



Membership and Board of Directors Orientation Handbook

Revised January 2024

FOREWORD

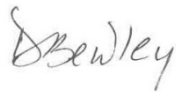
It is my privilege to present the TAA Membership and Board of Directors Orientation Handbook. This handbook will provide current and new Board Members, and the TAA Membership with valuable information about the Tucson Airport Authority.

Please note that each year the TAA will update this resource to ensure you have current information. Should you have questions as you review this handbook, please do not hesitate to reach out to Byron Jones, TAA Clerk, at (520) 573-4822 or bjones@flytucson.com.

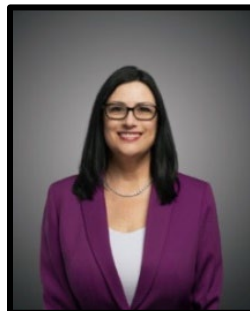
Our mission to “provide a sustainable airport system and constantly pursue initiatives that promote and grow business opportunities” does not happen without the understanding, support, and advocacy from our Board and Membership.

I appreciate your engagement and support of the TAA. I look forward to a successful year together!

Sincerely,



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



Direct: (520) 573-4820

Table of Contents

1.0 The Tucson Airport Authority Overview	1
1.1 Enabling Legislation and Authority	1
1.2 Corporate Organizational Structure	1
1.3 Mission and Vision Statement Strategic Plan	2
2.0 Organization and Executive Leadership.....	3
3.0 The Airport System	13
3.1 Tucson International Airport (TUS).....	13
3.2 Ryan Airfield (RYN)	13
4.0 Airport Management	15
4.1 Operations (24/7/365)	15
4.1.1 Airside Operations	15
4.1.2 Police Department Aviation Security and Law Enforcement	15
4.1.3 Fire Department Aircraft Rescue and Fire Fighting	16
4.1.4 Emergency Management.....	16
4.2 Financial Management.....	17
4.2.1 Budget Development	17
4.2.2 Aeronautical and Non-Aeronautical Revenue and Revenue Diversion	18
4.2.3 Grant Assurances	19
4.2.4 Procurement Practices.....	20
4.3 Airport Development	20
4.3.1 Major Project Initiatives.....	20
4.3.2 Environmental Obligations	21
5.0 Board of Directors.....	23
5.1 Composition.....	23
5.2 Corporate Officers	23
5.3. Meeting Procedures	23
5.1.3 Order of Business.....	24
6.0 Councils	26
6.1 Advisory Councils.....	26
6.1.1 Audit Council.....	26
6.1.2 Corporate Governance Council.....	26
6.1.3 Finance and Risk Management Council	27
6.1.3.1 Environmental/Sustainability Sub-Council	27
6.1.4 Nominating Council.....	27
6.2 Executive Council.....	27

7.0 Open Meetings and Public Records.....	28
7.1 Arizona’s Open Meeting Law.....	28
7.2 Arizona’s Public Records Law	28
8.0 Tucson Airport Authority Membership and Responsibilities.....	29
8.1 TAA Membership	29
8.1.1 Active Member	29
8.1.2 Emeritus Member	30
8.2 Annual Meetings	30
8.3 Nominating Process.....	30
8.3.1 Guidelines for Membership Criteria	31
8.3.2 Guidelines for Board and Governance Membership Criteria.....	32
9.0 Additional Resources	33

1.0 The Tucson Airport Authority | Overview

1.1 Enabling Legislation and Authority

The Tucson Airport Authority (the TAA) was formed in 1948 as an independent, quasi-governmental non-profit corporation pursuant to Arizona state law ([A.R.S. § 28-8423 et seq. – The Airport Statute](#)), and around that same time entered a long-term lease with the City of Tucson for the land. Over the years, the original lease has been amended, supplemented, and extended (currently through 2098). It authorizes the TAA to operate, maintain, and develop the Tucson International Airport (TUS). A separate lease, also with the City of Tucson, obligates the TAA to operate, maintain, and develop Ryan Airfield (RYN), a general aviation reliever airport located approximately 14 miles west of TUS.

- ➔ The TAA is considered an Arizona political subdivision/public entity and participates in the Arizona State Retirement System and Public Safety Personnel Retirement System.
- ➔ The TAA has no taxing authority and receives no direct public support from state and local tax dollars.
- ➔ The TAA is subject to Arizona’s open meetings and public records laws.

1.2 Corporate Organizational Structure

As an Arizona non-profit corporation, the TAA is subject to the requirements of the Arizona Non-Profit Corporation Act ([A.R.S. § 10-3101 et seq.](#)) and governed by the [TAA Articles of Incorporation](#) and [TAA Bylaws](#).

The TAA Bylaws call for active membership of up to 60 individuals who are residents of the TAA’s service area.

- ➔ The Board of Directors (the Board) can be composed of between seven and eleven Active Members.
- ➔ Members elect the directors, typically for staggered terms of up to three years. Directors may serve a maximum of ten years.
- ➔ Directors receive no salary or compensation for their services, but by resolution of the Board may be reimbursed for actual expenses paid or obligated to be paid in connection with services rendered solely for the benefit of the TAA.
- ➔ The Board appoints/hires the President/CEO, who serves at the Board’s pleasure, and reports to the Board on a regular basis.

The President/CEO exercises day-to-day administration of the TAA in accordance with the TAA’s Mission Statement, Vision Statement, Guiding Principles, Strategic Plan, and Board-

adopted objectives and policies. The President/CEO is also responsible for ensuring that the TAA complies with all federal, state, and local laws and regulations which govern the operation of airports.

1.3 Mission and Vision Statement | Strategic Plan

In August 2020, the Board of Directors adopted Strategic Plan 1.0, which established the TAA's Mission, Vision, and Guiding Principles. In September 2021 and again in September 2022 the Board adopted Strategic Plans 2.0 and [2.1](#) respectively which built on the progress made in Strategic Plan 1.0 and sets priorities for the organization focused on four key initiatives.

Mission	Provide a sustainable airport system and constantly pursue initiatives that promote and grow business opportunities.
Vision	Landing Prosperity in Southern Arizona.
Guiding Principles	<p>Our guiding principles shape our culture; who we are and who we want to be.</p> <ul style="list-style-type: none"> ✈ We deliver results. ✈ We work smart. ✈ We are curious. ✈ We play for the team. <p>The members of the Executive Team are ambassadors of our culture and work to continuously engage everyone in these expectations.</p>
Strategic Plan 2.1 Strategic Initiatives	<ul style="list-style-type: none"> ✈ Upgrade to First Class Systems and Efficiencies ✈ Expand Prosperity ✈ Create External TAA Champions ✈ Accelerate Performance

2.0 Organization and Executive Leadership

The TAA is organized into seven divisions, each managed by a Vice President reporting to either the Executive Vice President/Chief Operating Officer or the Executive Vice President/General Counsel. The Executive Vice Presidents report directly to the President/CEO. Additionally, the Chief Communications Officer, who oversees the Air Service Development and Marketing and Strategic Communications departments, reports directly to the President/CEO.

Divisions*:

Executive

- President/CEO's Office
- Air Service Development
- Marketing and Strategic Communications

Business and Commercial Development

- Concessions and Ground Transportation
- Properties Department
- Economic Development

Finance and Regulatory Administration

- Finance
 - Financial Accounting and Reporting
 - Financial Planning, Budgeting, and Analysis
- Programs and Regulatory Compliance

Legal

- Legal Services
- Board and Council Support Services
- Office, Records, and Warehouse
- Procurement

Operations

- Airside Operations
- Emergency Management
- Airport Safety
- Police Department
 - Airport Communications Center
 - Airport Security and Badging
- Fire Department
- Maintenance and Custodial Services
 - Airfield Maintenance
 - Facilities Maintenance
 - Fleet Maintenance
 - Custodial Services
- Information Technology

People Operations

- Talent Acquisition, Talent Development, and Talent Management
- Employee Services, Support, Benefits, and Payroll

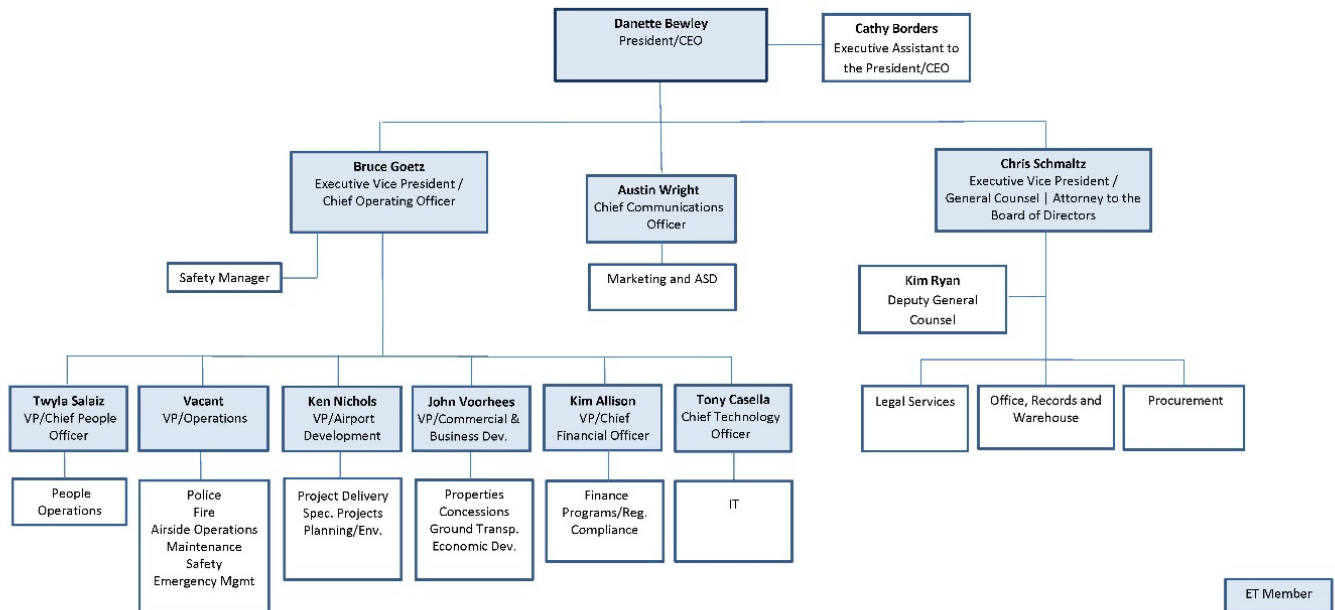
Airport Development

- Planning
- Sustainability/Environmental Services
- Major Program Development
- Infrastructure Development

**The functional alignment is subject to change as circumstances warrant.*

TUCSON AIRPORT AUTHORITY **FY 2024**
EXECUTIVE REPORTING STRUCTURE

Effective 12.1.2023





Danette Bewley, AAE
President/Chief Executive Officer

Danette is from San Diego, CA, where her passion for aviation began. Her father was a decorated Navy fighter pilot, stationed at NAS Miramar, and later became a commercial airline pilot. This upbringing fueled her interest in pursuing an aviation-related career path. Her airport management career began in 1989 and has spanned 35 years.

Ms. Bewley serves the Board of Directors in the capacity of President/CEO; her contract is through 2025.

Airport Experience:

Between 1989 and 2003, she worked for the Port of San Diego and San Diego County Regional Airport Authority (when it became a separate government agency in 2002), operator of San Diego International Airport, in a variety of progressively responsible positions, including airport noise and community relations, terminal operations, tenant relations, marketing and air service development.

Between 2003 and 2006, she was the Director of the Jacksonville Aviation Authority, operator of Jacksonville International Airport, Herlong Airport, Cecil Field Airport and Jacksonville Executive Airport at Craig Field. In this capacity, she managed the day-to-day operations of airside, landside and terminal operations, airport security, and maintenance departments for the airport.

Between 2006 and 2011, she worked for the Reno-Tahoe Airport Authority, operator of Reno-Tahoe International Airport and Reno Stead Airport, where she managed large capital programs, and held a senior position in the business, commercial and economic development department.

In 2012, she joined the Tucson Airport Authority, operator of Tucson International Airport and Ryan Airfield. She served in multiple roles, including Director of Operations, Senior Director of Operations and Maintenance, Vice President of Operations and Projects/COO, Vice President of Operations/COO, and Interim President/CEO. She became the President/CEO in 2019.

Education | Accreditations | Licenses:

- ➔ Bachelor of Business Administration with an emphasis in Aviation Management, 1986 | National University, San Diego, CA
- ➔ Master of Arts in Management, 1988 | National University, San Diego, CA
- ➔ Master of Public Administration, 2006 | National University, San Diego, CA
- ➔ Accredited Airport Executive, 1993 | American Association of Airport Executives

- ✈ Certified Airport Executive, 1994 | Southwest Chapter of the American Association of Airport Executives
- ✈ Private Pilot, 1984 | Federal Aviation Administration

Industry | Community Engagement:

Industry:

- ✈ Airports Council International – North America, Board of Directors
- ✈ Service on various industry councils and committees

Community Engagement:

- ✈ Board of Directors:
 - Tucson Metro Chamber
 - Southern Arizona Leadership Council
 - Arizona Tourism, Lodging and Sports
 - Southern Arizona Defense Alliance
- ✈ Other:
 - DM-50
 - Chairman’s Circle, Sun Corridor, Inc.
 - Women Leading Southern Arizona
 - International Women’s Federation



Bruce Goetz, AAE, IAP, ACE
Executive Vice President/Chief Operating Officer

Bruce Goetz joined the TAA in January 2020 as the Vice President of Operations and Chief Operating Officer. He was promoted to Executive Vice President and Chief Operating Officer in March 2021. His career started in 1993 and has spanned 31 years.

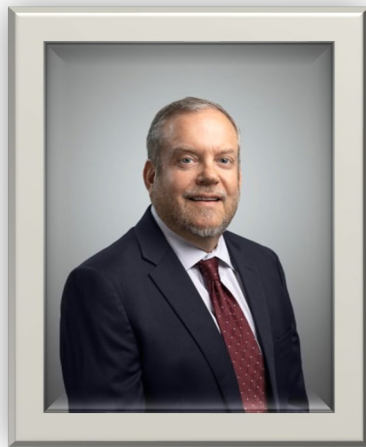
In his role, Mr. Goetz oversees the operating departments that manage and maintain Tucson International Airport and Ryan Airfield, including Airside Operations; Safety; Maintenance and Custodial Services; Police; Airport Security; the Airport Communications Center; Fire/Aircraft Rescue and Fire Fighting, Information Technology, Emergency Management and Airport Safety; he also assists the President/CEO in managing the day-to-day functions of the airport system.

Prior to his arrival at Tucson, he was the Director of Operations at Denver International Airport (DEN). There, he was responsible for airfield operations, terminal operations, and ramp tower

groups, directing and managing snow removal issues, de-icing coordination, and the Emergency Operations Center. He was also a principal contact for regulatory issues with the Federal Aviation Administration (FAA).

Prior to his work at DEN, he was the Superintendent of Operations at Paine Field/Snohomish County Airport in Everett, Washington, where the Boeing wide-body production plant is located. There, he managed the Airport Operations department and served as a public information officer, leading efforts within the community and involvement with government officials.

He is an Accredited Airport Executive (AAE) through the American Association of Airport Executives (AAAE), an International Aviation Professional (IAP) through Airports Council International (ACI) and has earned the Airport Certified Employee (ACE) designation.



Christopher Schmaltz, Esq., AAE
Executive Vice President/General Counsel

Chris Schmaltz joined the TAA in 2015 as Deputy General Counsel and was promoted in 2019 to Vice President and General Counsel. In 2023, he was promoted to Executive Vice President/General Counsel.

Mr. Schmaltz leads the Board and Council support functions and corporate governance and compliance; the Procurement; Office, Records and Warehouse; and Legal departments.

He advises the Board of Directors, the TAA Executive Team, and TAA employees on all aspects of airport regulation and operation, non-profit corporate and Arizona public entity matters, and commercial and general aviation issues, among many others. He also leads the TAA's effort on government affairs. Prior to the TAA, he was a Partner/Member in the Public Law group of Gust Rosenfeld, a law firm with offices in Phoenix and Tucson, among other locations.

His education includes a Bachelor of Arts in Russian and Soviet Studies from the University of Arizona and his Juris Doctor from American University, Washington College of Law.

Mr. Schmaltz is an Accredited Airport Executive of the American Association of Airport Executives (AAAE) and currently serves on Airports Council International – North America's (ACI-NA's) Political Affairs Subcommittee, ACI-NA's Legal Committee Steering Group, and is a volunteer on Tucson Metro Chamber's Public Policy Council.



John Voorhees
Vice President/Chief Revenue Officer

John “Dutch” Voorhees joined the TAA in December 2020. His primary role is to drive and maximize all aeronautical and non-aeronautical business development and revenue generating activities for the organization to explore a diversified revenue stream.

He has oversight of the Properties Department, Concessions and Ground Transportation Team, and Economic Development, areas that focus on revenue optimization strategies, space leasing, concessions, parking, and ground transportation.

Mr. Voorhees joined the TAA with an impressive resume encompassing 20-plus years of management experience. Most recently, he served as Assistant County Administrator/Director of Aerospace and Defense Initiatives, which he began in 2016. In that capacity he led the Office of Emergency Management, the Elections Department, and the Pima County Wireless Integrated Network (PCWIN). He began his service with Pima County in 2013 as the first Executive Director of PCWIN and helped integrate the TAA Public Safety departments onto the radio network.

Mr. Voorhees served in the United States Air Force for 20+ years in a range of duties including Command Pilot and Strategic Planner. He was based at ten different installations over his career; he spent the last six years of his military career at Davis-Monthan Air Force Base.

Mr. Voorhees earned a bachelor’s degree in political science from Rutgers University, a Master of Military Science from Air University, and a Master of Aeronautics from Embry Riddle Aeronautical University. He will complete his International Airport Professional (I.A.P.) certification in 2024.



Twyla Salaiz
Vice President/Chief People Officer

Twyla Salaiz joined the TAA in April 2021 and is the first person to serve in the newly created position of Vice President/Chief People Officer. As the Chief People Officer, Ms. Salaiz oversees the People Operations Division, formerly known as Human Resources, and plays a critical role as the TAA moves further in its implementation of the Strategic Plan. The primary focus is accelerating the performance of all employees and progressing the TAA to being certified as a “Great Place to Work.”

Ms. Salaiz came to the TAA from Raytheon Missiles and Defense, where she served in various human resources positions between 2007 and 2020, and most recently was their Director of Talent Acquisition.

Prior to Raytheon, Ms. Salaiz led Learning and Development at APAC Customer Services and SPHERION Corp. She earned her bachelor’s in education and fine arts from Anderson University, and her Master of Education in Educational Psychology with an emphasis in Human Resources from Northern Arizona University. She serves on the board of directors for Thrive Ansanm, a civic and social organization that empowers young people in Haiti to achieve their potentials and was involved with the Metro Tucson Chamber’s Talent Taskforce.



Ken Nichols, PE, CM
Vice President/Airport Development

Ken Nichols joined the TAA in 2022 as Vice President/Airport Development. His role is to lead delivery of a portfolio of projects, programs, and initiatives through the division staff. The division works to maintain environmental compliance, plan for current and future needs of the airport, implement major maintenance and capital projects, and provide collaborative support to other divisions.

During his 30-year career, Mr. Nichols has served both as a member of airport staff and as a consultant for airports of all sizes. His roles have included planning, environmental compliance, noise program implementation, design, construction administration, and economic development associated with airport facilities.

Mr. Nichols has two bachelor's degrees in engineering from the University of Idaho (1990, 1991). He is a licensed professional engineer in seven states and is currently seeking reciprocity in Arizona. He has earned Certified Member (C.M.) accreditation from the American Association of Airport Executives (AAAE).



Kim Allison, CPA
Vice President/Chief Financial Officer

Kim Allison joined the TAA in March 2023. As the Chief Financial Officer, Ms. Allison oversees the Finance and Regulatory Administration Division, which includes accounting, financial planning and analysis, regulatory compliance, and grant administration.

Ms. Allison has an extensive financial background in both the public and private sectors, serving most recently as the chief financial officer of Gulfport-Biloxi International Airport. She earned a bachelor's degree in accounting from the University of Southern Mississippi, a master's degree from William Carey University, and she holds the prestigious Certified Personal Accountant (CPA) certification, licensed in Arizona and Mississippi. In addition to her professional accomplishments, Ms. Allison also served as President of the Gulf Coast Chapter of the Mississippi Society of CPAs for several years and currently serves as a member of the University of Southern Mississippi School of Accountancy's Advisory Board.



Anthony Casella
Chief Technology Officer

Anthony Casella joined the TAA in April 2021, becoming the organization's first Chief Technology Officer (CTO). As the CTO, Mr. Casella oversees all technology in the airport such as the Flight Information Displays (FIDS), Paging System, Network, Access Control, Parking System, Computers, and various other technology-based systems.

Prior to joining the TAA, Mr. Casella was Managing Director and Strategic Development Officer for local Internet service provider Simply Bits. Before that, he held Director and Chief positions for the Town of Marana and Pima County, respectively. More than 50 public agencies communicate better through a regional public

safety radio system because of Casella's leadership as Project Manager for PCWIN. The \$92 million dollar bond initiative was one of Pima County's most successful project implementations. Mr. Casella also spent many years in the private sector enhancing companies' technology to meet operational objectives.

Mr. Casella earned a bachelor's degree in business administration with an emphasis in Business Leadership and Project Management from Capella University. He also serves on the Airports Council International – North America's (ACI-NA's) Information Technology Steering Committee as well as the Private Wireless Committee.



Austin Wright
Chief Communications Officer

Austin Wright joined the TAA in December 2022. As the Chief Communications Officer, Mr. Wright oversees the TAA's Marketing and Strategic Communications department as well as the Air Service Development team.

Mr. Wright has over a decade of experience in the airline industry. He held various senior manager roles at Southwest Airlines, including roles at Pittsburgh International Airport (PIT), Dallas Love Field (DAL), Chicago Midway International Airport (MDW), and Tucson International (TUS).

Mr. Wright holds a Master of Public Administration (University of Texas) and a Bachelor of Media Studies (University of Arizona).

3.0 The Airport System

The TAA is the federally certificated operator of Tucson International Airport and Ryan Airfield. Day-to-day management of TUS and RYN is performed by a professional and highly skilled team with the responsibility to operate the airport system in compliance with all federal regulations, and to manage the TAA's resources and assets in a fiscally responsible manner in accordance with federal regulations, industry standards, and best practices. In addition, staff is tasked to ensure that the TAA continues to be self-sustaining and delivers operational success for the benefit of the metro-Tucson community and Southern Arizona.

Airports function in a highly regulated environment, with oversight by the Federal Aviation Administration (FAA) (airport compliance, safety, and standards), the Transportation Security Administration (TSA) (civil aviation security), and other federal agencies.

3.1 Tucson International Airport (TUS)

TUS encompasses 8,343 acres and is located eight miles south of the city's central business district. There are 130 separate buildings on the airport complex which provide 2.5 million square feet of space.

Users of TUS include commercial, general aviation, cargo, and military operators. TUS also serves as an international port of entry which offers 24-hour customs and immigration services.



The FAA has designated TUS as a commercial service airport. As such, the TAA must adhere to a myriad of safety and standards governing airport operations. Each year the FAA inspects the airfield and audits the TAA for program and regulatory compliance, and adherence to federal regulations and standards.

In October 2020, the TAA broke ground on the Airfield Safety Enhancement (ASE) Program. Further information regarding this estimated \$400+ million, multi-phase project is found in [Section 4.3.1](#).

3.2 Ryan Airfield (RYN)

The TAA operates and maintains RYN, a modern, general aviation reliever airport located approximately 14 miles west of TUS. RYN has three runways: 6R-24L, 6L-24R, and 15-33. It accommodates a wide variety of general aviation activity, and users have access to general services, including aircraft refueling, limited aircraft maintenance, and a restaurant.

RYN was developed during World War II as a pilot training base and encompasses approximately 1,804 acres.

The TAA participates in the [Federal Contract Tower \(FCT\) Program](#), a federal program that provides contracted air traffic control services to specific airports throughout the nation. RYN is one of approximately 255 airports included in this federal aviation safety program. The FAA has engaged with Serco, a federal contractor, to provide these services on behalf of the TAA.



4.0 Airport Management

4.1 Operations (24/7/365)

4.1.1 Airside Operations

Airside Operations' primary responsibility is to ensure that the airfields are managed and maintained in compliance with Federal Aviation Regulations and Transportation Security Aviation Regulations. Airside Operations manages a multitude of airport safety programs, responds to aircraft emergencies, and coordinates with first responders and other federal and local agencies as appropriate.

Airside Operations ensures adherence with all aspects of FAR Part 139, the regulation that outlines the certification of airports.

4.1.2 Police Department | Aviation Security and Law Enforcement

The Tucson Airport Authority Police Department (TAAPD) operates 24/7/365 and is a full-service law enforcement agency that meets and complies with the Police Officer Standards and Training (POST), required by the State of Arizona. The TAAPD has the same responsibility as a county or municipal police agency to enforce the laws of Arizona. The TAAPD, which is tasked with law enforcement on TAA property, maintains standing mutual aid agreements with surrounding agencies, and enforces Federal Aviation Regulations pertaining to airport operations and Transportation Security Aviation Regulations related to airport and aviation security. Additionally:

- ✈ The TAAPD manages the Airport Communications Center (ACC), the airport's 7/24/365 9-1-1 center. The ACC dispatches calls for service to Police, Fire, Airside Operations, and Maintenance; manages security and fire alarm systems; and responds to general calls from the public. In addition, the ACC coordinates with mutual aid agencies and other agencies, as required/directed.
- ✈ To ensure the highest level of airport security and to respond to bomb threats, the TAAPD is part of the TSA Explosive Detection Canine Teams Program. The TAA has three (3) certified handler/dog teams (K-9 teams) on call 7/24/365. The K-9 teams are trained by the Department of Defense and certified by the TSA, respectively. They are re-certified every year through a rigorous evaluation process. The TAAPD also has a police officer Explosive Ordinance Disposal technician. These specialized teams participate on the Pima Regional Bomb Squad and respond to all airport calls for service as well as regional calls for service.

- ➔ The TAAPD also manages the Airport Security Office, the office responsible for the issuance of Security Identification Display Area badges (access control) following protocols established by the Department of Homeland Security TSA.

The TAAPD is also one of the few airport police agencies in the United States that is internationally accredited through the Commission for Accreditation of Law Enforcement Agencies (CALEA). Recently, the TAAPD was certified by the Arizona Law Enforcement Accreditation Program (ALEAP) for Safe Policing Practices.

4.1.3 Fire Department | Aircraft Rescue and Fire Fighting

The primary responsibility of the Tucson Airport Authority Fire Department (TAAFD), that operates 24/7/365, is to respond to aircraft emergencies and comply with federal aviation regulations pertaining to Aircraft Rescue and Fire Fighting (ARFF). While the primary mission of the TAAFD is TUS, RYN is served by Drexel Fire Department through a mutual aid agreement; the TAAFD responds to RYN secondarily.

- ➔ The TAAFD also has a mutual aid agreement with the Arizona Air National Guard and other surrounding fire agencies, which may also provide emergency response at TUS and RYN as needed.
- ➔ The TAAFD is trained in Basic and Advanced Life Saving Support and responds to and performs emergency medical assistance and life-saving measures in the terminal environment and on TAA and surrounding property.

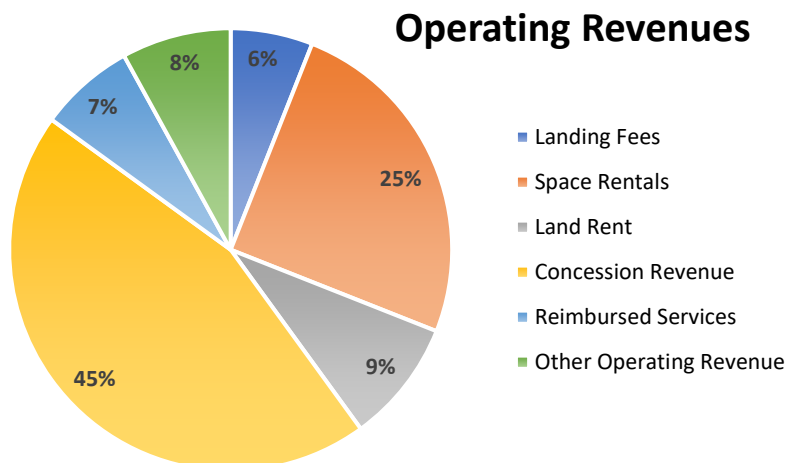
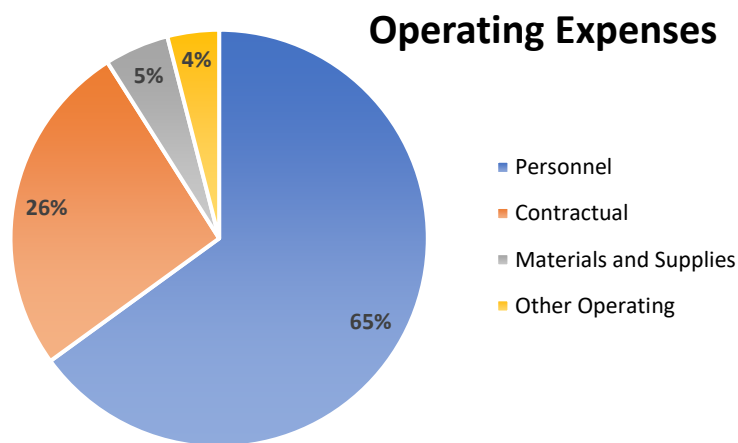
4.1.4 Emergency Management

The Emergency Management team leads training exercises and Emergency Operations Center activation in coordination with the Pima County Emergency Operations Center (EOC) and other emergency agencies (e.g., FBI, FEMA, etc.). The training prepares Airport Staff for a myriad of incidents/events, including airport and aircraft emergencies in accordance with the National Incident Management System (NIMS)/Incident Command Systems (ICS) protocols and coordination with mutual aid agencies and federal agencies, as appropriate.

4.2 Financial Management

As a self-sustaining government enterprise, the TAA does not have taxing authority, which means no local taxes are used to support its operations. Rather, all costs, both operating and capital, are recuperated through rates and charges paid by airlines and other airport tenants, as well as concession revenue and various user fees paid by our passengers, and grants awarded by the state and federal governments.

The following charts show the general sources and uses of TAA funds. The percentages shown are averages and vary from year-to-year. By far the largest sources of concession revenues are from TAA's public parking lots and rental car fees.



4.2.1 Budget Development

To plan and prioritize the use of TAA resources, an annual budget is prepared each year in the March – June time frame, reviewed by our commercial airline partners (August time frame), who have a Majority-In-Interest above certain dollar thresholds to share their approval/disapproval of projects/budgets; reviewed by the Finance and Risk Management Council (August time frame), and finally, approved/adopted by the Board of Directors in September.

The budget includes categories for Operating and Maintenance, Major Maintenance, Capital Improvement and Capital Outlay. These categories are explained below:

Operating and Maintenance

- ➔ The general costs incurred to operate the airport are considered Operating and Maintenance expenses (O&M). These items include personnel expenses, contractual services, materials and supplies, and other operating expenses. O&M is funded through airport system revenue.

Major Maintenance

- ➔ Capital projects that add significant useful life or enhance the functionality of our existing assets are classified as Major Maintenance in our annual budget. Major Maintenance items are funded through airport system revenue. The TAA also maintains a Maintenance Reserve fund, which may be used to pay for selected Major Maintenance projects.

Capital Improvement

- ➔ Large, grant-funded projects are classified as Capital Improvement (CIP). While the TAA usually pays a portion of the costs of CIP, common outside funding sources include Federal [Airport Improvement Program](#) funds and the Arizona Department of Transportation. For qualified projects, grant funding can exceed 90% of project costs.

Capital Outlay

- ➔ Purchases for long-lived equipment, furniture, and fixtures are considered Capital Outlay. Purchases of Capital Outlay items are funded through airport system revenues.

4.2.2 Aeronautical and Non-Aeronautical Revenue and Revenue Diversion

Federal Aviation Administration regulations require all airports, public and private (if receiving federal grant money), to operate in a fiscally self-sustainable manner to minimize reliance on federal, state, and local revenue sources. The basic model which

permits the TAA to balance its self-sustainable, break-even financial model is by leveraging the “residual method” of rate-setting in its Airport/Airline Use Agreements (AUAs), whereby the financial risk of achieving its projected annual budget is transferred to the commercial aeronautical users of the airport. In effect, if the airport outperforms its annual budget projections, a credit is rolled over to the aeronautical users, usually in the form of landing fee reductions for the AUA signatories (commercial airlines). Conversely, if the airport falls short of its annual budget projections, the AUA signatory airlines may, but only by express mutual agreement in the AUA, assume liability for the budget shortfall.

While there is substantial regulation around the TAA’s ability to collect rents, charges, and fees on aeronautical users, there are minimal regulatory standards around non-aeronautical use fees which can come in the form of concessions, car rentals and parking, internet service and other airport property related rights of use and access.

The TAA is aware of the changing economic dynamics in the ground transportation industry and particularly, the emergence of app-based Transportation Network Companies (TNCs). Passenger demand for TNC services to and from the airport has increased significantly and the TAA has adjusted for that change by continuing to ensure safe and convenient passenger access in exchange for compensation by TNCs – negotiated at arms-length in a competitive market for use of the airport and its properties.

Further restrictions imposed upon airport operators by the FAA come in the form of prohibited “revenue diversions,” which, in a significant oversimplification here, require that no airport revenue may be used for purposes other than the costs of the airport or facilities related to its passengers or property. Therefore, all airport revenue and federal grant awards are injected back into the airport to fund capital projects and day-to-day operations to maintain and develop its airfields, terminals, access roads, and airport facilities.

4.2.3 Grant Assurances

The TAA participates in several state and federal grant programs, including the FAA’S [Airport Improvement Program](#), which provides Airport and Airway Trust Fund money for airport development, airport planning, and noise compatibility programs.

- ➔ Grant awards are conditional upon TAA’s ability to demonstrate it possesses the financial resources to fully fund those projects as the associated grants are statutorily limited to only a percentage of allowable total project costs.

- ➔ Grant awards are also conditional upon TAAs acceptance by contractual obligation to comply with the various laws and regulations identified as Grant Assurances which, oftentimes impose additional costs upon the airport to ensure its compliance with those Grant Assurances.
- ➔ The FAA may withhold payment or suspend grant awards or eligibility pursuant to Part 16 enforcement actions.

4.2.4 Procurement Practices

The [TAA Procurement Policy](#) was updated and approved by the Board of Directors in 2020. TAA reviews and updates its Procurement Manual annually, addressing any necessary improvements and identified “pain points” from the previous year, all the while maintaining compliance with the principles established the Board’s Policy.

Procurements made pursuant to [Airport Improvement Program](#) (AIP) grants must comply standards established by various federal statutes and regulations to maintain eligibility under the AIP and must include in contracts awarded pursuant to the procurement process, certain required contract language regardless of whether the contract is federally funded. Examples of required contract clauses include Buy American Preference, Civil Rights, and Federal Fair Labor Standards.

4.3 Airport Development

In any given year, the TAA undertakes capital projects including land/facility improvements, major maintenance, and major equipment purchases. Generally, airport revenues are used to cover the cost of major maintenance and equipment purchases however, qualifying capital improvement projects may be funded in large part through the FAA’s Airport Improvement Program. AIP grants the TAA receives for qualified projects may fund over 90% of the total project costs. For AIP qualifying projects, the Arizona Department of Transportation will often match the TAA remaining share of project costs. This means that the TAA may only be responsible for funding approximately 5% of the total cost for qualified and approved capital improvement projects.

4.3.1 Major Project Initiatives

➔ **Airfield Safety Enhancement Program**

After years of planning and the receipt of federal approval in what was a record-setting 26-month Environmental Impact Statement process, the TAA began work on the largest project in its history. Currently estimated at over \$400 million, the [Airfield Safety Enhancement \(ASE\) Program](#), defined by the FAA as a safety and standards project, includes demolition of existing Runway 11R-29L and its relocation and reconstruction as a new parallel runway, construction of a center

taxiway between the two runways, new and realigned taxiways, geometry changes, and upgraded navigational aids. Design work started in 2019 and construction broke ground in October 2020. The time of completion of the project will depend on the flow of grant funding from the FAA and other potential sources.

4.3.2 Environmental Obligations

In 1983, the U.S. Environmental Protection Agency (EPA) Region IX and the Arizona Department of Health Services (now the Arizona Department of Environmental Quality ADEQ) began a Remedial Investigation/Feasibility Study (RI/FS) of suspected groundwater contamination in the area around TUS. Following a comprehensive investigation, In January 1989, EPA issued an Administrative Order and later in 1991 a Consent Decree, requiring the City of Tucson, Hughes Aircraft, General Dynamics, McDonnell Douglas, the TAA, and the United States Air Force to begin a remedial action to address contamination of the groundwater at North of Los Reales Road, otherwise known as the Tucson Airport Remediation Project (TARP). Under the terms of the TARP Participation Agreement, Tucson Water operates and maintains the remedy. Annual budgets are submitted to the TAA for review and monthly invoices are reviewed by the TAA and paid from the Master Remediation Trust fund.

Later, In August 1992, the EPA Region IX issued a Unilateral Administrative Order (UAO) to the City of Tucson, McDonnell Douglas, General Dynamics, and the TAA to conduct an RI/FS of the shallow groundwater at the TUS, and a detailed investigation of all portions of the TUS that were owned, leased to, or otherwise operated or controlled by the TAA, and any areas onto or into which contaminants from the property may have migrated. The area investigated encompassed all previously and currently active portions of TUS, an area of approximately 4.4 square miles. After completion of the RI/FS, EPA issued a Record of Decision in 1997, and a Consent Decree in 1999 which obligated all four of the settling parties to remediate the contamination, which was completed in 2017. Under the terms of the 1999 Comprehensive Environmental Settlement for the Soils Remediation Project (SRP), the portion of the settlement allocated to USAF settlement was placed in the Master Remediation Trust fund to be used by the TAA to pay 100 percent of the TARP remedy expenses and 80 percent of the SRP remedy expenses with McDonnell Douglas and General Dynamics contributing 10 percent each of the SRP remedy expenses.

These environmental obligations require the TAA, and the other settling parties require periodic project status reports and five-year reviews, with no substantive changes to the design, operations, or monitoring of the remedies without prior EPA approval.

TAA is keenly aware and has been proactive as an airport in addressing concerns related to per-and polyfluoroalkyl substances (PFAS). To maintain certification as an operable

commercial service airport, airport fire trucks have been required to carry aqueous film forming foam (AFFF) containing PFAS for emergency response and to complete FAA firefighting equipment testing requirements (FAR Part 139). This regulation applies to all commercial service airports, including Tucson International Airport (TUS).

Prior to 2019, the firefighting equipment was required to be tested by discharging the foam from the fire truck. In 2019, the FAA issued an alert allowing the AFFF testing to be completed without discharging from the truck. The TAA invested in a no discharge testing system and has been utilizing it since 2019. Therefore, AFFF is only used in the case of a fire emergency; even then, TAAFD works in coordination with TAA environmental services to ensure it is disposed of properly.

TAA has a plan for the FAA-approved regulatory change to allow airports to use fluorine-free foam (F3). TAA has budgeted for the acquisition of F3 when suitable, approved F3 is available. The FAA, on September 13, 2023, issued the following Cert Alert, [FAA Part 139 CertAlert 23-07: Availability of Fluorine Free Foam \(F3\) on the Navy's Qualified Products List \(QPL\), 13 September 2023](#), informing all Part 139 airports that the FAA will allow airports to meet their certification requirements by using F3, in addition to the existing approved aqueous film-forming foam (AFFF) that has been required for decades. Dated May 8, 2023, the FAA issued its [Federal Aviation Administration Aircraft Firefighting Foam Transition Plan, 8 May 2023 \(faa.gov\)](#), describing the path that the FAA and airports will take to transition away from AFFF. TAA is committed to this transition and will acquire F3 and cease to use AFFF as soon as it is able to acquire suitable supplies of FAA approved F3 to maintain the safety of travelers to and from TUS in compliance with current FAA regulatory requirements.

5.0 Board of Directors

5.1 Composition

The Board of Directors consists of between seven and eleven volunteer directors who are elected by their fellow Members during the Annual Meeting held each year on the last Monday in January. Directors serve for staggered terms of one-to-three years (as recommended by the Nominating Council) and may serve a maximum of ten years. Active Members desiring to serve on the Board may self-nominate themselves during the annual nominating period (April 1-October 1).

Service on the Board is no small commitment. Per the Bylaws, Board members absent from more than two regular Board meetings without being excused by the Chair, and Board members absent more than 40% of the regular and special Board meetings, whether excused or not, shall immediately be deemed to have resigned their position on the Board at the discretion of the Chair. Vacancies during the year are filled through Nominating Council recommendations and chosen by the Board for unexpired portions of the term.

5.2 Corporate Officers

The corporate officers consist of a Chair, Vice Chair, Secretary, and Treasurer. Except for the Chair, who is elected to a two-year term, all officers are elected for one-year terms during the first Board meeting held immediately after the Annual Meeting in January. Officers may serve multiple terms.

Refer to Article 5 of the [TAA Bylaws](#) for a description of each officer position.

5.3. Meeting Procedures

The Board of Directors is required by the TAA Bylaws to hold its first meeting of the calendar year immediately following the TAA Annual Meeting in January, at which time the Board will adopt its schedule of regular meetings for the remainder of the year.

- ➔ To ensure that the Board members, the TAA membership, and the public, have sufficient time to review all relevant documents, TAA staff endeavors to distributing the agenda packet a minimum of one week prior to each Board meeting.
- ➔ All action items requiring approval or adoption will be memorialized in the form of a resolution. As part of the Board of Directors' Duty of Care, Board members shall review the materials thoroughly and attend meetings sufficiently prepared for properly agendized discussions and action items.

- ➔ The agenda packet will typically include the following:
 - The minutes of the previous meeting (typically for approval on the Consent Agenda).
 - Staff-prepared memoranda providing background information on items requiring Board approval.
 - Resolutions adopting the proposed actions.
 - Monthly financial and aviation statistics reports, and periodic updates from the various departments and divisions.

5.1.3 Order of Business

The typical order of business for regular meetings is as follows:

- ➔ **CALL TO ORDER | ROLL CALL**

The Chair calls the meeting order, and the TAA Clerk takes attendance.

- ➔ **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 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.

- ➔ **CHAIR REPORT**

Topics the Chair plans to discuss (included on the agenda).

- ➔ **PRESIDENT/CEO REPORT**

Topics the President/CEO plans to discuss (included on the agenda).

- ➔ **PRESENTATIONS***

Staff presentations provided to the Board for information purposes.

- ➔ **DISCUSSIONS***

Topics for Board discussion added at the discretion of the Chair.

- ➔ **ACTION ITEMS**

Matters listed under the Action Items typically involve significant actions and/or policies which the Board will adopt by resolution. In most cases, Board action will be preceded by a staff presentation and discussion.

✈ **EXECUTIVE SESSIONS***

While public bodies are required to conduct business during meetings which are open to the public, there are certain instances when a public body may vote to discuss certain matters and to receive legal advice in executive session, which is not open to the public. The situations when a public body may go into executive session are enumerated in Arizona's Open Meeting Law ([A.R.S. § 38-431.03](#)).

✈ **ADJOURN**

Meeting is announced as adjourned.

**These sections will be added to the agenda, as necessary.*

6.0 Councils

6.1 Advisory Councils

The TAA's advisory councils play a key role in the best practices of the TAA as a non-profit corporation, and airport system Sponsor. Members of the TAA can contribute to the success of the TAA in a variety of ways, and service on an advisory council is a key one.

- ➔ Under Section 10.1 of the [TAA Bylaws](#), the Chair of the Board of Directors, with the advice and consent of the Board, appoints Members to the advisory councils.

The TAA coordinates with advisory council chairs in:

- ➔ Determining meeting schedules and scheduling meetings.
- ➔ Preparing and distributing agendas and associated documents, as well as posting agendas to comply with [Arizona's Open Meeting Law](#).
- ➔ Maintaining required records.

To ensure that the council members, the TAA membership, and the public have sufficient time to review all relevant documents, TAA staff is committed to distributing the agenda packets a minimum of one week prior to each council meeting.

6.1.1 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 the TAA's financial and operating results, compliance with legal and regulatory requirements related to financial reporting, and the performance of the 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.

6.1.2 Corporate Governance Council

The objective of this council is to advise the Board of Directors in fulfilling its oversight responsibility regarding corporate governance, including Board and Membership duties, policies, and practices; the TAA Articles of Incorporation; the TAA Bylaws; and other significant policies.

6.1.3 Finance and Risk Management Council

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

6.1.3.1 Environmental/Sustainability Sub-Council

The objective of sub-council is to advise the TAA in fulfilling its oversight responsibility concerning the ongoing environmental remediation projects and other activities related to the Tucson Airport Area Superfund Site and sustainability efforts.

6.1.4 Nominating Council

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

6.2 Executive Council

This council, pursuant to the TAA Bylaws, is comprised of the Chair, the Vice Chair, the Secretary, the Treasurer, and one other member of the Board appointed each year by the Chair. Its objective is to set the compensation and the benefits of the President/CEO, to address specific matters that are specified by the Board from time to time and to assist and advise the President/CEO with respect to establishing compensation and benefits for the various classifications of TAA employees. Because this Council has the authority to take official actions on behalf of the entire Board, it is **not** a TAA advisory council.

7.0 Open Meetings and Public Records

7.1 Arizona's Open Meeting Law

The TAA posts the public notice and agenda on the TAA website. A hard copy of the agenda is also posted in a public location (glass case located outside the Board Room on the departure level at TUS).

The Board of Directors, and all advisory council meetings, are subject to [Arizona's Open Meeting Law](#). This means that the TAA must provide notice to the public a minimum of twenty-four (24) hours prior to any meeting on all discussion and action that may be taken by the Board or any Advisory Council. There are significant requirements related to the notice and agenda that must be provided to the public. There are also significant restrictions on all Members as to any TAA-related business that may or is likely to come before the Board or an advisory council. The slide deck linked to in the appendix section of this handbook is the basis for the annual training provided to the Board, the advisory councils, and new Members. Please pay careful attention to the training and review the deck. If you have any questions related to the requirements and restrictions under the Open Meeting law, please contact the TAA's Executive Vice President and General Counsel or Deputy General Counsel to discuss.

7.2 Arizona's Public Records Law

The TAA has established procedures for responding to public records requests. [Arizona's Public Records Law](#) requires public bodies to maintain records necessary to provide an accounting of official activities. Defined as books, papers, maps, photographs, video, email, or other documentary materials regardless of physical form or characteristics, made or received by the TAA in connection with the transaction of business. These records are preserved as evidence of the TAA's organization, functions, policies, decisions, procedures, operations, or other activities consistent with Records Management and Retention Schedules established by the Arizona State Library, Archives, and Public Records Division of the Arizona Secretary of State.

Public Records Requests forms can be found on the TAA website. The TAA Office, Records, and Warehouse Management Team (ORWM) commits to respond to a request promptly, subject to the scope and complexity of the request. The procedures ensure that the TAA does not disclose records which are prohibited by federal or state law, including where such disclosure would be detrimental to privacy, confidentiality, or the best interests of the State of Arizona or the TAA. The ORWM reports directly to the TAA's Vice President and General Counsel to ensure compliance with the applicable laws.

8.0 Tucson Airport Authority | Membership and Responsibilities

8.1 TAA Membership

Membership in the TAA means engaging the extensive network that the TAA has in the community and promoting the TAA's mission with the knowledge, skills, and motivation to best represent and contribute to the ongoing success of the TAA and its airport system of TUS and RYN.

The Nominating Council considers and recommends a slate of nominees for new membership each year based on skills, experience, and any of the following additional criteria:

- ➔ Proven leadership or the potential for leadership
- ➔ Diversity, including age, gender, ethnicity, race, disabilities, and geography
- ➔ Experience with large and complex organizations
- ➔ Current or prior CEO, COO, or CFO level experience
- ➔ Skillset, including finance, legal, audit, government affairs, public relations, community engagement and demonstrated commitment to the TAA mission.

Further, the TAA membership assumes certain responsibilities, including vocal and active support for the TAA's mission and vision, and participation in advisory councils, if assigned. Participation in advisory councils provides an opportunity for members to offer valuable recommendations to the Board on the many policy issues confronting the TAA. Members are also asked to lend their expertise on various special projects or issues.

Members serve as vocal Champions, both within the community at large and their personal circles, for the critical role the TAA plays in the economic vitality of the region. Member advocacy is an essential element of a Member's responsibility as it cultivates positive sentiment towards the TAA, TUS, and RYN within Member networks. The TAA can provide advocacy talking points, presentation materials, and collateral to Members who are interested in making community presentations or can share the TAA mission amongst outside organizations.

8.1.1 Active Member

Any resident of the Tucson International Airport service area is eligible for membership in the TAA. Membership in the TAA terminates when a member no longer holds a permanent residence in the service area. The TAA Bylaws permit a maximum of **60** active memberships.

Members serve for an initial term of fifteen (15) years, and may request, subject to the recommendation of the Nominating Council and approval of the Membership at the Annual Meeting, to serve an additional five years as a Member; or they may apply for consideration to transition to Emeritus Membership.

8.1.2 Emeritus Member

Members must serve a minimum term of ten (10) years to be eligible to apply to become an Emeritus Member. Requests for emeritus status are subject to the recommendation of the Nominating Council and approval of the Board of Directors. Pursuant to the TAA Bylaws section 2.1.2(b)(i) consideration for emeritus membership is based on service to the TAA over a sustained period.

Emeritus Members have no voting privileges, but they are invited to all social functions and may attend any TAA meetings. Emeritus members may also be asked to assist the Chair or Active Membership with special projects.

Active Members must apply to become an Emeritus Member before the expiration of their Active term (either fifteen (15) or twenty (20) years), or their membership will expire.

8.2 Annual Meetings

Members are expected to attend various meetings throughout the year, at a minimum, including:

- ➔ The Annual Meeting, held in January, when the new TAA members and directors are selected, and annual reports are presented by the Chair and President/CEO.
- ➔ New Member Orientation, held soon after the Annual Meeting for new members joining the TAA. This includes a tour of the airfield and a briefing by airport staff.
- ➔ Members are welcome to attend and observe all TAA board and council meetings.

8.3 Nominating Process

The nominating process includes an assessment of current Membership and identification of needs, guided by the TAA Bylaws, the TAA Membership Policy, and the best interests of the TAA to identify and cultivate potential new membership candidates who have the appropriate motivation, knowledge, relationships, and skills to fill the TAA's needs, meet the Membership Policy criteria, and support the TAA's long-term sustainability.

- ➔ Active and Emeritus members of the TAA may submit a Nomination Form for potential new members no sooner than April 1 and no later than October 1 in the year preceding each January Annual Meeting. TAA staff will collect the submittals, assemble information, and schedule Nominating Council meetings.
- ➔ The Nomination Form includes self-identification information as to age, race, color, national origin, gender, age, and disability. Whether the proposed nominee chooses to provide this information is completely voluntary. Any personal identifying information and demographic information provided to the TAA staff and Nominating Council for purposes of nomination will be kept confidential. Any demographic information provided to the TAA membership will be anonymized.
- ➔ Once the Nominating Council has met and reviewed the potential new member nominations, the Council may choose to hold interviews of each nominee. TAA staff will support the Nominating Council and clearly and consistently communicate to the Board, to the Membership, and to the nominees and applicants as to the status of their nomination or application during the process.
- ➔ After the Nominating Council has completed its nominee review process, the Council shall meet in November, vote on each nominee, and prepare a written slate of nominees for consideration by the Board of Directors. Nominees will proceed to the full Membership for a vote at the Annual Meeting in January, unless the Board votes to direct reconsideration of any member or director nominee back to the Nominating Council.
- ➔ The slate of approved nominees for TAA Membership is placed on the TAA Annual Meeting agenda (January); a vote of TAA membership is required.

8.3.1 Guidelines for Membership Criteria

SPECIFIC CHARACTERISTICS AND QUALITIES

- ➔ Must care about and be committed to the quality of life for southern Arizona residents and the role TUS plays in impacting the well-being of the larger community; has demonstrated community service.
- ➔ Must be a person of moral courage and integrity; has strong ethical values.
- ➔ Has a passion for life and history of service to this community.
- ➔ Can represent the diversity in our larger community.
- ➔ Active or retired, with a history of success in his or her vocation.
- ➔ Must be willing to become the TUS' greatest advocate in the community.
- ➔ Must be a resident of TUS' service area.
- ➔ Must be willing to provide an up-to-date resume upon request.

REVIEWED BY THE BOARD OF DIRECTORS AUGUST 6, 2013
REVISED JANUARY 27, 2014

8.3.2 Guidelines for Board and Governance Membership Criteria

SPECIFIC CHARACTERISTICS AND QUALITIES

- ➔ Is willing to embrace the philosophy and conceptual framework for the governance process; allows the CEO to lead with monitoring disciplines in place.
- ➔ Must care about and be committed to the quality of life for southern Arizona residents and the role TUS plays in impacting the well-being of the larger community; has demonstrated community service.
- ➔ Must be a person of moral courage and integrity; has strong ethical values.
- ➔ Has a passion for life and history of service to this community.
- ➔ Can innovate, evaluate, decide, and articulate his/her decisions.
- ➔ Understands financial matters well enough to request proper advice and counsel relevant to airport issues. *
- ➔ Has proven professional experiences; corporate business and board experience preferred; understands the pressures of guiding an organization to success; has had broad responsibility and accountability as senior management. *
- ➔ Is a team player, able to support group consensus.
- ➔ Can represent the diversity in our larger community.
- ➔ Possesses visionary capabilities; ability to envision future possibilities.
- ➔ A conceptual thinker; ability to grasp the big picture; values continuous learning.
- ➔ Demonstrated proactive leadership skills and responsible use of authority.
- ➔ Active or retired, with a history of success in his or her vocation.
- ➔ Must be willing to become TUS greatest advocate in the community.
- ➔ Must be a resident of TUS' service area.
- ➔ Has an interest in aviation.
- ➔ Must commit to attendance at Board meetings and councils.
- ➔ Must be willing to provide an up-to-date resume upon request.

***Critical per 2013 Board discussion**

REVIEWED BY THE BOARD OF DIRECTORS AUGUST 6, 2013
AND REVISED JANUARY 27, 2014

9.0 Additional Resources

- ➔ [TAA ARTICLES OF INCORPORATION](#)
- ➔ [TAA BYLAWS](#)
- ➔ [TAA STRATEGIC PLAN](#)
- ➔ [FY 2022 ANNUAL COMPREHENSIVE FINANCIAL REPORT \(ACFR\)](#)
- ➔ [TAA PURCHASING AND PROCUREMENT POLICY](#) (Resolution No. 2020-12)
 - [RESOLUTION ON DELEGATED AUTHORITY TO THE PRESIDENT/CEO](#) (Resolution No. 2022-12)
- ➔ [TAA ORGANIZATIONAL OVERVIEW AND LEGAL TRAINING SLIDE DECK](#)
- ➔ [TAA MEMBERSHIP POLICY](#)
- ➔ [TAA MEMBER/DIRECTOR CONFLICT OF INTEREST POLICY](#)
(Adopted by the Board of Directors on January 23, 2023, by [Resolution No. 2023-04](#))
- ➔ [TAA MEMBER AND BOARD OF DIRECTORS ANNUAL DISCLOSURE STATEMENT](#)