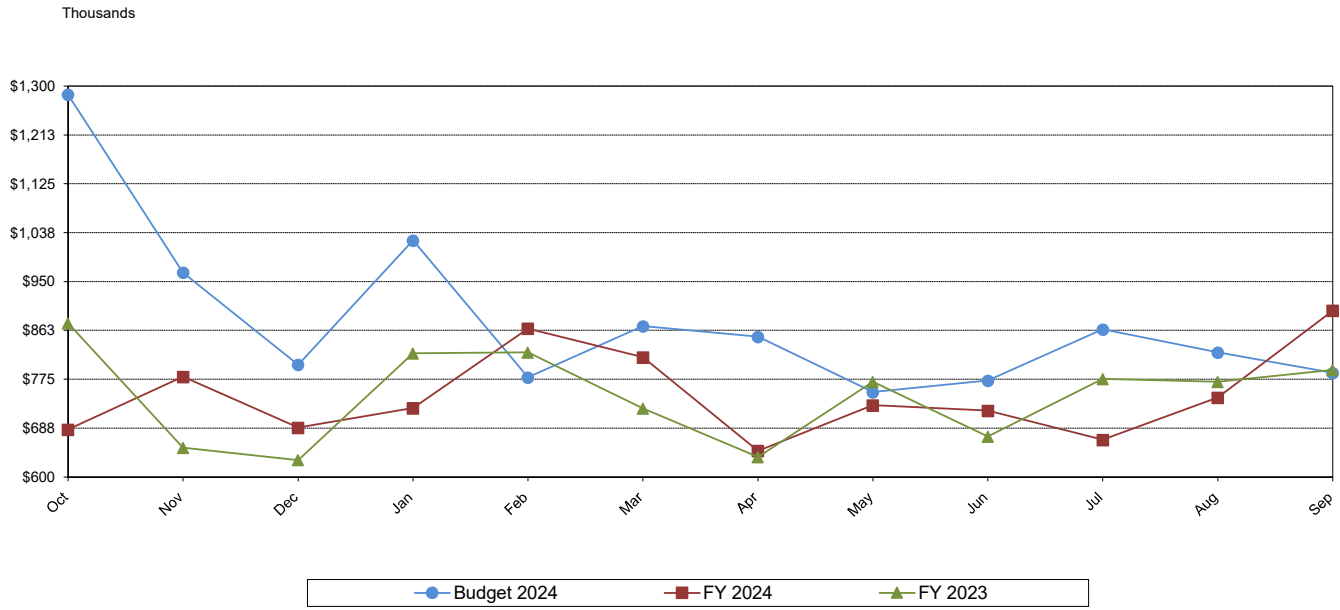
Total Operating Expenses



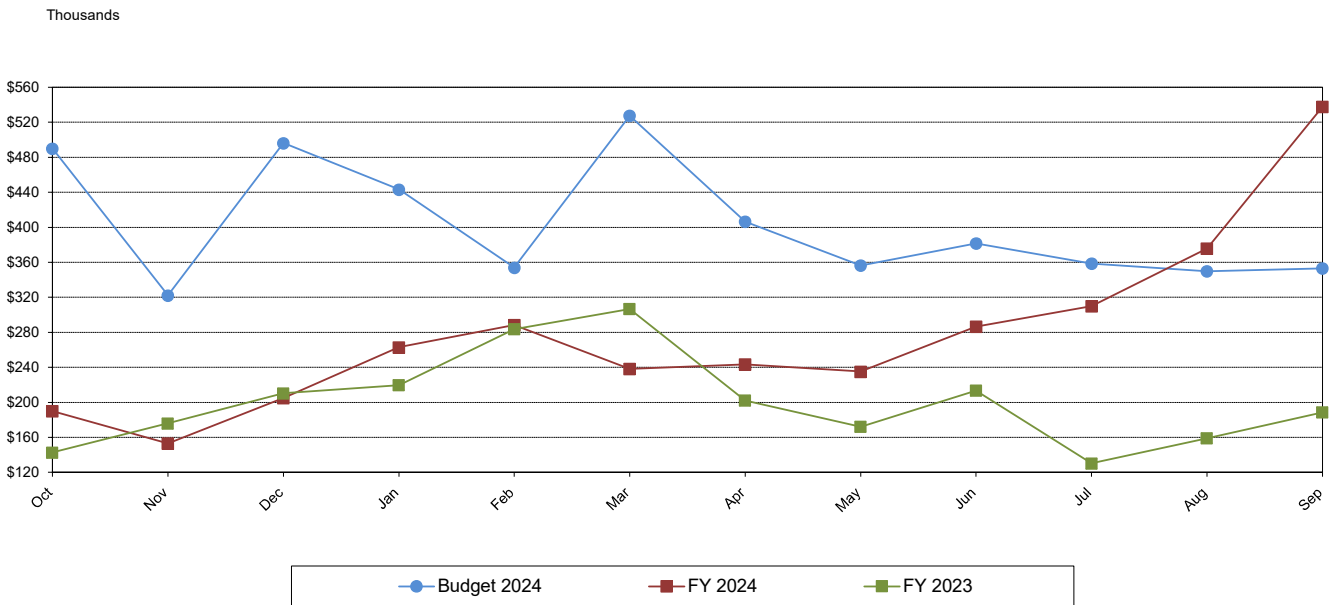
Personnel Expenses



Contractual Services

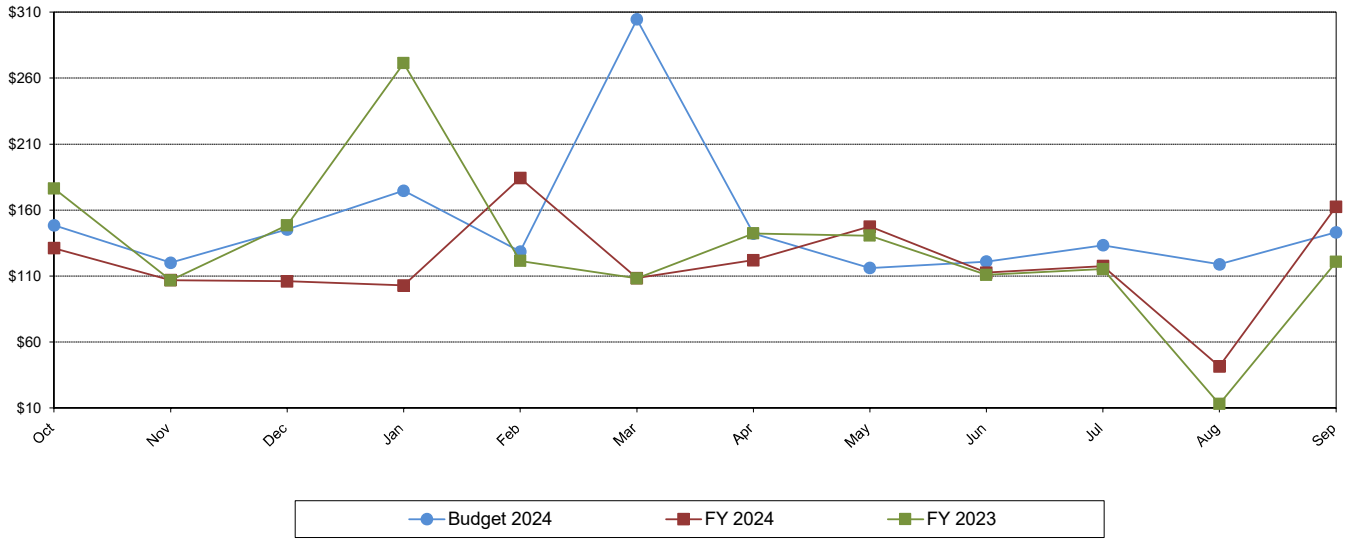


Materials and Supplies



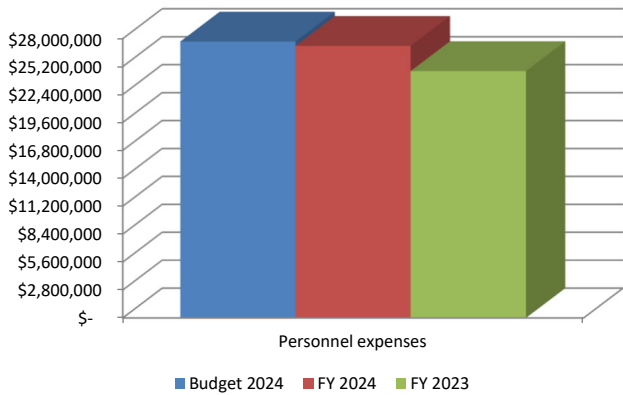
Other Operating Expenses*

Thousands

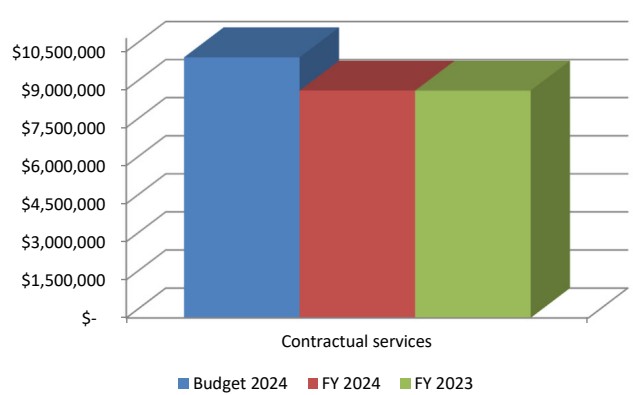


* January 2023 includes an un-budgeted one-time payment of \$110K for the repair of the metal panels of the damaged departure-level overhang.

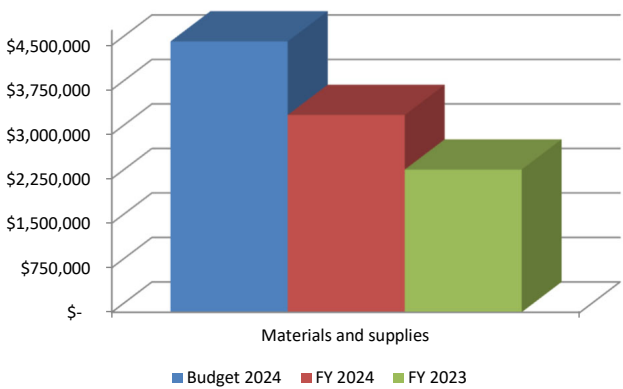
YTD Personnel Expenses



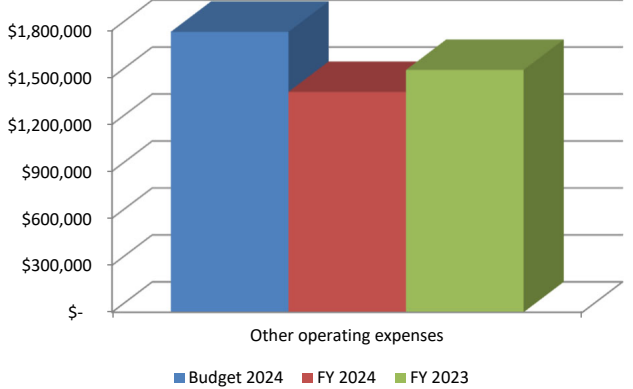
YTD Contractual Services



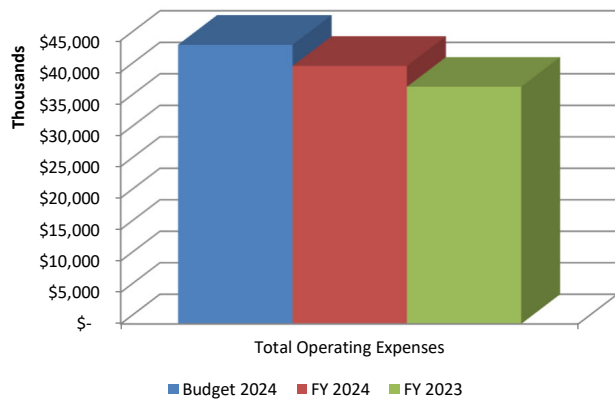
YTD Materials and Supplies



YTD Other Operating Expenses



YTD Total Operating Expenses



Date: January 27, 2025

To: Board of Directors
From: Kim Allison, Chief Financial Officer
Re: Aviation Activity and Statistics for September 2024

Total Passengers (YTD vs prior year):

- Total passengers for the month of September 2024 were 1.5% higher than September 2023.
- Total passengers year-to-date through September 2024 were 6.0% higher than FY 2023.

Average Daily Scheduled Departures (YTD vs prior year, changes by routes & carrier):

- The month of September 2024 had an average daily departure count of 51.6, which is 6.1 higher than September 2023.

Average Daily Seat capacity (YTD vs prior years):

- Seat capacity for September 2024 was 0.1% higher than September 2023.
- YTD, seat capacity was 5.7% higher than the same period in 2023.
- Up-gauged aircraft and increased flights are driving this increase in capacity.

Load Factors (MTD & YTD vs prior years):

- The load factor for September 2024 was 75.8%, which is 2.5% lower than September 2023. This is due to increased flights and up-gauged aircraft being at less than capacity.
- YTD, the load factor was 85.6%, which is 1.0% higher than the same period in 2023.

Aircraft Operations (MTD & YTD vs prior year):

- Freight, measured in pounds, is 41.6% lower in September 2024 compared to September 2023. Cargo activity is trending down industry wide affecting airports across the nation.
- Total aircraft operations were 14.2% lower in September 2024 compared to September 2023, with decreases in all aircraft operations categories except air carrier. General Aviation aircraft was diverted from TUS to RYN due to the ASE program activity going on at TUS. Military operations are down from last year due to fluctuations in training of international pilots.
- Year-to-date operations are 19.6% lower compared to prior year, with decreases in all aircraft operations categories except air carrier.

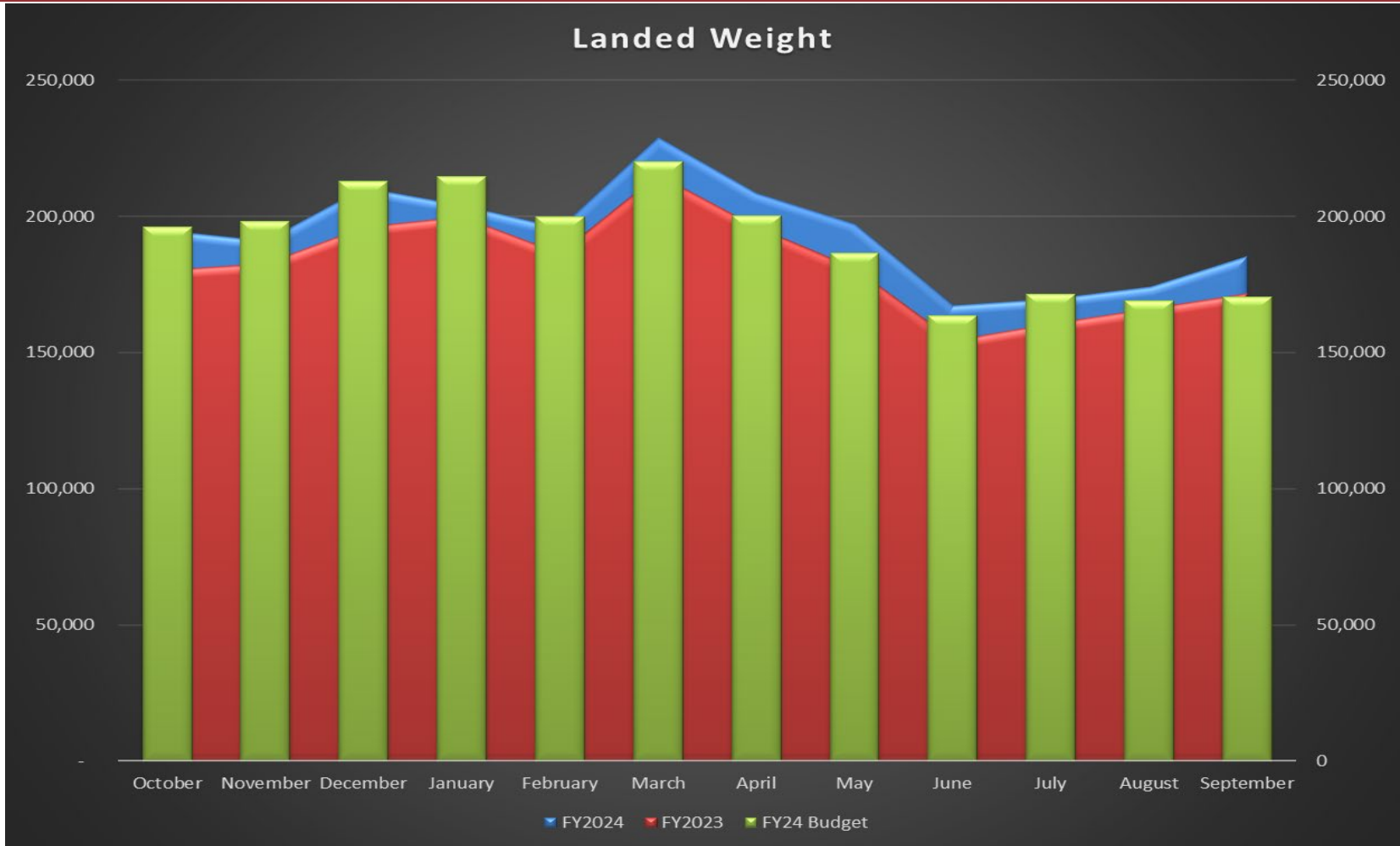


FY 2024 YTD Preliminary Financial Results “Unaudited”

Board of Directors Meeting

January 27, 2025

FY 2024 Operating Statistics-Landed Weight



YTD Landed Weight is 1.2% above budget, 6.4% higher than FY2023

FY 2024 Operating Statistics-Passengers



YTD passenger volume is 0.29% below budget, 6.0% higher than FY2023

2024 Flight & Passenger Activity

FISCAL

Year-To-Date

FY2024

FY2023

FY2022

Total Passengers

3,873,141

3,653,233

3,317,494

Average Load Factor

85.6%

84.6%

86.2%

Average Daily Seat Capacity

6,413

6,070

5,346

Average Seat Count per Departure

125.5

140.1

127.6

YTD FY2024 Financial Results

	<u>YTD (Oct-Sep) Actual</u>	<u>Total Annual Budget</u>	<u>Budget Variance</u>
Operating Revenues	\$ 54,733,131	\$ 51,164,242	7.0%
Operating Expenses	<u>40,962,403</u>	<u>44,332,625</u>	-7.6%
Operating Net Income (Loss)	<u><u>\$ 13,770,728</u></u>	<u><u>\$ 6,831,617</u></u>	

Financial results for FY24 are unaudited.

FY2024 YTD Operating Revenue

Operating Revenues

YTD

	<u>Actual</u>	<u>Budget</u>	<u>Actual vs. Budget</u>	
Landing fees	\$ 5,001,899	\$ 4,615,269	\$ 386,630	8.4%
Space rentals	14,388,930	13,567,997	\$ 820,933	6.1%
Land rent	3,813,523	3,708,327	\$ 105,196	2.8%
Concession revenue	24,070,111	22,419,046	\$ 1,651,065	7.4%
Reimbursed Services	3,380,069	3,162,059	\$ 218,010	6.9%
Other Operating Revenue	4,078,599	3,691,544	\$ 387,055	10.5%
Total operating revenues	<u>\$ 54,733,131</u>	<u>\$ 51,164,242</u>	<u>\$ 3,568,889</u>	<u>7.0%</u>

Financial results for FY24 are unaudited.

2024 YTD Concession Revenue

<u>Account Description</u>	<u>YTD Actual</u>	<u>YTD Budget</u>	<u>Budget vs. Actual</u>	
Rental Cars	\$ 8,601,388	\$ 8,544,340	\$ 57,048	0.7%
Parking	10,594,593	9,803,096	791,497	8.1%
Ground Transportation	458,471	417,781	40,690	9.7%
Advertising	177,406	150,000	27,406	18.3%
Food & Beverage	1,462,444	1,365,201	97,243	7.1%
News & Gifts	1,420,820	1,238,133	182,687	14.8%
Transportation Network Company	1,111,107	823,917	287,190	34.9%
Peer-to-Peer Car Rental	110,430	-	110,430	0.0%
Employee Parking	129,205	74,469	54,736	73.5%
Vending Machines & Lockers	2,077	212	1,865	879.7%
GA Percent Rent - FBO Millionair	2,170	1,897	273	14.4%
Total	\$ 24,070,111	\$ 22,419,046	\$ 1,651,065	7.4%

Financial results for FY24 are unaudited.

FY2024 YTD Operating Expenses

Operating Expenses

YTD

	<u>Actual</u>	<u>Budget</u>	<u>Actual vs. Budget</u>	
Personnel expenses	\$ 27,276,626	\$ 27,709,672	\$ 433,046	1.6%
Contractual services	8,954,018	10,267,198	\$ 1,313,180	12.8%
Materials and supplies	3,324,058	4,564,062	\$ 1,240,004	27.2%
Other operating expenses	1,407,701	1,791,693	\$ 383,992	21.4%
Total operating expenses	<u><u>\$ 40,962,403</u></u>	<u><u>\$ 44,332,625</u></u>	<u><u>\$ 3,370,222</u></u>	<u><u>7.6%</u></u>

Financial results for FY24 are unaudited.

2024 Actual vs 2023 Actual

	FY2024	FY2023	
	<u>YTD (Oct-Sep)</u>	<u>YTD (Oct-Sep)</u>	<u>2024 vs 2023</u>
Operating Revenues	\$ 54,733,131	\$ 45,962,164	19.1%
Operating Expenses	<u>40,962,403</u>	<u>39,600,877</u>	3.4%
Operating Net Income (Loss)	<u><u>\$ 13,770,728</u></u>	<u><u>\$ 6,361,287</u></u>	

Financial results for FY24 are unaudited.

Sep 2024 YTD Financial Results

<u>Year-To-Date</u>	<u>Actual</u>	<u>Budget</u>	<u>Actual vs Budget</u>		<u>Prior Year (2023)</u>	<u>Current vs. Prior Year</u>	
Operating Revenues	\$ 54,733,131	\$ 51,164,242	\$ 3,568,889	7.0%	\$ 45,962,164	\$ 8,770,967	19.1%
Operating Expenses	40,962,404	44,332,625	\$ 3,370,221	7.6%	39,600,877	\$ 1,361,527	3.4%
Operating Income	<u>\$ 13,770,727</u>	<u>\$ 6,831,617</u>	<u>\$ 6,939,110</u>		<u>\$ 6,361,287</u>	<u>\$ 7,409,440</u>	

Financial results for FY24 are unaudited.

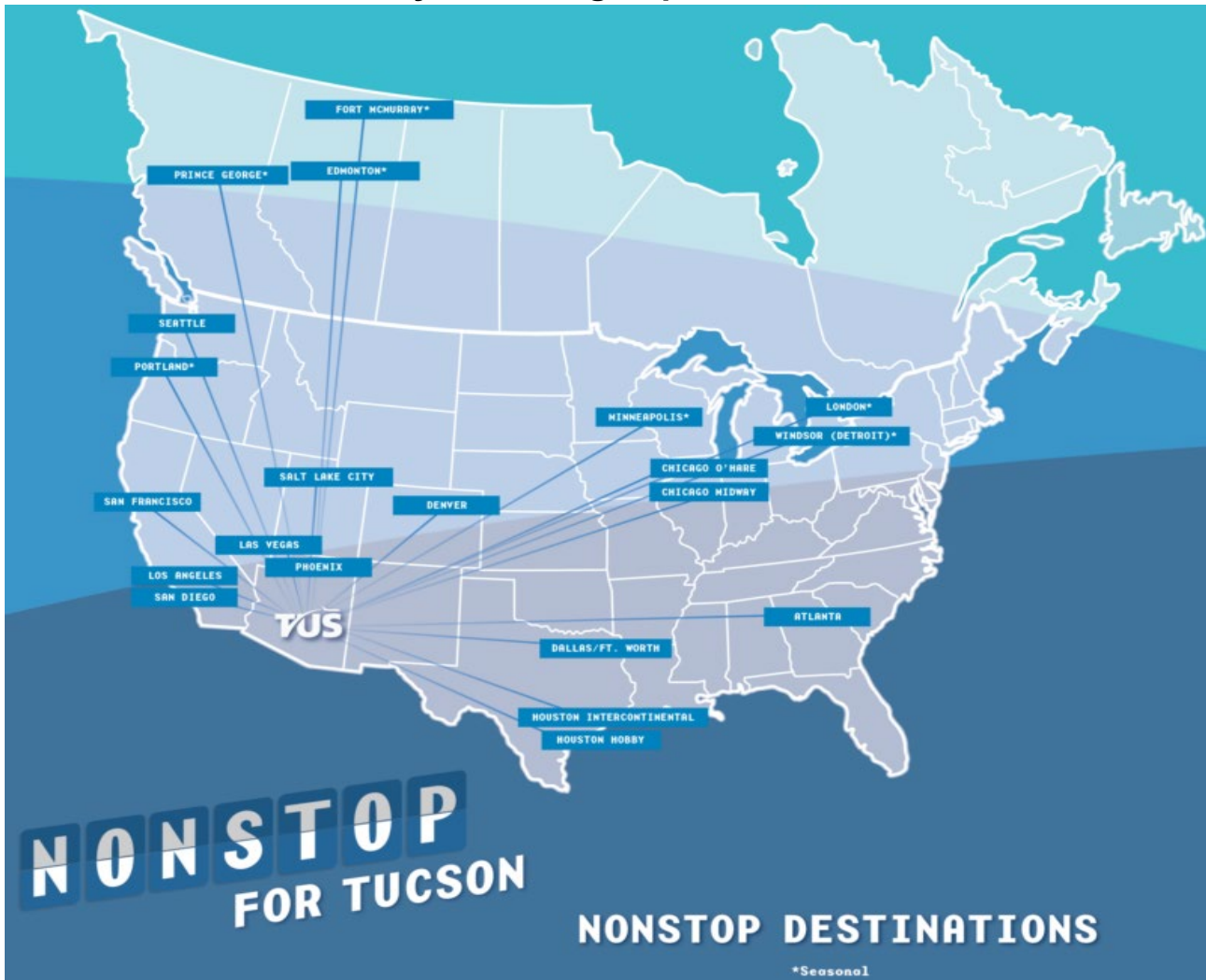
TUCSON AIRPORT AUTHORITY
TUS PASSENGER ACTIVITY



AVIATION ACTIVITY REPORTS

Tucson International Airport (TUS)

For the year ending September 30, 2024



*Prepared by Tucson Airport Authority
Finance Department*

**TUCSON AIRPORT AUTHORITY
TUS PASSENGER ACTIVITY
TUCSON AIRPORT AUTHORITY
TUS ACTIVITY OVERVIEW**

PASSENGERS*	Fiscal YTD					
	Sep-24	Sep-23	% CHANGE	2024	2023	% CHANGE
ENPLANED	144,077	148,612	-3.1%	2,008,800	1,879,913	6.9%
DEPLANED	142,458	133,591	6.6%	1,864,341	1,773,320	5.1%
TOTAL	286,535	282,203	1.5%	3,873,141	3,653,233	6.0%

*Passenger figures include non-revenue passengers.

LANDED WEIGHT**

AIR CARGO	8,997	12,814	-29.8%	153,925	157,896	-2.5%
AIR CARRIER	176,745	158,832	11.3%	2,175,273	2,030,874	7.1%
TOTAL	185,742	171,646	8.2%	2,329,198	2,188,770	6.4%

**In thousand pound units.

FREIGHT (in pounds)

ENPLANED	1,491,774	2,544,512	-41.4%	28,304,656	30,899,669	-8.4%
DEPLANED	1,605,718	2,756,579	-41.7%	29,370,615	32,512,266	-9.7%
TOTAL	3,097,492	5,301,091	-41.6%	57,675,271	63,411,935	-9.0%

MAIL (in pounds)

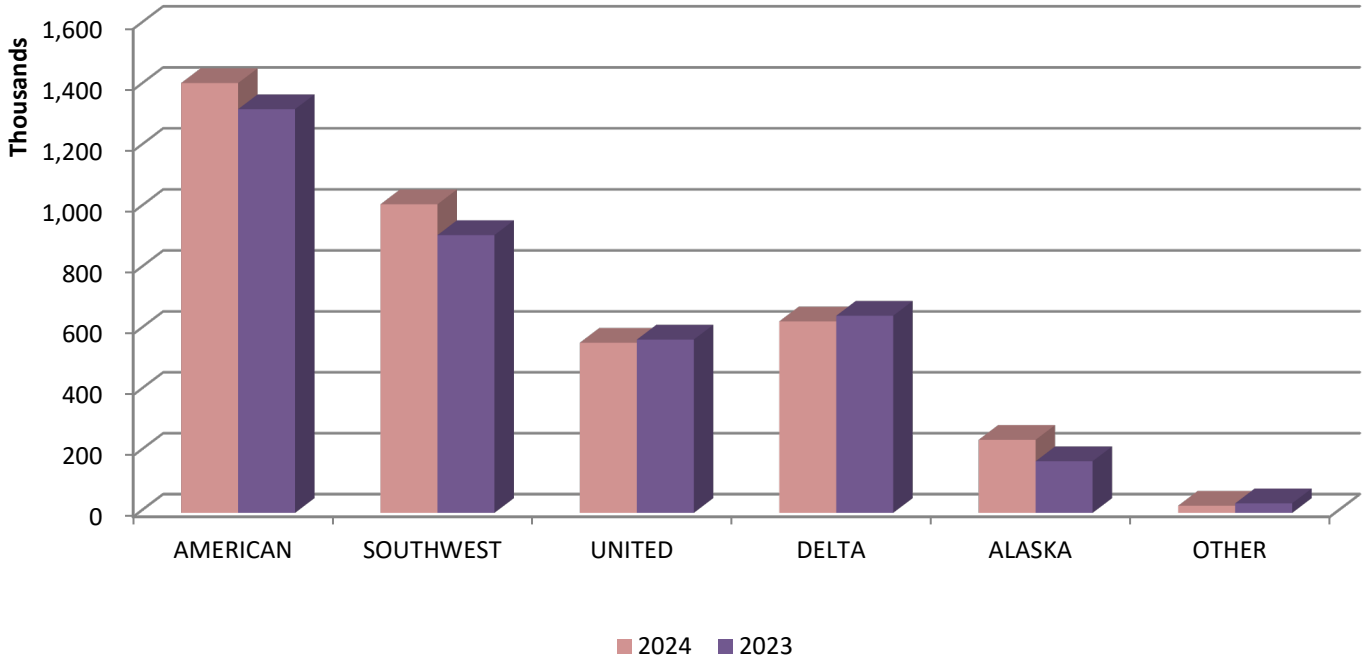
ENPLANED	0	85	-100.0%	0	277	-100.0%
DEPLANED	0	85	-100.0%	0	291	-100.0%
TOTAL	0	170	-100.0%	0	568	-100.0%

AIRCRAFT OPERATIONS

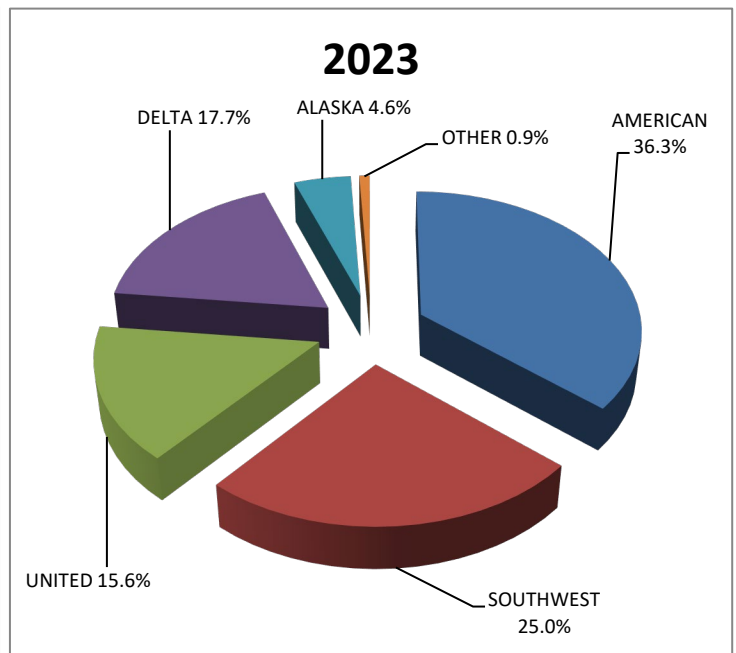
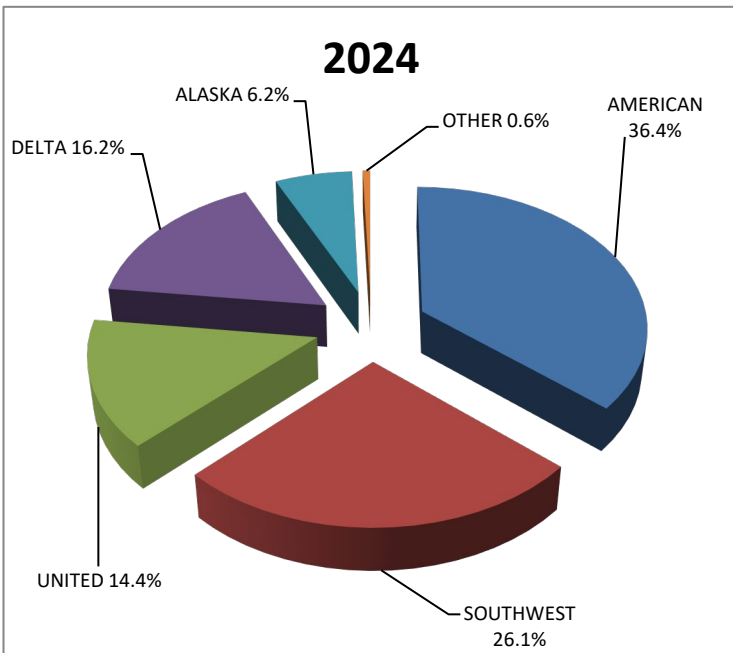
AIR CARRIER	3,266	2,954	10.6%	40,862	35,721	14.4%
AIR TAXI	1,899	3,583	-47.0%	22,296	32,709	-31.8%
MILITARY	1,049	1,608	-34.8%	15,612	28,132	-44.5%
GENERAL AVIATION	3,369	3,028	11.3%	43,012	54,967	-21.7%
TOTAL	9,583	11,173	-14.2%	121,782	151,529	-19.6%

TUCSON AIRPORT AUTHORITY TUS PASSENGER ACTIVITY

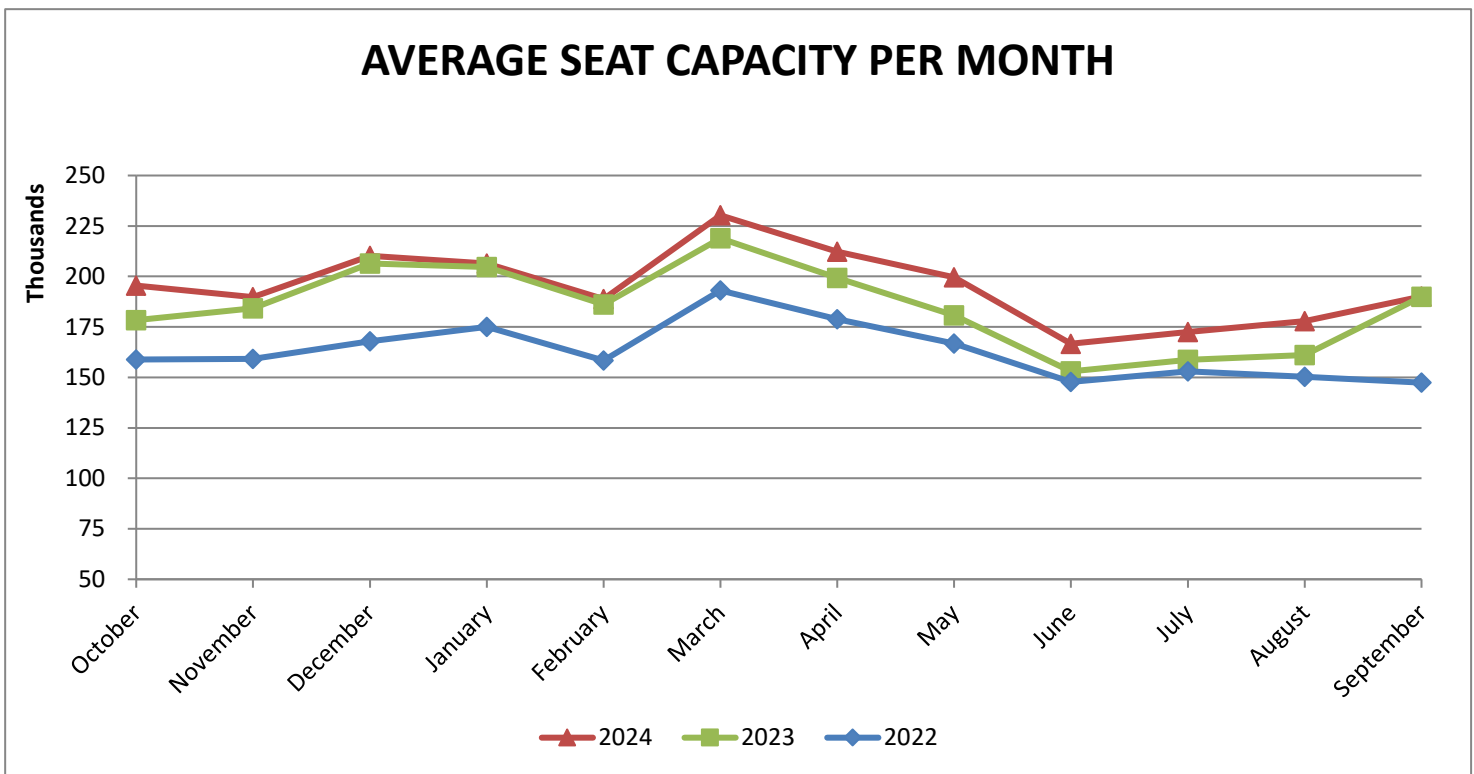
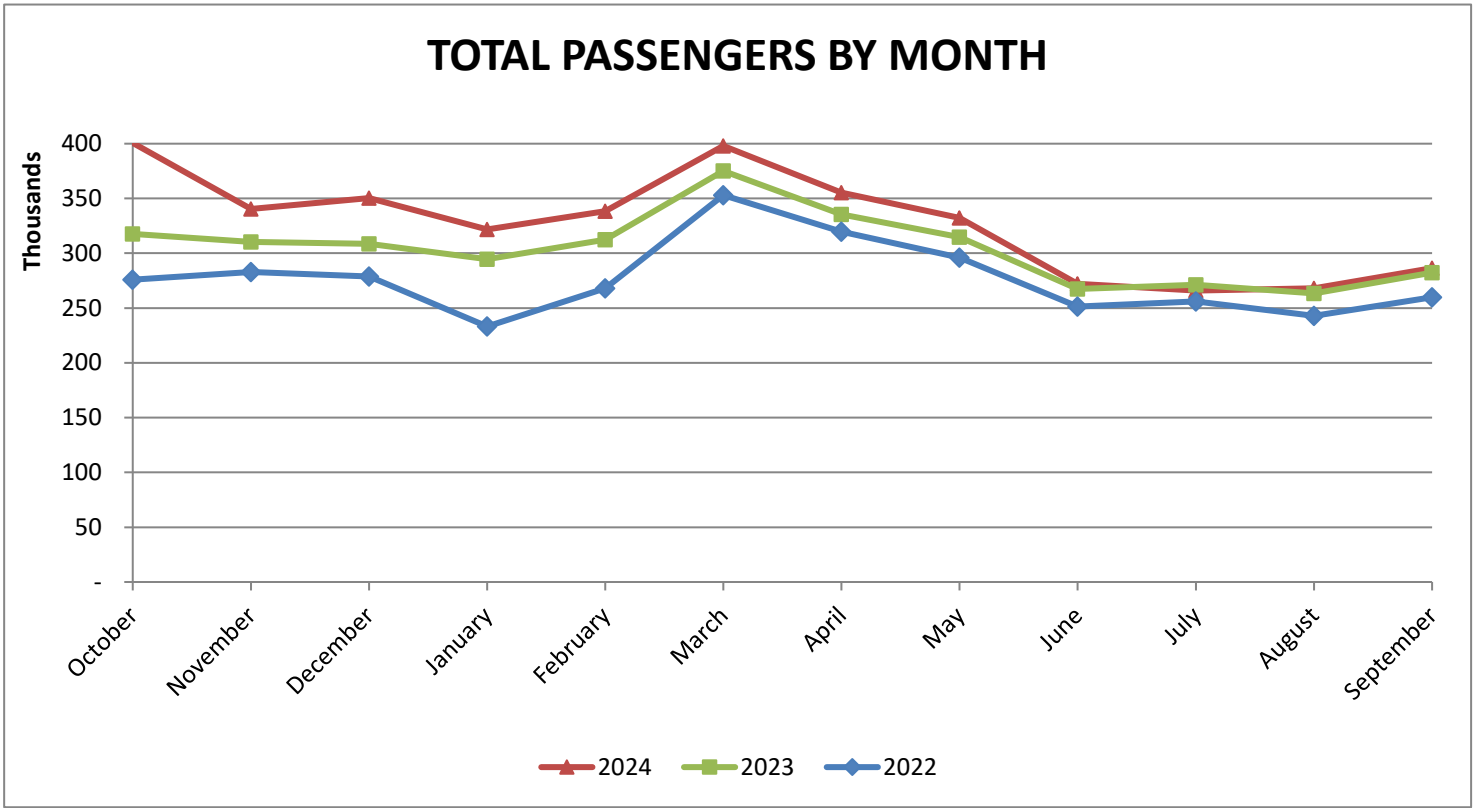
TOTAL PASSENGERS YTD BY AIR CARRIER



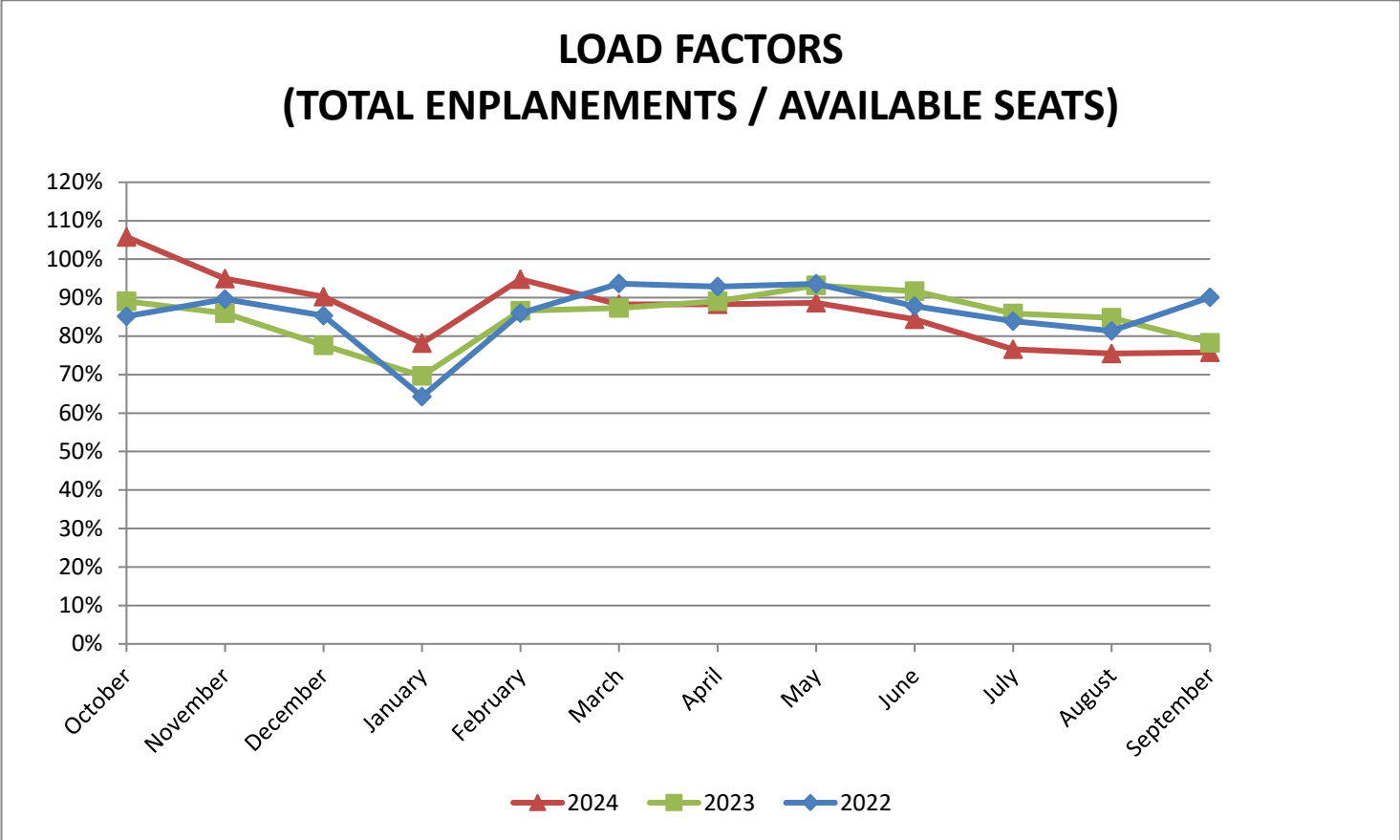
AIR CARRIER MARKET SHARE



TUCSON AIRPORT AUTHORITY TUS PASSENGER ACTIVITY



TUCSON AIRPORT AUTHORITY TUS PASSENGER ACTIVITY



MONTHLY FLIGHT SCHEDULE SUMMARY



NONSTOP DESTINATIONS and Airline	Code	Average Daily Departures			Average Daily Seats		
		Current			Current Year	Prior Year	Difference
		Year	Prior Year	Difference			
ATLANTA <i>Delta (2.0)</i>	ATL	2.0	2.0	0.0	376	379	(3)
CHICAGO MIDWAY <i>Southwest (0.7)</i>	MDW	0.7	0.3	0.4	118	42	76
CHICAGO O'HARE <i>American (1.9), United (2.0)</i>	ORD	3.9	1.0	2.9	530	172	358
DENVER <i>Southwest (3.0), United (3.2)</i>	DEN	6.2	5.7	0.5	908	815	93
DALLAS/FT WORTH <i>American (6.9)</i>	DFW	6.9	6.5	0.4	1,176	1,138	38
HOUSTON HOBBY <i>Southwest (1.0)</i>	HOU	1.0	1.0	0.0	156	145	11
HOUSTON BUSH <i>United (2.0)</i>	IAH	2.0	2.1	(0.1)	163	161	2
LAS VEGAS <i>Southwest (3.3)</i>	LAS	3.3	3.1	0.2	517	471	46
LOS ANGELES <i>American (3.0), Delta (2.7), Southwest (1.1)</i>	LAX	6.8	7.5	(0.7)	597	700	(103)
PHOENIX <i>American (9.0)</i>	PHX	9.0	6.6	2.4	831	610	221
SAN DIEGO <i>Southwest (1.8)</i>	SAN	1.8	1.8	0.0	273	281	(8)
SAN FRANCISCO <i>United (2.0)</i>	SFO	2.0	2.0	0.0	147	142	5
SALT LAKE CITY <i>Delta (3.0)</i>	SLC	3.0	2.9	0.1	216	210	6
SEATTLE/TACOMA <i>Alaska (2.0), Delta (1.0)</i>	SEA	3.0	3.0	0.0	329	370	(41)
TOTAL		51.6	45.5	6.1	6,337	5,636	701
SUMMARY							
DOMESTIC		51.6	45.5	13.41%	6,337	5,636	12.44%
INTERNATIONAL		0.0	0.0	100.00%	0.0	0	100.00%
TOTAL		51.6	45.5	13.41%	6,337	5,636	12.44%

**NOTICE OF REGULAR MEETINGS OF THE
TUCSON AIRPORT AUTHORITY BOARD OF DIRECTORS**

Pursuant to [A.R.S. § 38-431.02\(F\)](#), notice is hereby given to the members of the Tucson Airport Authority (TAA) Board of Directors and to the general public that the Board of Directors will hold regular meetings in 2025 beginning at 3:00 p.m. as listed below.

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

Wednesday, March 5, 2025

Wednesday, September 3, 2025

Wednesday, May 7, 2025

Wednesday, December 3, 2025

Wednesday, August 6, 2025

A copy of the agenda for each meeting will be available on the TAA website (<https://www.flytucson.com/taa/meetings/>) and the public notices display board—located adjacent to the TAA Board Room—no later than twenty-four (24) hours in advance of the meeting.

Dated this 27th day of January, 2025.

TUCSON AIRPORT AUTHORITY BOARD OF DIRECTORS

By: _____

Jennifer Shields, acting TAA Clerk
Office: 520-573-4898
Email: jshields@flytucson.com